

**MONTANA DEPARTMENT OF CORRECTIONS  
GOALS AND OBJECTIVES  
FY 2020 AND 2021**

**AGENCY MISSION**

**The Montana Department of Corrections staff enhances public safety, supports the victims of crime, promotes positive change in offender behavior, and reintegrates offenders into the community.**

**AGENCY GOALS**

- **For offenders, to increase public safety through reduced recidivism**
- **For victims, to increase victim safety and peace of mind by providing accurate, timely information and support**
- **For the public, to inform and educate through effective communication**
- **For department employees, to increase pride through increased professionalism**

**PROGRAM 1**

**DIRECTOR'S OFFICE, ASD  
FY 2020 AND 2021**

**Director's Office**

Executive Office

1. Provide leadership and direction to the department by establishing and communicating a vision that adheres to the department's mission, vision and goals.
2. Promote a data-driven, best-practice approach towards correctional practices in all areas of the department in order to decrease the recidivism rate in Montana.
3. Provide timely and accurate responses to all information and media requests and disseminate information to ensure that developments are shared with the department's criminal justice partners.
4. Support victims of crime by maintaining a seamless and comprehensive victim notification system about offender status, offering programs that give victims a voice and providing staff training.
5. Provide Native Cultural Awareness training to department employees and other program facilities, when requested, to familiarize them with the diverse religious and cultural ways of Tribal inmates.

Investigations Office

1. Coordinate with divisions within the Department of Corrections to expedite apprehension of escapees and absconders through enhanced reporting and tracking.
2. Collect intelligence on those offenders under supervision of the Department of Correction suspected of criminal activity, including strategic/threat analysis and information dissemination through the department's intelligence partners.
3. Minimize time between case completion and prosecution through increased coordination between the prosecuting agency and the investigations unit.

4. Enhance the skills and capabilities of the investigations unit by identifying advanced training opportunities for department investigators.
5. Acquire and to implement a computerized Investigations Case Management System

#### Legal Services Office

1. Provide legal assistance to the Director's office and divisions within the department in operations and in policy & procedure in accord with the department's mission, vision and goals.
2. Assist and implement legal training programs for all corrections staff to ensure that operations are consistent with offenders' constitutional rights.
3. Defend the department in all legal proceedings before administrative agencies, state and federal courts of law.
4. Provide excellent and timely customer service to all agency divisions by providing legal review and advice in all matters affecting the department.
5. Ensure that legal staff members continue to receive training and professional development activities in order to maintain professional proficiencies.

#### Quality Assurance Office

1. Re-establish full compliance with federal PREA standards and become a leading member of the Western States PREA auditing Consortium.
2. Improve program standards and evaluate state-funded programs.
3. Ensure department facilities and programs are complying with state and federal laws and department policies, licensed facilities are meeting requirements of their licenses, and contracted programs are operating under the mandates of their contracts.
4. Ensure department policy is accurate and appropriate and that facility and program operational procedures are designed under the directive guidelines of department policy.
5. Complete a comprehensive round of security reviews at all DOC secure facilities.
6. Ensure all juvenile detention facilities follow and comply with all Administrative Rules of Montana (ARM).
7. Ensure sound internal controls are in place to safe guard DOC's resources and limit liability.
8. Ensure all DOC and contracted programs are evidence based as required in statute.
9. Train on and utilize the University of Cincinnati's Correctional Program Checklist to ensure all DOC and contracted programs are following the fidelity of evidence-based programs.
10. Conduct a review of all P&P offices to ensure they follow all state and federal law, ARM, DOC policy and procedure, and are adhering to nationally recognized standards for probation and parole.
11. Ensure all components of DOC are in line with American Corrections Association Standards.

## Administrative Services Division

### Crime Control Bureau

1. Support the existing MBCC strategic goals, including:
  - a. Criminal Justice and Behavioral Health information sharing is seamless across the entire justice continuum
  - b. Evidence based crime prevention initiatives are launched throughout the state to reduce crimes against persons, property and society
  - c. Services for victims of crime are accessible and are delivered through trauma informed programs and services to help victims heal and reduce future victimization
  - d. Early intervention, jail diversion and restorative justice initiatives are launched in communities across Montana to reduce incarceration rates and provide opportunities for justice reinvestment
7. Pursue additional competitive grant opportunities to support efforts of the Department and various partners in both the criminal justice system and field of health and human services.
8. Enhance justice reinvestment strategies to effectively manage the offender population and formulate public policy that reduces incarceration while maintaining a high level of public safety.
9. Build community coalitions to increase the likelihood of an offender's success upon release from a custodial setting.
10. Support emerging community-based services aimed toward reentering offenders to facilitate the development of seamless systems of care across the state.

### Information Technology

1. Complete the implementation of the OMIS as the official offender record project.
  - Participate in a leadership role on the project.
  - Participate in the development of policy and procedures.
  - Participate on all IT related committees i.e. data governance, data security, access security, document classification and management, training, and records retention.
2. Utilize the appropriate level of project management methodology for all information system enhancement activities.
  - All enhancement requests to the Department's information systems (Offender Management Information System (OMIS) and Youth Management System (YMS)) will be managed using an appropriate project management methodology.
  - Every significant enhancement will have a signed charter from the project sponsor, a project scope document, and a communication plan.
  - Feature documentation will be produced and updated throughout the cycle and conduct development status sessions.
3. Utilize effective change management practices that govern the methods in which the Department IT staff conduct changes on critical information systems.

- Maintain the integrity of the production environment.
  - Reduce or eliminate disruptions to the availability of production systems or services due to changes.
  - Ensure appropriate management review to understand risks associated with changes, and to mitigate these risks wherever possible.
  - Provide a process that supports the efficient and prompt handling of changes and provides accurate and timely information about those changes.
4. Maintain and operate an information security program.
    - Continue to develop information security policies for all National Institute of Standards and Technology (NIST) families.
    - Continue to implement NIST security controls that ensure the security, privacy, availability, and integrity of data and systems.
    - Ensure access to data and systems is appropriate, allowing access only for those with a legitimate need.
    - Work with department HR staff to develop staff roles that will be used when granting role-based security as with the Enterprise FIM and MIM process.
  5. Where and when possible, automate business practices to make the practices more efficient and cost effective.
    - Assist in the evaluation of current business practices and make recommendations where applicable to automate process.
    - Participate in efforts to capture and define business process architecture for automation efforts.

#### Financial Services

1. Financial Services-To ensure financial, accounting and payroll information is timely, accurate, consistent, fully integrated, and easily accessible by adhering to Legislative Audit recommendations, statute, rule and policy.
  - Enhance restitution collection by acquiring the authority to offset Federal income tax returns to satisfy outstanding restitution obligations.
  - Obtain an Unmodified Opinion for the Financial Compliance Audit performed by the Legislative Audit Division.
  - Transition from warrants to debit release cards to disburse funds from Inmate Trust Account to inmates releasing from secure custody facilities.
  - Investigate opportunities to partner with a document management software provider to transition to a paperless system to improve efficiencies in vendor payment processes.
2. Budget and Contract Management-To maintain all programs and operations of the Budget and Contracts Management Bureau in accordance with statute, rule, policy and Legislative Audit recommendations by using consistent and transparent processes when providing financial related guidance to staff.
  - Update budgeting process to more accurately forecast department expenditures and more clearly disseminate budget information to program and facility managers.

- Ensure full understanding of the biennial budget cycle and contracting and procurement requirements.
- Create a strategic plan that will exhibit grant funding needs in order to support the Department's objectives.
- Implement processes to enable the bureau to complete successful procurements under level 2 delegated authority and to fully implement the use of the state's e-procurement system for procurement and contract management.

#### Human Resources Office

1. Conduct an organizational assessment of allocation and use of human resources as well as organizational structure and provide recommendations for efficiencies.
2. Identify and implement retention solutions to address historically high levels of vacancies in critical roles as a result of turnover.
3. Develop and launch a Corrections based wellness program based on "Total Worker Health" which includes programs for physical, emotional, mental and social wellness as well as workplace safety.
4. Improve professional development opportunities through a "Corrections Profession" focus and the development of leadership, wellness and mentoring programs.
5. Build the capacity of the agency to support systems change and promote a culture receptive to risk reduction and reentry work.

## **PROGRAM 2**

### **PROBATION AND PAROLE DIVISION FY 2020 AND 2021**

1. Implement the use of interactive video conferencing to perform mental health and chemical dependency evaluations for our rural offices.
2. Work with our Prerelease and Treatment providers to ensure that all programs offered within these facilities are evidence based.
3. Work with our Prerelease and Treatment providers to develop facility specific incentive and intervention grid, (FIIG).
4. Expand training opportunities to all Probation and Parole Division staff I regards to Native American culture.
5. Make total conversation to OMIS as the official record for managing offender files.
6. Continue to support Montana Reentry efforts by participating in collaborative teams of public and private service providers.

**PROGRAM 3**

**SECURE CARE  
FY 2020 AND 2021**

**MONTANA STATE PRISON**

**MSP Mission**

The Montana State Prison serves the citizens of Montana by providing a secure correctional environment in support of public safety through positive offender change.

**MSP Goals**

**1. Recruit and Retain Professional Staff**

Objectives

- Broaden recruitment efforts
- Professional Development of Staff
- Increase Benefits (pay for CO's)
- Educate public

**2. Focus on Public Safety and Reentry Programs**

Objectives

- Expansion of offender treatment and programming
- Reorganize to maintain security and treatment balance
- Maintain an effective relationship with Parole and Probation for offender transition.

**3. Focus on Physical Security of Facility**

Objectives

- Update/install fence security systems
- Update/install camera systems
- Update/install security systems throughout units
- Update/fund institutional radio communication systems and maintenance.
- Enhance contraband control procedures

**4. Focus on Facility Physical Plant**

Objectives

- Maintenance operations - Structural upgrades
- ADA Compliance - Fire systems
- Roads - Bed capacity
- Programming space

**5. Maintain Efficient Population Management**

Objectives

- Identify alternative placements for offenders
- Develop long term plans for secure offenders
- Work with Criminal Justice partners to develop release alternatives.

## **MONTANA WOMEN'S PRISON**

1. Each female inmate will be given the opportunity to complete a women's Risk and Needs assessment and other identified assessments that will be used to develop a case plan supporting successful reentry. MWP staff will collaborate with the Probation and Parole Division and other community services to develop a comprehensive and seamless system.
2. MWP will continue to provide a gender responsive and trauma informed environment that creates opportunities for the women to increase their skills, especially in the area of vocation and relationships.
3. MWP will increase focus on victim awareness through additional Victim Impact Panels.
4. Develop a strong retention and recruitment environment.
5. Strive to develop positive morale and opportunities for promotion and career advancement.
6. Maintain MWP facility to increase structural stability/safety.
7. Increase public awareness of the opportunities at MWP including employment, volunteer, vocational, MCE opportunities, as well as the safety and security that is provided for the state and Billings community by MWP.

## **PINE HILLS**

1. Utilizing facilities within the division in the most cost-effective manner, provide services to both youth and adults as appropriate.
2. Ensure services for youth and adults are provided in well maintained, safe settings, offering an environment conducive to their healthy physical and mental development, and that ensures a safe and efficient work environment for staff.
3. Facilitate validated risk and needs assessments to drive individualized evidence-based programming and supervision, resulting in low recidivism rates for new felony level offenses.
4. Provide evidence-based age/gender normed cognitive behavioral focused programming including but not limited to: Chemical Dependency Treatment (adult and youth); Sex Offender Treatment (youth at Pine Hills); and a targeted, female-focused trauma/substance abuse recovery program at Riverside Correctional Facility.

5. Provide opportunities for youth and adults to address court ordered restitution, community service and victim restitution.
6. Place a strong emphasis on successful completion of High School or obtaining a HiSet certificate (with educational opportunities that will include enhanced vocational technical courses) while in YSD programs.
7. Coordinate reentry services including community placement and continuum of care services for mental and physical health needs for all youth and adults being served by YSD.

#### **PROGRAM 4**

#### **MONTANA CORRECTIONAL ENTERPRISES FY 2020 AND 2021**

1. Maintain self-sufficiency in Enterprise and Internal Service Fund Programs.
2. Increase pay for all MCE positions to be in-line with current market for like positions.
3. Increase the number of nationally recognized pre-apprenticeship and certificate programs offered to offenders.
4. Increase outcomes of offenders enrolled in general education and vocational training programs.
  - 4.1. Increase the number of offenders completing:
    - 4.2. HiSET certificates
    - 4.3. vocational training courses
    - 4.4. post-secondary education courses
    - 4.5. Parenting classes
    - 4.6. Life Skills classes
    - 4.7. Employment Readiness classes
5. Track offender success after release
  - Offender employment
  - Post-secondary education achievement
  - Reduction in recidivism for offenders involved in MCE
6. Increase the number of offenders released with all personal documentation required for successful transition
7. Maintain safety and security in throughout all MCE Programs
  - Reduce work related accidents and injuries for civilians and offenders
  - Complete the camera installation in all areas
  - Ensure staff maintain security, PREA and policy requirements and training

**PROGRAM 6****CLINICAL SERVICES DIVISION  
FY 2020 AND 2021**

1. Upgrade the Department of Corrections to a unified electronic medical record system to increase efficiency, reduce unnecessary and/or duplication of testing, streamline billing processes, enhance quality assurance monitoring, and track offenders' medical care to create a more efficient work environment.
2. Provide quality and timely medical care, with a focus on prevention and wellness, to all those in the custody and care of the Department of Corrections.
3. Ensure all behavioral health programs and treatment, provided to offenders, are using best practices for reducing recidivism and adhere to evidence-based or research driven practices.
4. Identify offenders with mental illness by providing level one and level two assessments upon admission and provide appropriate mental health services based on individual needs.
5. Decrease outside medical costs for the Department by verifying eligibility for Medicaid reimbursement.
6. Ensure department facilities and contracted programs comply with requirements of contract by auditing medical, dental and mental health services.
7. Create a stream-lined process to improve access to health care and health care resources upon discharge of offenders.
8. Enhance collaboration with community-based medical and mental health services to increase resources for offenders.

**PROGRAM 7****BOARD OF PARDONS AND PAROLE  
FY 2020 AND 2021**

1. Administer the release of eligible offenders before the completion of their sentences based on parole decision-making guidelines and professional judgment.
2. Consider public safety when making parole or executive clemency decisions.
3. Ensure that offenders complete risk reducing treatment and programming that addresses their criminogenic risks and needs.
4. Provide the necessary resources and training for Board members to make appropriate release and revocation decisions based on evidence-based practices and sound professional judgment.
5. Maintain and strengthen relationships with the public, victims, criminal justice colleagues, family members, media and other agencies.