



# BUILDING THE FUTURE OF CORRECTIONS

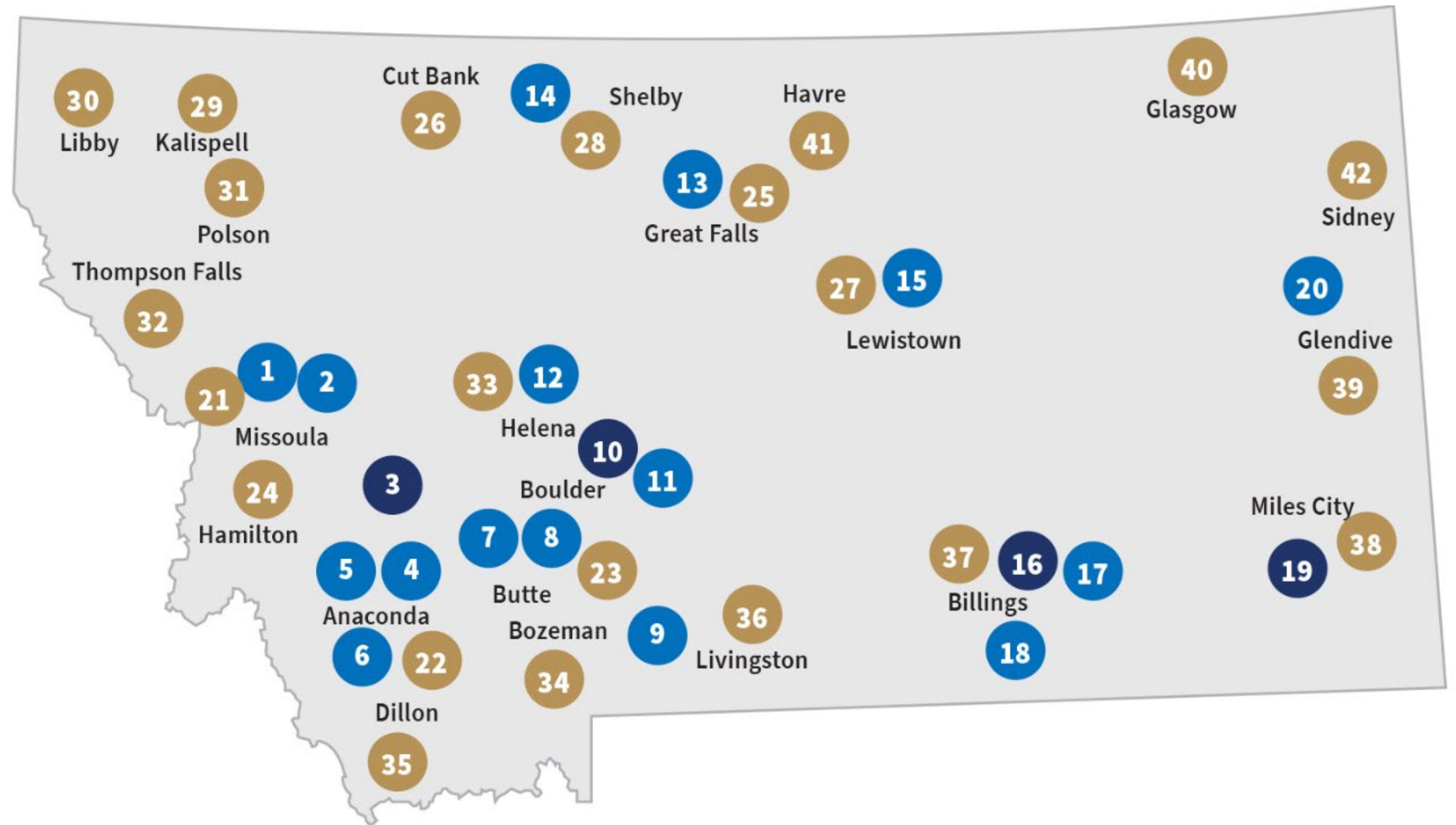
## Programs 1 and 2

**Budget Committee, Section D**

Monday, Jan. 27, 2025

## The DOC is

- The third largest agency in Montana state government
- Includes about 1,400 positions state-wide in a variety of careers including attorneys, correctional officers, doctors, plumbers, ranch managers, registered nurses, teachers, and more



Probation & Parole Offices

State - owned Facility

Contracted Facility



## **Mission Statement:**

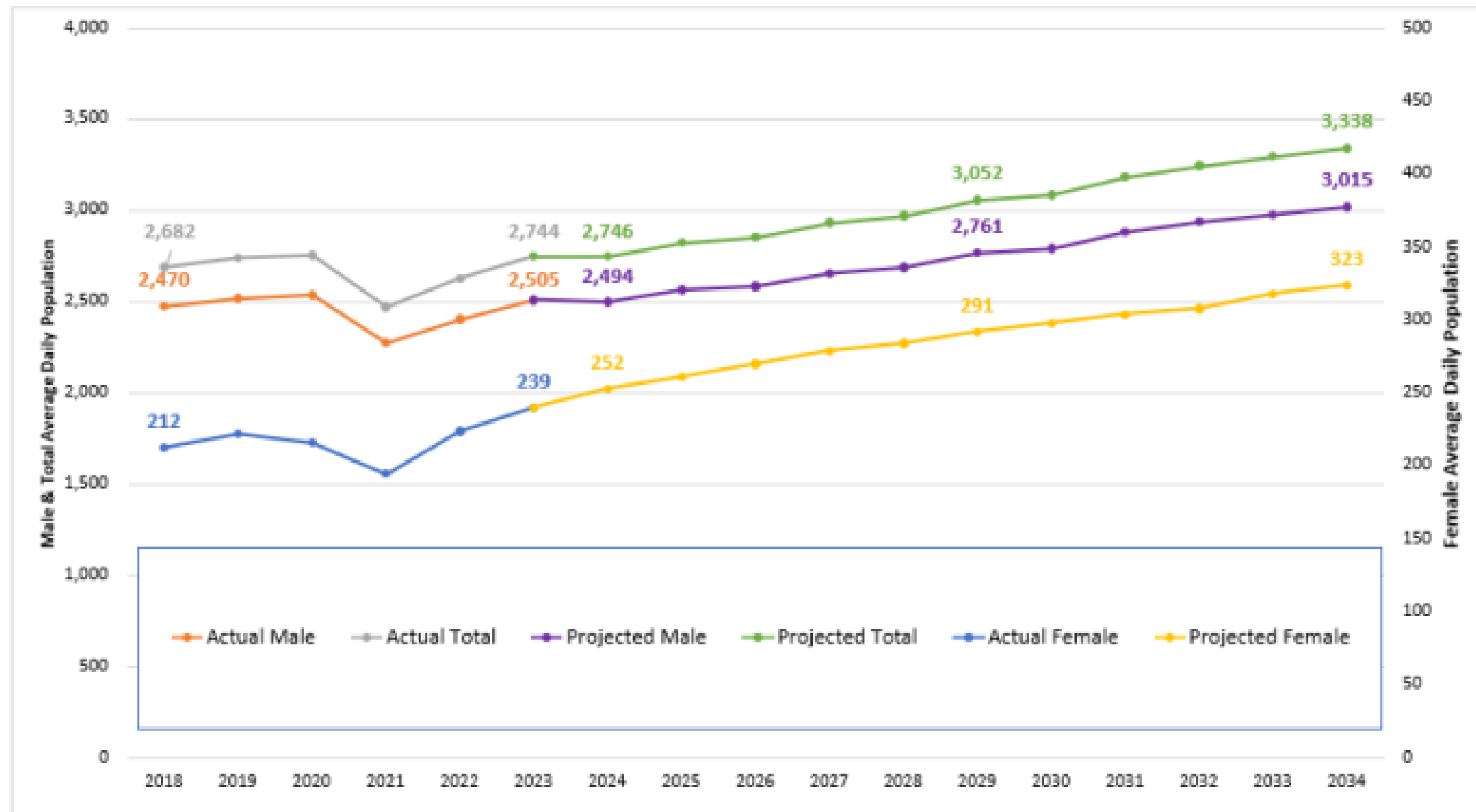
Creating a safer Montana through accountability,  
rehabilitation, and empowerment

# BUILDING THE FUTURE OF CORRECTIONS

## Capacity Challenges

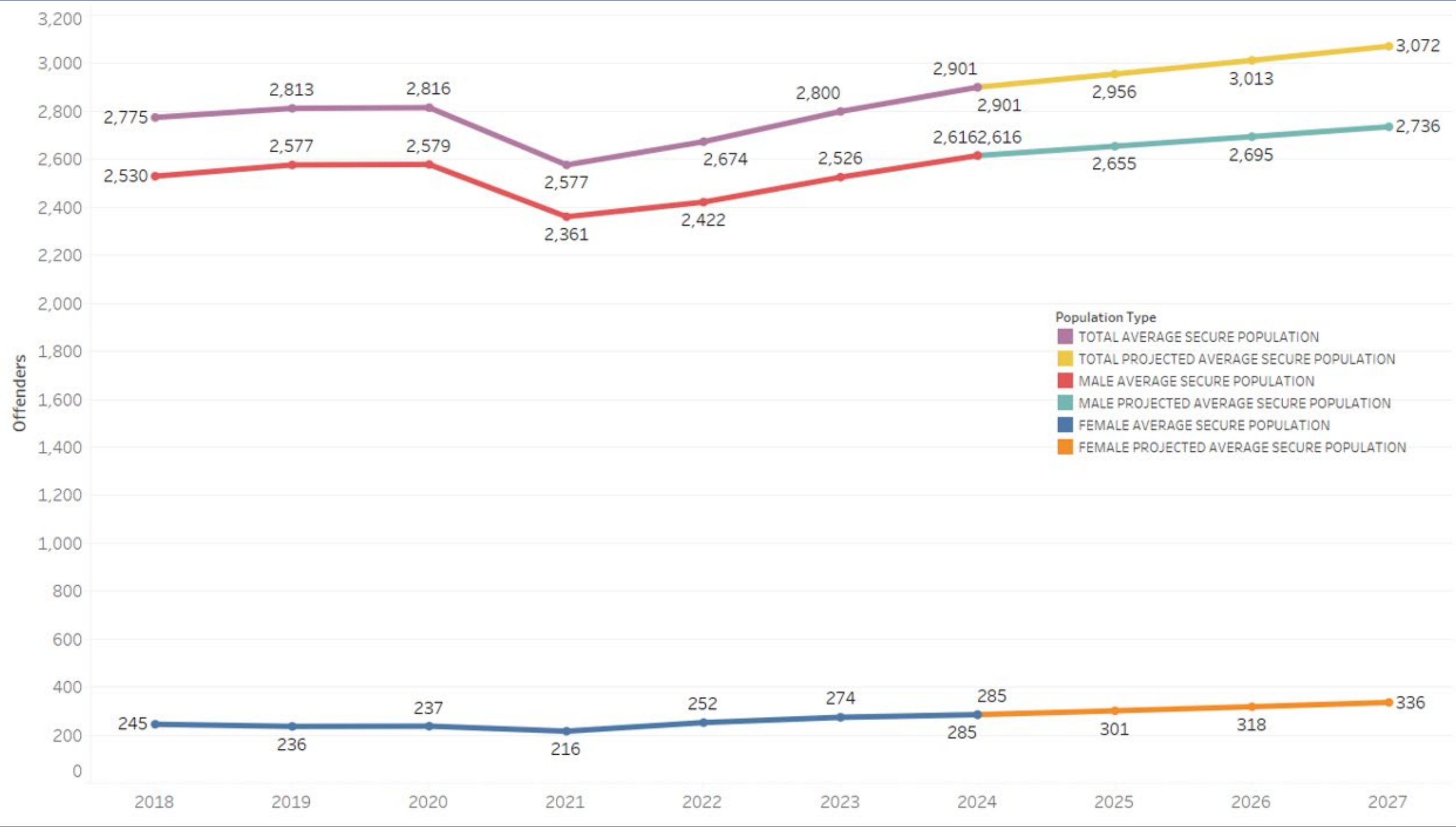
- Montana prison infrastructure is insufficient for existing population
- All facilities are operating above capacity (male and female)
- More than 400 DOC offenders are waiting in county detention centers for transport to DOC facilities (historic high)
- Population projections demonstrate a continuation of this trend
- Out-of-state inmate transfers are necessary to provide immediate relief

### Montana Prison Population Projections by Gender

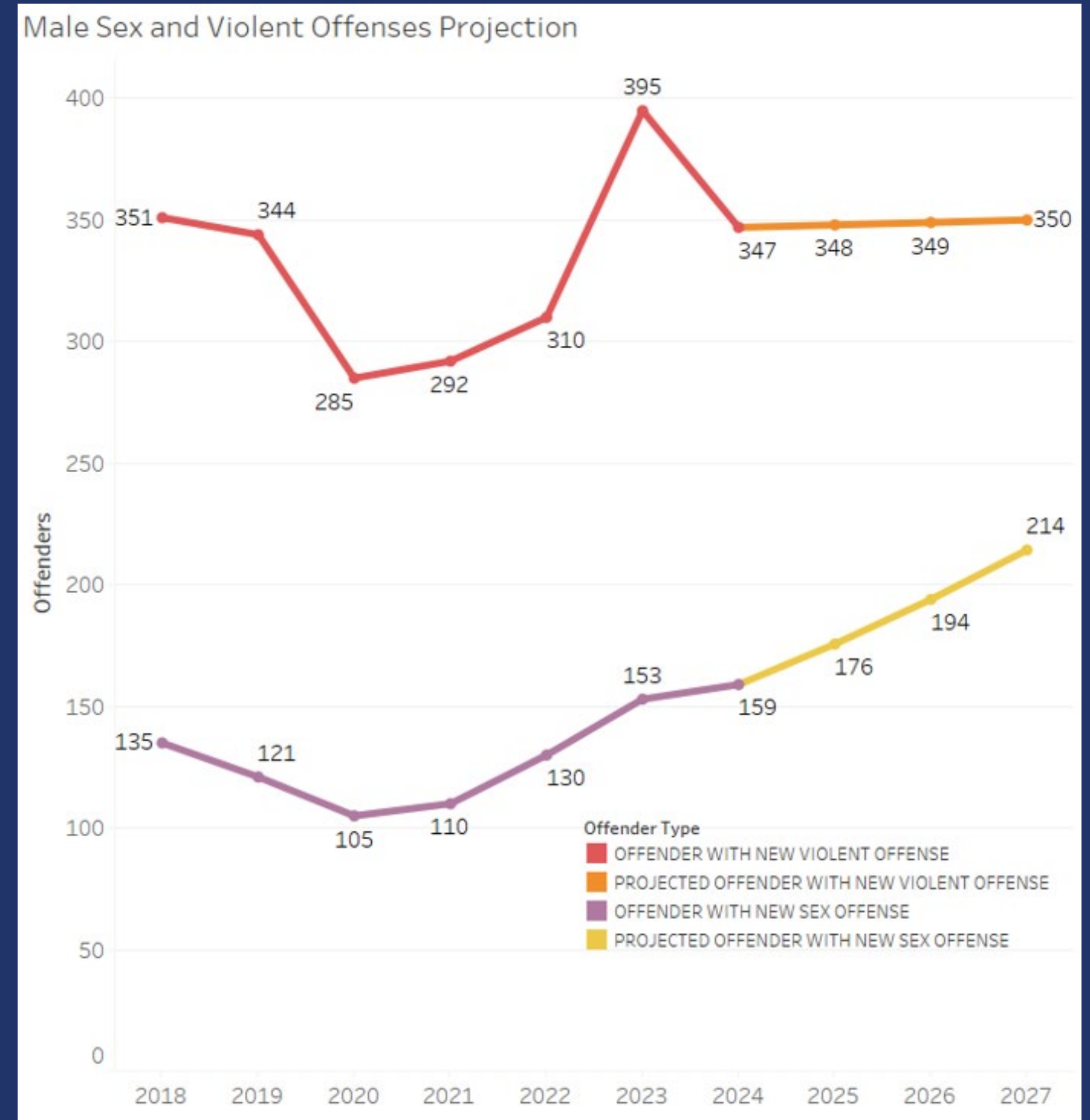


Source: Department of Corrections and DLR Group Presentation to the House Bill 5 committee, December 12, 2023.

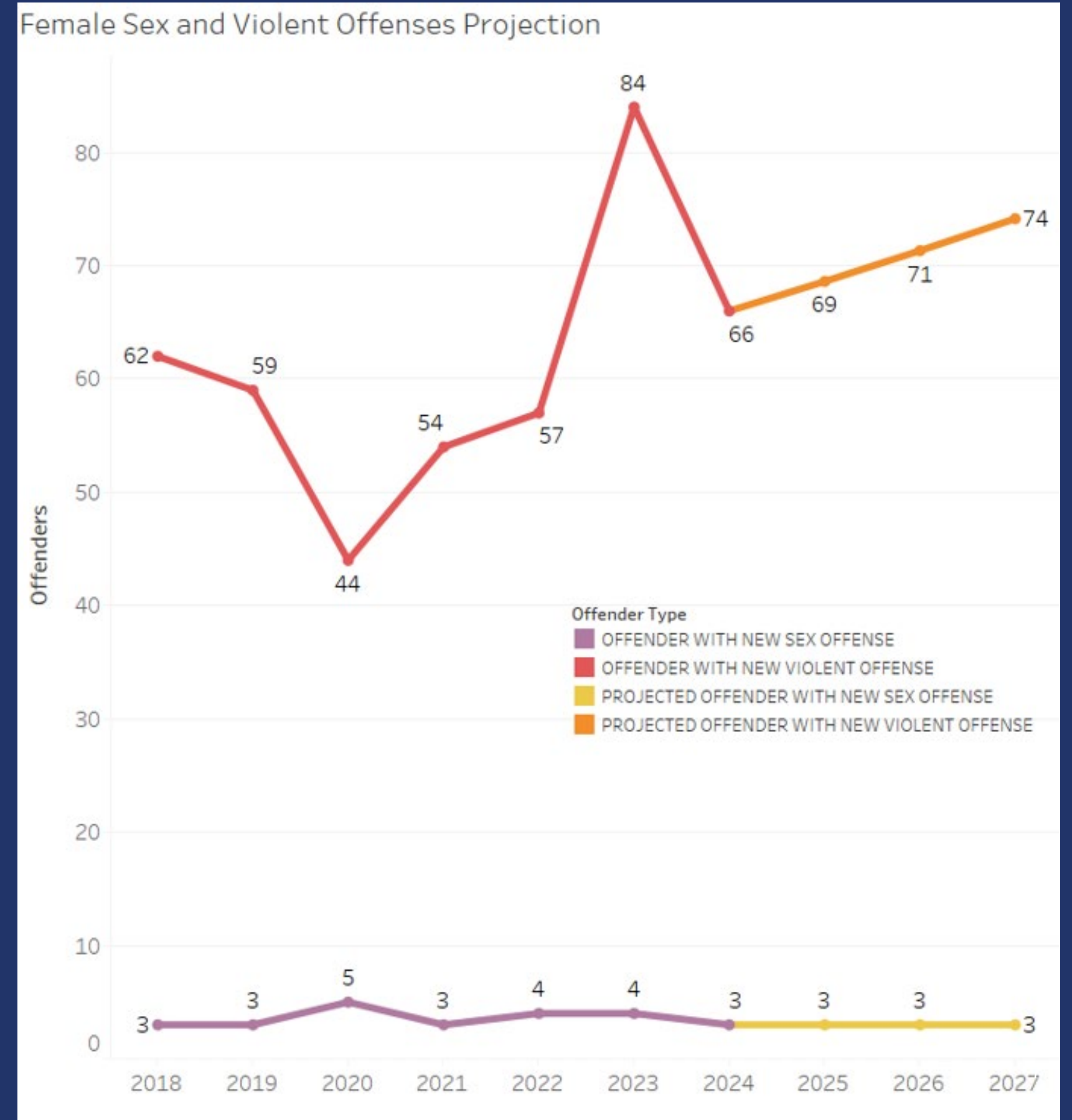
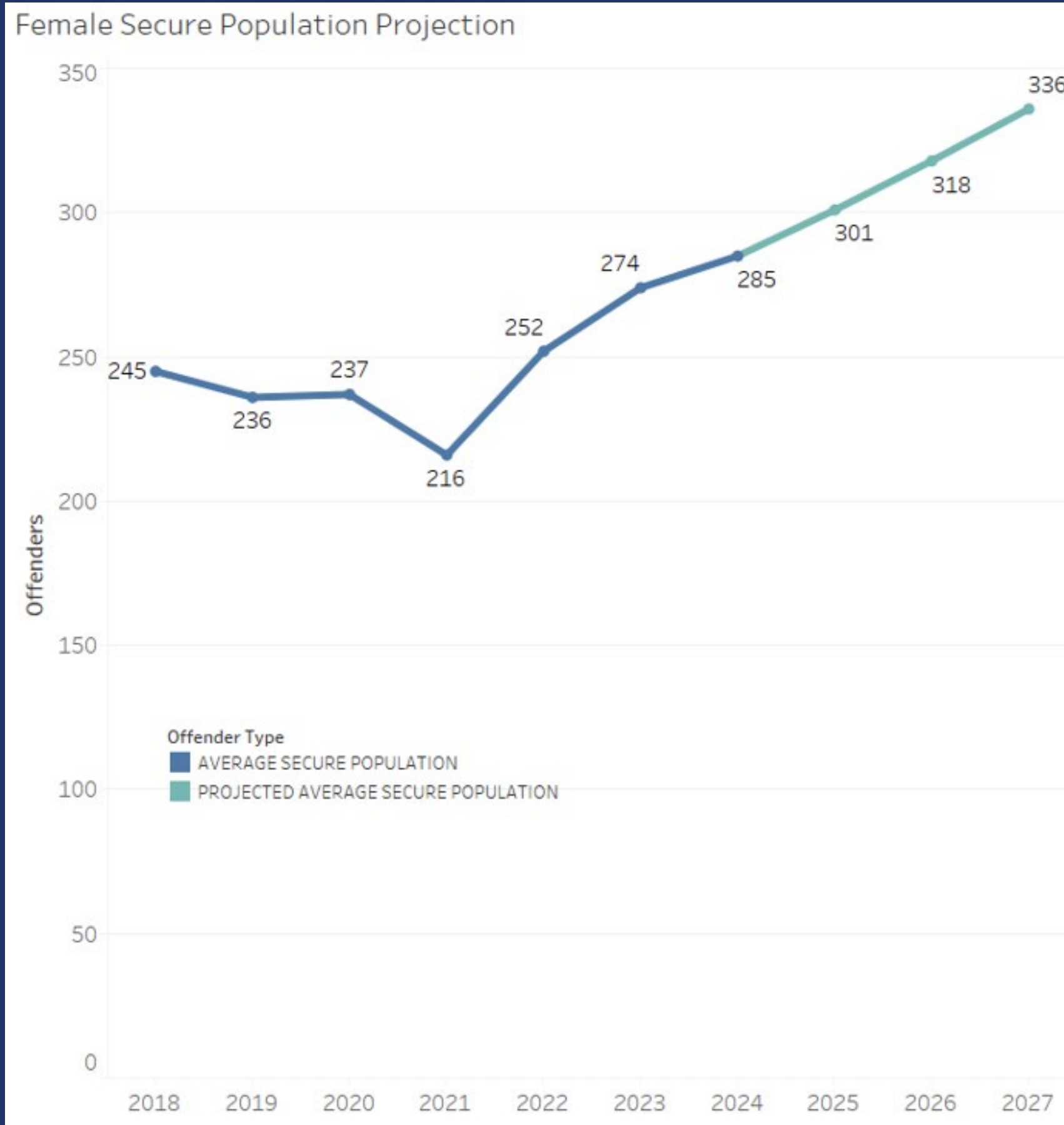
# Capacity Challenges- Secure Population Projection 2025



# Capacity Challenges- Secure Population Projection - Male - 2025

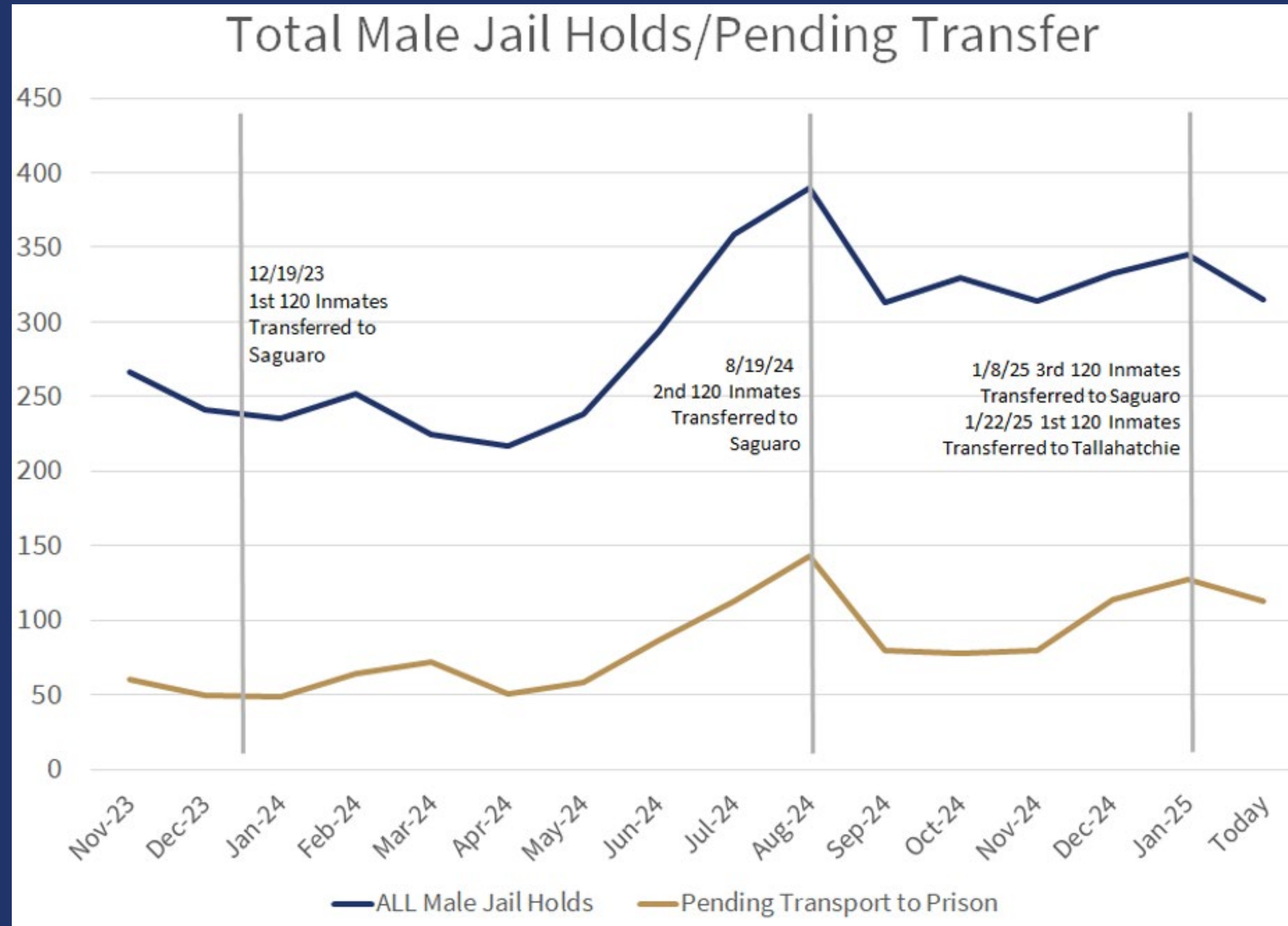


# Capacity Challenges- Secure Population Projection - Female- 2025



# BUILDING THE FUTURE OF CORRECTIONS

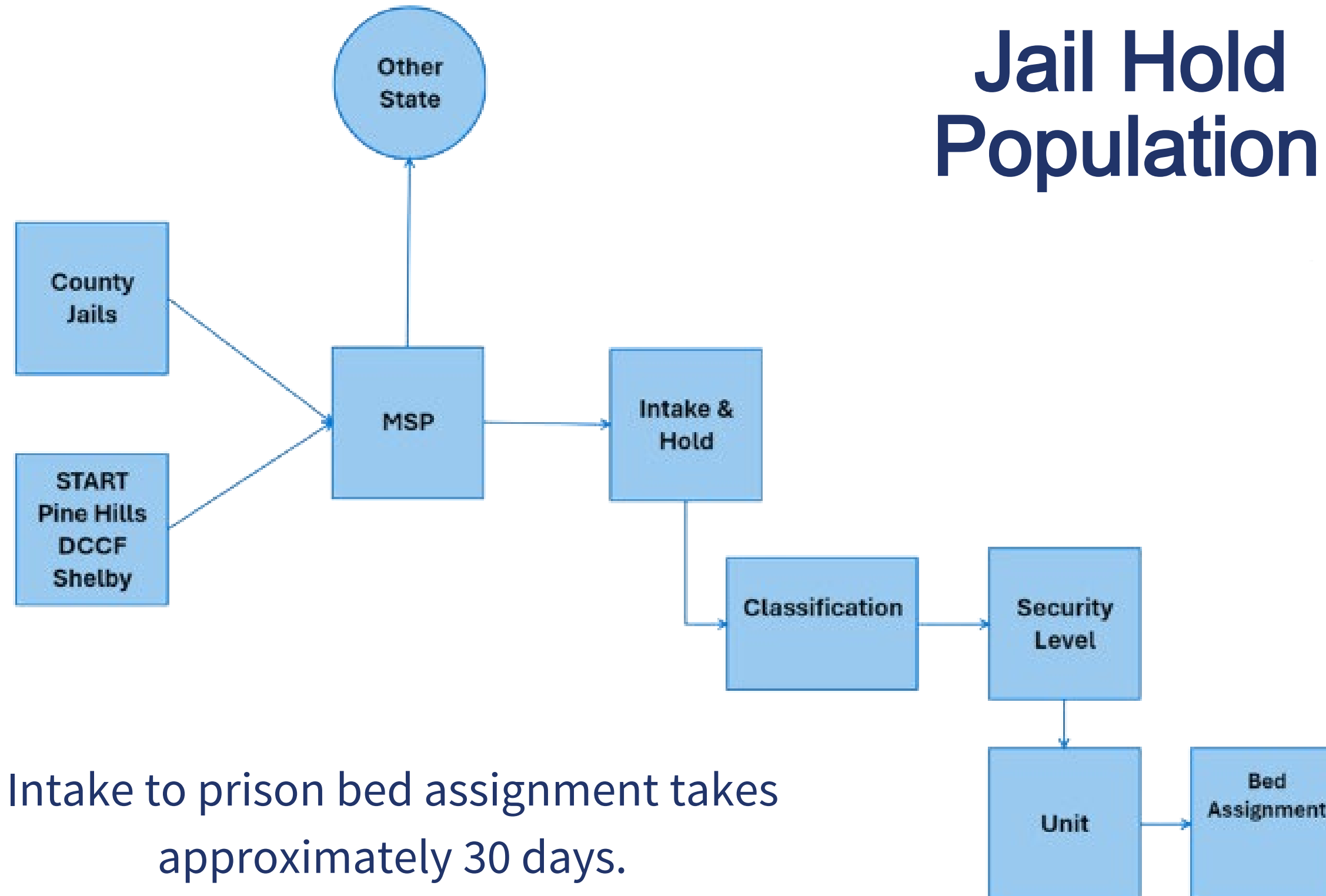
Out-of-state  
prison transfer  
effects on jail  
populations





# BUILDING THE FUTURE OF CORRECTIONS

## Jail Hold Population



Intake to prison bed assignment takes approximately 30 days.

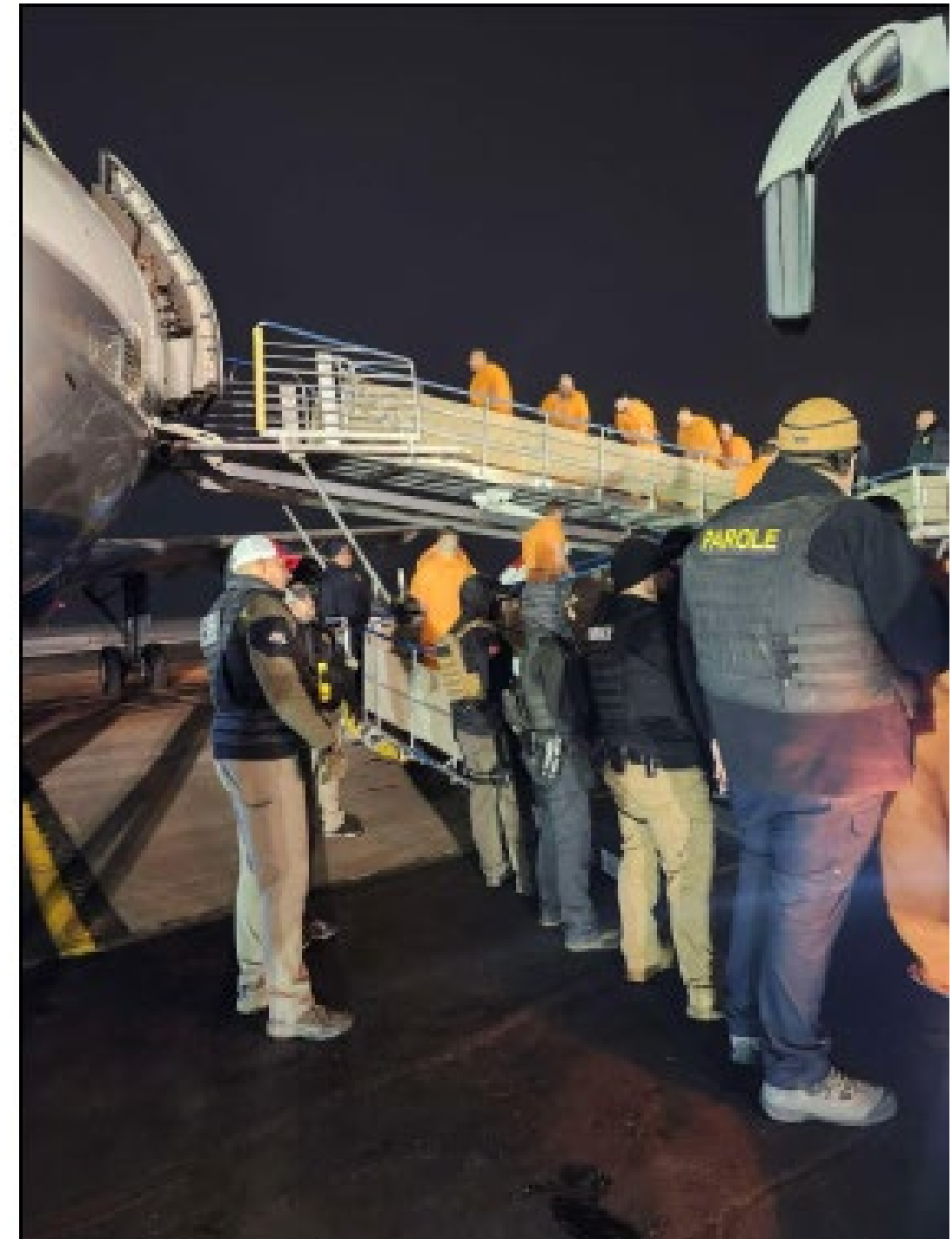


# BUILDING THE FUTURE OF CORRECTIONS

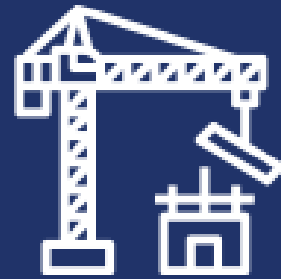
## Personnel required for out-of-state transfers

- DOC Staff: 49 (13 P&P for transport)
- Local LEO: 67
  - MPD: 14
  - MCSO: 15
  - Airport PD: 13
  - Forest Service: 5
  - Powell County: 5
  - DCI: 5
  - Ambulance and Medical: 3
  - Airport personnel: 12

**Total:  
116**



# BUILDING THE FUTURE OF CORRECTIONS



Strategic Outcome

#1



## IMPROVE INFRASTRUCTURE

The DOC's goal at MSP is to maximize staffing efficiency and leverage technology to deliver recidivism-reducing program opportunities to inmates. To achieve this goal, the Montana Legislature appropriated \$211 million in the 2023 session.

Key Measures

Meet 100% statutory and internal project milestones in FY25.

- Finalize design work for low-side housing units, emergency notifications system, checkpoint enhancements, and perimeter security by May 2025.
- Complete roofing projects at MSP (RHU, SAU, Infirmary, Unit F) by August 2025.
- Heating/cooling projects at MWP complete by July 2025

## 2025 Annual Plan

# BUILDING THE FUTURE OF CORRECTIONS

2025 Annual Plan



Strategic Outcome

#2

## EXPAND COMMUNITY CORRECTIONS PROGRAMS (HB 5, HB 817)

The DOC's goal for expanding community corrections programs is to ensure adequate, appropriate housing and treatment options for individuals transitioning from prison into the community. The legislature appropriated approximately \$17 million for this in the 2023 session.

Key Measures

- Open a prerelease center in the Flathead area by June 2025 (creates up to 90 offender beds).
- Begin placing offenders in a special services community treatment center by July 2025 (create 68 offender beds).



# BUILDING THE FUTURE OF CORRECTIONS

## 2025 Annual Plan



Strategic Outcome

#3

### ENHANCE DATA COLLECTION AND ANALYTICS

The DOC received almost \$18 million to procure a new offender management system (OMS). This system will help staff perform their jobs more efficiently, will move the agency away from an unsupportable system, and bring the agency in line with the goals of SB 11.

Key Measures

- Begin configuration of new OMS
  - Hold agency-wide project kick-off - September 2024
  - Launch internal project communication channels - October 2024
  - Begin system configuration process via iterative development sprints in conjunction with software vendor - December 2024
- Implement new OMS by December 2026 including:
  - 27 major functional areas
  - 779 core functional and technical requirements
  - 950 non-core functional and technical requirements
- Develop data repositories in Snowflake
  - Migration of operational and warehouse data to Snowflake Data Lake
  - Plan for additional data needed for SB 11 project - data architecture in place, ready for first share

# BUILDING THE FUTURE OF CORRECTIONS

## 2025 Annual Plan



Strategic Outcome

#4

### EXPAND PROGRAMMING & DEFINE PERFORMANCE MEASUREMENTS

The DOC is committed to providing inmates in its facilities with the tools and skills to never return once they are released. The department works to accomplish that by offering relevant, equitable vocational and educational opportunities to ensure offender success when they return to Montana communities.

Key Measures

- Adopt policy for addition of new programs and measurement of performance.
- Implement annual outcome measurement process for educational programming.
- Implement two new vocational programs available at all Montana correctional facilities.
  - Identify industry champions for each
- Develop target levels for population engagement in general, vocational, and industry programs by December 2025 and add to this report.
  - % of population assessed at intake for interest, need of educational programming
  - % of populations actively engaged in educational programming
  - % of population waiting to engage in educational programming
- Implement dashboard representing above statistics - March 2025

# BUILDING THE FUTURE OF CORRECTIONS

## Montana State Prison: Construction Schedule



Construction Fence - Spring 2025

Waterline Improvements - Spring – Fall 2025

New Low Side Housing - Spring 2025 – Fall 2027

Upgrades to Perimeter Fence Security System - Spring – Fall 2026

MCE Industries & Paint Booths - Summer 2026-Spring 2027

Checkpoint Enhancements - Spring 2026 - Winter 2027

New Programs Building - Spring 2026 – Fall 2027

Wallace Building Addition & Renovations - Summer 2027- Winter 2028

Construct/Improve Emergency Notifications System - Summer - Winter 2028

Construct New Exercise Yard - Summer 2028 – Spring 2029

Additional two new units, programs building, walkway (if approved) - Spring 2029



# MSP LOW-SECURITY HOUSING

Existing



Planned

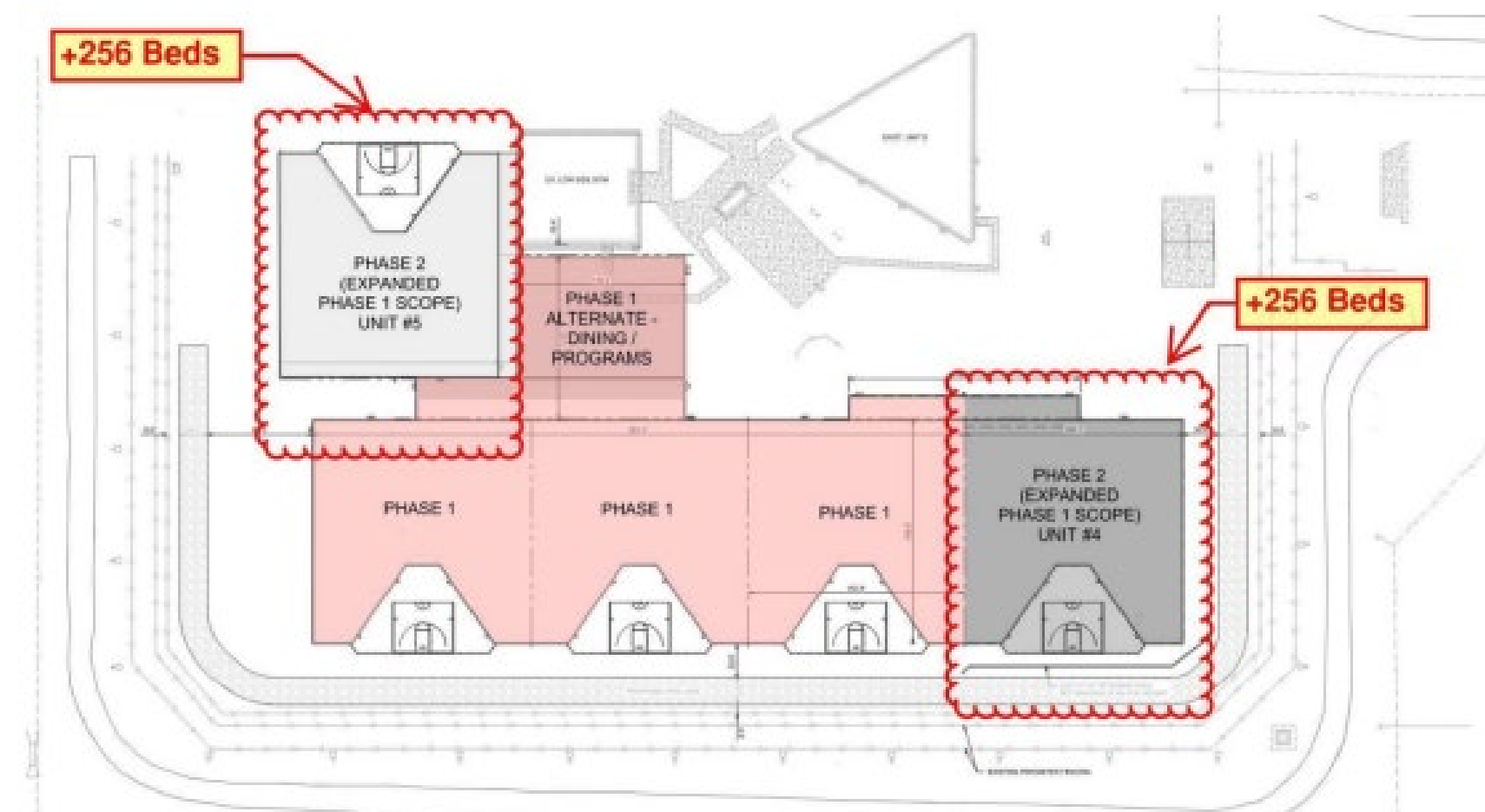




# BUILDING THE FUTURE OF CORRECTIONS

## House Bill 5

- Sponsored by John Fitzpatrick R-Anaconda
- Includes expansion of planned construction at MSP to include two additional units and infrastructure
- Recommendation of HB5 Select Committee on Corrections Facility Capacity and System Development
- \$150,000,000 - additional units, support building, connecting walkway
- \$21,000,000 - infrastructure



# BUILDING THE FUTURE OF CORRECTIONS

## High Side Programming Building

- Funded by the 2023 Montana Legislature
- Will allow for additional space to conduct education and other programming



# BUILDING THE FUTURE OF CORRECTIONS

## Wallace Building/Staff Services Addition

- Funded by the 2023 Montana Legislature
- Design will be focused on increased security and employee wellness, important for staff retention
- MSP Employee Wellness Committee participating in design
- Includes lockers, gym, staff sleeping quarters, medical/wellness spaces, staff training areas





**Program 1**  
**Director's Office**  
**Central Services Division**

# BUILDING THE FUTURE OF CORRECTIONS

## Director's Office

Director Brian Gootkin

Deputy Director Eric Strauss

- Communications
- Financial Services Bureau
- Human Resources Bureau
- Legal Services Bureau



# BUILDING THE FUTURE OF CORRECTIONS

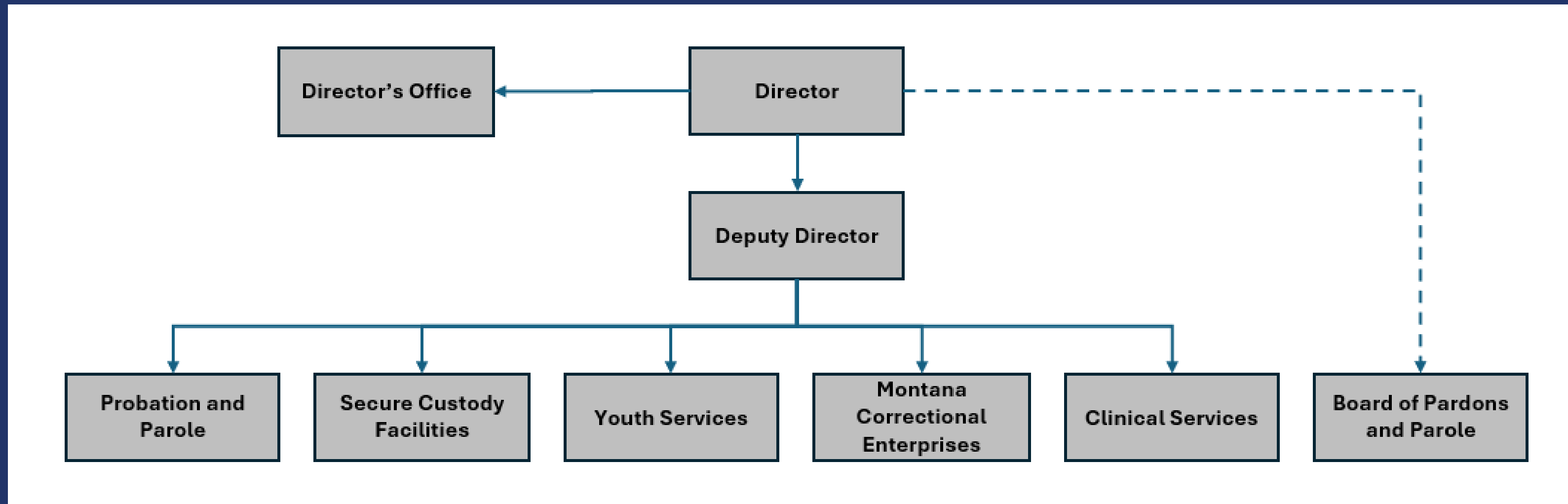
## Efficiencies

- Strategic alignment of department across four major divisions - Director's Office, Central Services, Public Safety, and Rehabilitation and Programs - reduction from 7 divisions to 4
- Establishment of department-wide Recruitment and Retention team
  - Decreased MSP correctional officer vacancies from 40% in 2022 to less than 5% a year later. R&R concept expanded department-wide
- Hired a desistence coordinator to direct department efforts to review, evaluate, and report on actions and processes that focus on individuals ceasing criminal and/or antisocial behaviors
- Hired an Education Services Bureau chief, consolidated DOC-wide educational programming
- Established Placement Unit to coordinate screening and placement of offenders (tracking, monitoring of jail holds, facilitation of effective flow of information)

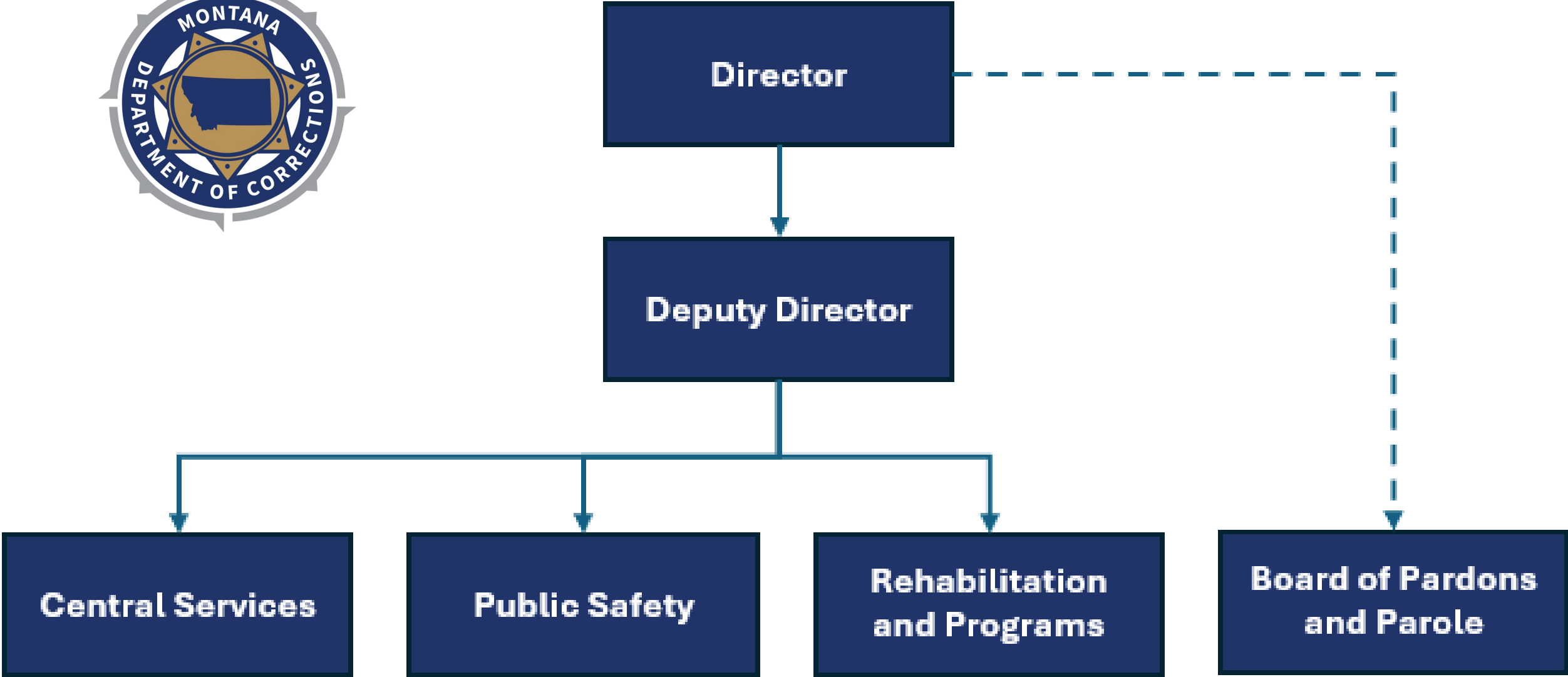


# BUILDING THE FUTURE OF CORRECTIONS

## 2019 DOC Organizational Chart



# 2024 DOC Organizational Chart





# BUILDING THE FUTURE OF CORRECTIONS

## Efficiencies - Collaborative Safety

Building a culture based on safety science. Represents a shift:

- From a culture of blame to a culture of accountability
- From continuously applying quick fixes to address underlying systemic issues
- From seeing employees as a problem to control to a solution to harness

### FY21/22 to FY22/23

- Agency-wide turnover - 34% reduction
- Montana State Prison Security staff turnover - 45% reduction
- Staff grievances - 50% reduction
- Staff appeals - 58% reduction
- Workers Compensation Insurance Claims - 33% Reduction - Lowest total liability in 5 years



# BUILDING THE FUTURE OF CORRECTIONS

## Efficiencies - Collaborative Safety

**FY21/22 to FY22/23 Cont.**

- Disciplinary actions all staff - 39% reduction
- Disciplinary actions Security staff - 54% reduction
- Inmate disciplinary actions - 14% reduction
- Inmate grievances - 30% reduction
- PREA investigations - 36% reduction

**FY22/23 represents an 86% improvement**

- March 2023 - Long Term Vacancies: 104
- March 2024 - Long Term Vacancies: 38

**FY23/24 represents an 64% improvement**

Establishment of Systemic Critical Incident Review (SCIR) team dedicated to ensuring thorough review of critical incidents using considerations consistent with safety science.

# BUILDING THE FUTURE OF CORRECTIONS

## Efficiencies

- Expansion of inmate communication opportunities (1-1 tablets, digital mail processes, reduction of cost of phone calls to 6 cents/minute)
- Adoption of 340B drug pricing at DOC facilities to decrease prescription drug costs
- Implementation of consistent policy and procedures among all DOC offices and facilities to ensure effectiveness and consistency
- Development of a phased supervision model to allow more efficient and effective supervision of offenders by Probation and Parole officers
- Ongoing work to convert paper files to electronic formats
- Implementation of online visitation applications
- Reduction of transportation costs paid to contracted partner

Repurposed

45

positions to better  
fit the needs of the  
agency

# BUILDING THE FUTURE OF CORRECTIONS

## Community Ambassadors for Change

- Established in 2022
- Comprised of 24 successful returned citizens
- Activities include:
  - “Hope Inside the Walls”
  - Participation in DOC working groups
  - COMING SOON! Peer mentoring



# Former DOC offenders share “Hope inside the Walls”



# BUILDING THE FUTURE OF CORRECTIONS

## Central Services Division

Chief Executive Officer John Daugherty

- Central Services Operations Bureau
- Information Technology Bureau
- Project Management Bureau
- Records Management Bureau
- Research, Analytics, & Planning Bureau
- Policy Development Bureau



# BUILDING THE FUTURE OF CORRECTIONS

## Program 1 Decision Package Request

### **NP - 175 - Correction of Error - Make OTO FTE Permanent -**

The department requests general fund of \$113,522 in FY 2026 and \$113,523 in FY 2027 to support 1.00 FTE. The FTE was restored last session to correct an error from the prior session but designated as OTO. The department requests that it be permanently restored.





# Program 2

## Public Safety Division



# BUILDING THE FUTURE OF CORRECTIONS

## Public Safety Division

- Investigations Bureau
- Montana State Prison
- Montana Women's Prison
- Pine Hills Correctional Facility
- Probation and Parole Bureau
- Public Safety Support Services Bureau
- Secure Contract Facilities Bureau



# BUILDING THE FUTURE OF CORRECTIONS

## Montana State Prison

- Secure male facility in Deer Lodge
- Population on 1/22/25 - 1,473
- Positions - 737
- Serves all security levels
- Riverside Special Needs Unit
  - Secure male facility in Boulder - inmates with serious, long-term medical conditions
  - Population on 1/22/25 - 27



# BUILDING THE FUTURE OF CORRECTIONS

## Montana Women's Prison

- Secure female facility in Billings
- Population on 1/22/25 - 246
- Positions - 104
- Serves all security levels



# BUILDING THE FUTURE OF CORRECTIONS

## Pine Hills Correctional Facility

- Located in Miles City
- Positions - 130
- Adult male assessment and sanction center
  - Population on 1/22/25 - 60
- Juvenile male correctional facility
  - Population on 1/22/25 - 35
- Juvenile female population located at contracted facility in Idaho - 5Cs Youth Rehabilitation Center
  - Population on 1/22/25 - 7
  - \$350/day per juvenile
  - \$900,000 per year - approx. total cost to DOC



# BUILDING THE FUTURE OF CORRECTIONS

## DOC Contracted Secure Facilities

Crossroads Correctional Center, Shelby, MT

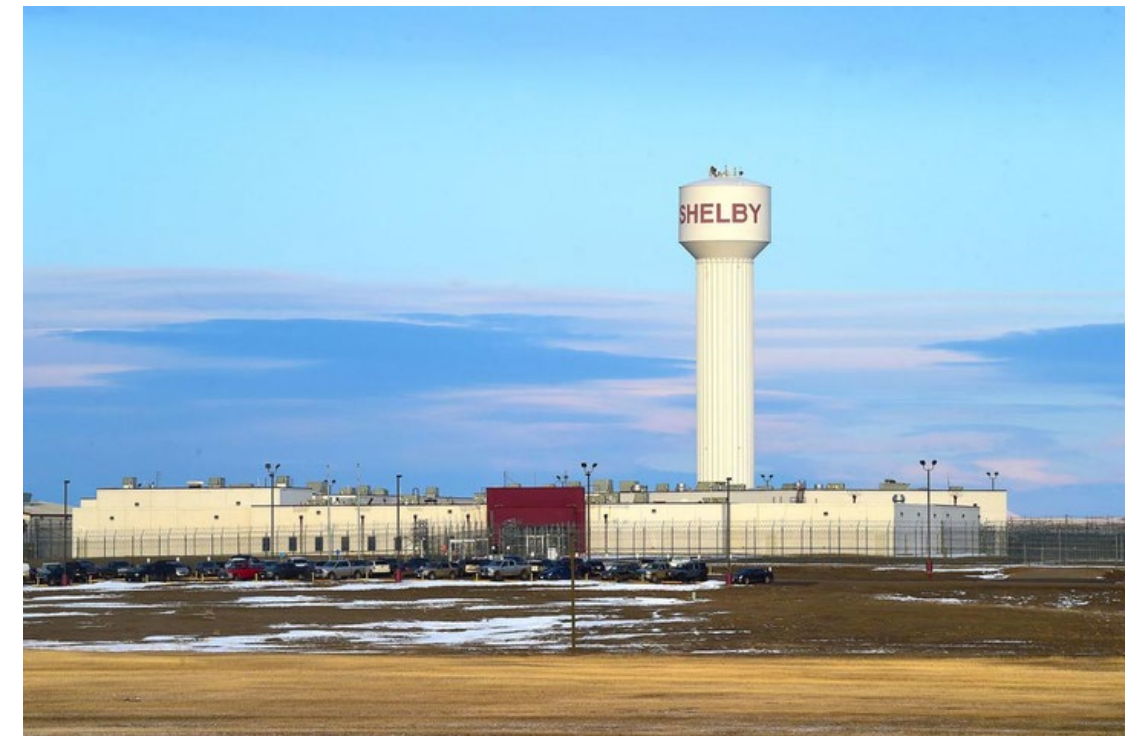
- Population on 1/22/25 - 740

Saguaro Correctional Facility, Eloy, AZ

- Population on 1/22/25 - 364

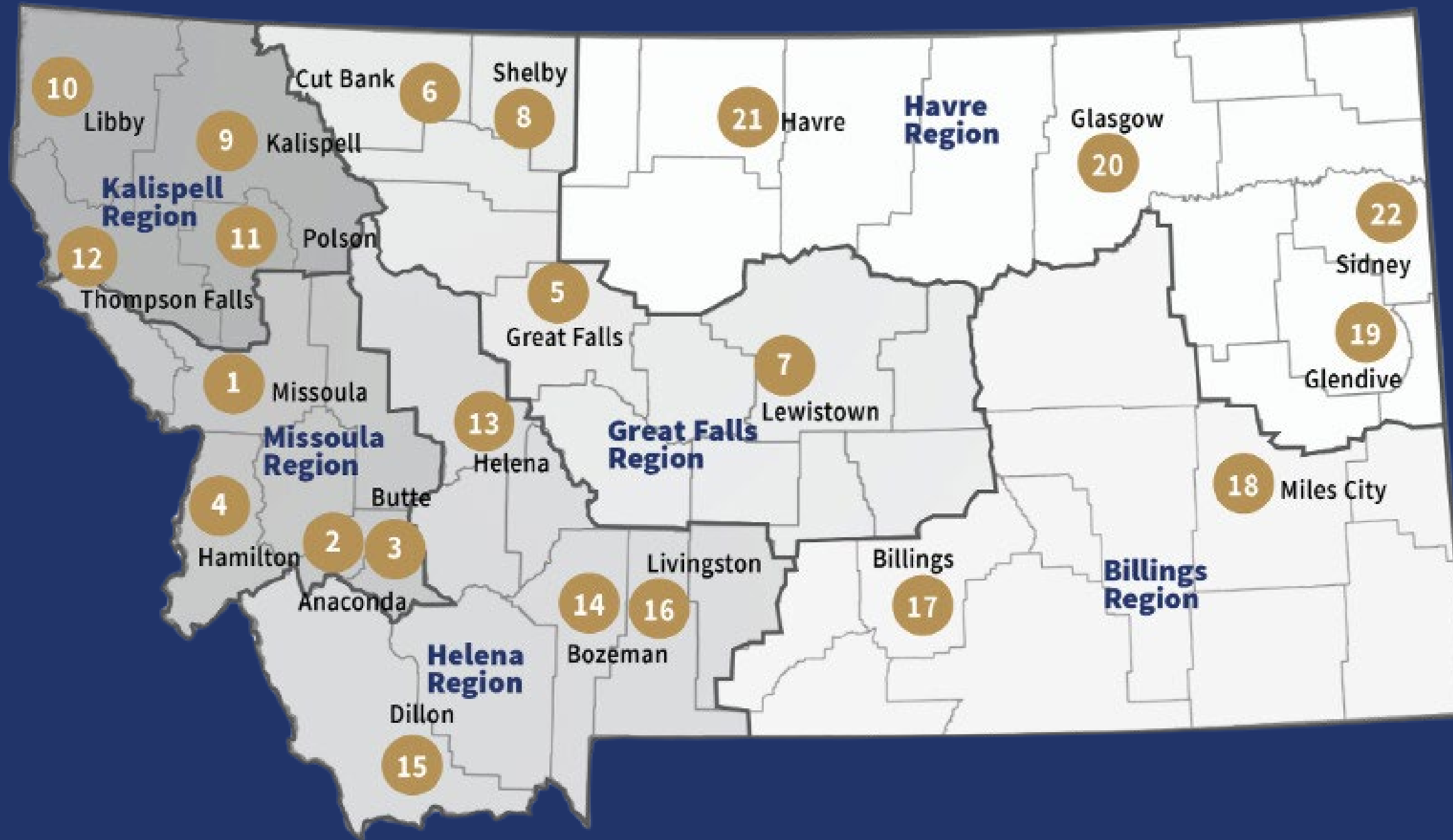
Tallahatchie County Correctional Facility,  
Tutwiler, MS

- Population on 1/22/25 - 120



# BUILDING THE FUTURE OF CORRECTIONS

## Probation & Parole Bureau



- 22 P&P offices
- 243 positions
- Supervise almost 70% of 15,000 offenders under authority of DOC

# BUILDING THE FUTURE OF CORRECTIONS

## Public Safety Support Services Bureau

Bureau includes:

- P&P Quality Assurance
- Secure Facility Compliance
- Training
- Transportation



# BUILDING THE FUTURE OF CORRECTIONS

## Investigations Bureau

- 21-person office
- Responsible for criminal investigations occurring within DOC facilities and programs statewide, locating escapees or absconders, and returning them to custody
- Team includes: bureau chief, PREA manager, 7 PREA investigators, 2 crime analysts, 7 criminal investigators, 3 non-sworn criminal investigators



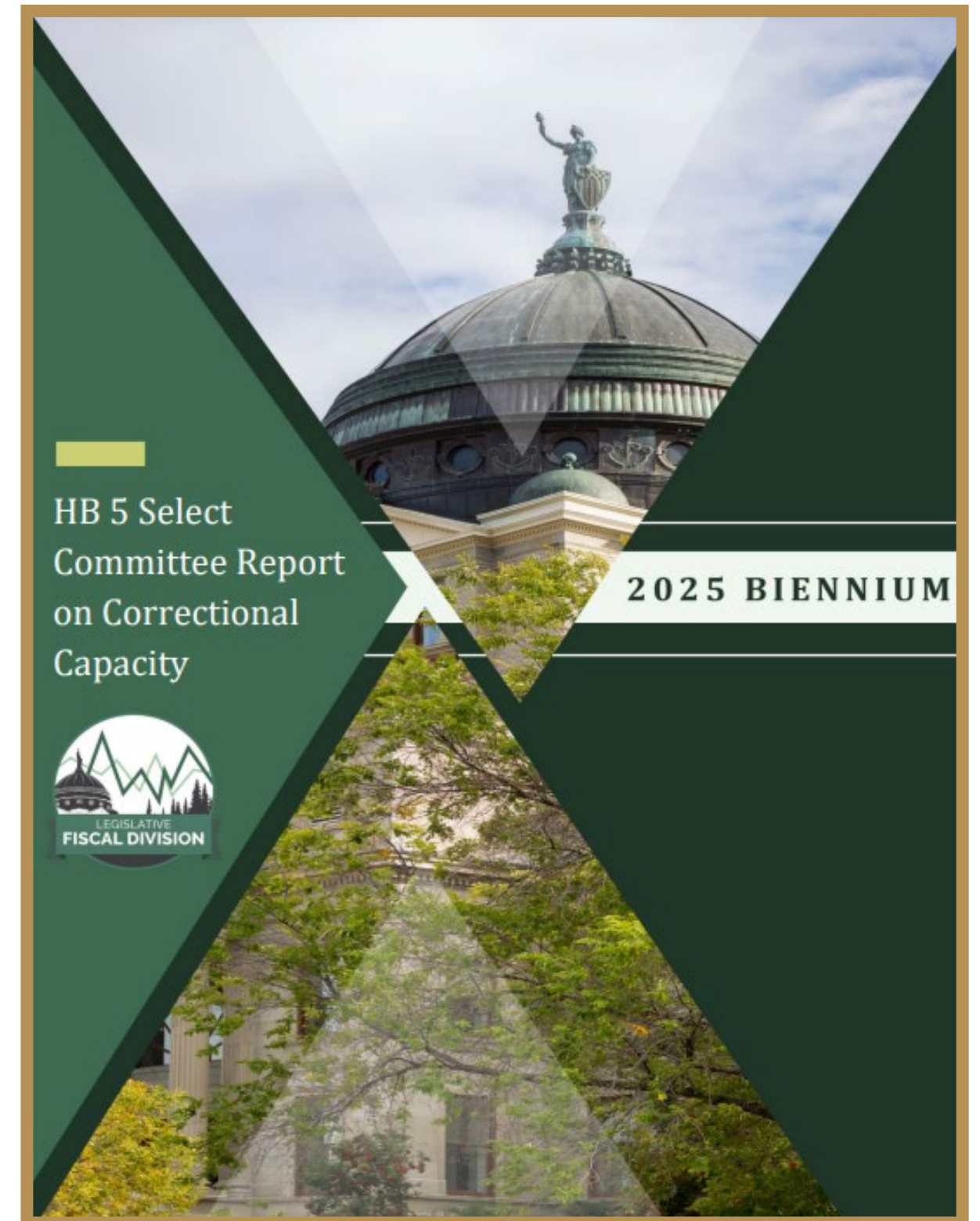


# BUILDING THE FUTURE OF CORRECTIONS

## Challenges- Capacity

HB5 Select Committee Recommendations:

- Work with interested parties to develop a proposal for construction of a new secure facility for female population
- Collaborate with local governments on proposal to co-locate a secure female facility with that county's detention facility expansion
- Fund construction of two new housing units to be built as part of existing low-side replacement project at MSP
- Appropriate funds for a support building and connection corridor as part of the enhanced housing unit recommendation



# BUILDING THE FUTURE OF CORRECTIONS

## Challenges- Infrastructure

- Improving infrastructure (physical and technological) is integral to the DOC meeting its mission
  - Helps ensure safe, secure, efficient operations
  - Demonstrates investment in employees (provide necessary tools to support success)



# BUILDING THE FUTURE OF CORRECTIONS

## Challenges- Staff Recruitment and Retention

Recruiting and retaining staff members at Montana prisons has been an ongoing concern for the DOC.

Recruitment was a focus in the last biennium:

- In December 2022, the vacancy rate in correctional officer positions at MSP was 40%. By December 2023, through a variety of efforts, it was less than 5%.
  - Pay increases
  - Focus on culture/wellness
  - New infrastructure/technology - providing employees the tools they need to do their jobs safely and efficiently

### Correctional officer longevity (MSP)

| Years of Service   | Number of Employees | % of employees | Males      | Females   |
|--------------------|---------------------|----------------|------------|-----------|
| 0-4                | 162                 | 65%            | 133        | 29        |
| <1                 | 50                  | 20%            | 40         | 10        |
| 1-2                | 84                  | 34%            | 70         | 14        |
| 3-4                | 28                  | 11%            | 23         | 5         |
| 5-9                | 46                  | 18%            | 39         | 7         |
| 10-14              | 19                  | 8%             | 15         | 4         |
| 15-19              | 10                  | 4%             | 8          | 2         |
| 20-24              | 5                   | 2%             | 3          | 2         |
| 25-29              | 5                   | 2%             | 4          | 1         |
| 30+                | 2                   | 1%             | 2          | 0         |
| <b>Grand Total</b> | <b>249</b>          |                | <b>204</b> | <b>45</b> |

New workforce requires expanded focus on training.



# BUILDING THE FUTURE OF CORRECTIONS

## Program 2 Decision Package Requests

|         | <u>General Fund Total</u> | <u>Total Funds</u> |
|---------|---------------------------|--------------------|
| FY 2026 | \$550,000                 | \$550,000          |
| FY 2027 | \$615,000                 | \$615,000          |

**PL - 204 - MCE Rate Changes - Impact to MSP -**  
 The department requests general fund of \$550,000 in FY 2026 and \$615,000 in FY 2027. This request aligns the projected increase in costs due to MCE rate changes for services provided to other functional areas of the department including, laundry services, food factory, and motor vehicle maintenance.

|         | <u>General Fund Total</u> | <u>Total Funds</u> |
|---------|---------------------------|--------------------|
| FY 2026 | \$920,647                 | \$920,647          |
| FY 2027 | \$1,860,373               | \$1,860,373        |

**PL - 209 - Secure Facility Rate Increases -**  
 The department requests general fund of \$920,647 in FY 2026 and \$1,860,373 in FY 2027 to provide rate increases for contracted secure facilities. In accordance with 7-32-2242, MCA, increases to the rate for Crossroads Correctional Center will also increase the daily rate for county detention centers.



# BUILDING THE FUTURE OF CORRECTIONS

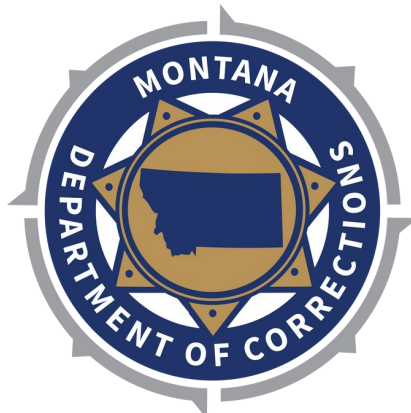
## Program 2 Decision Package Requests

|         | <u>General Fund Total</u> | <u>Total Funds</u> |
|---------|---------------------------|--------------------|
| FY 2026 | \$82,325                  | \$82,325           |
| FY 2027 | \$82,325                  | \$82,325           |

**PL - 210 - Leased Vehicle Funding - Existing -**  
 The Department of Corrections requests an increase in general fund of \$82,325 in FY 2026 and \$82,325 in FY 2027 to cover the increased cost of 22 existing leased vehicle replacements in the Probation & Parole Bureau.

|         | <u>General Fund Total</u> | <u>Total Funds</u> |
|---------|---------------------------|--------------------|
| FY 2026 | \$3,082,644               | \$3,082,644        |
| FY 2027 | \$3,144,297               | \$3,144,297        |

**PL - 280 - Increase County Jail Hold -**  
 The Department of Corrections requests general fund of \$3,082,644 in FY 2026 and \$3,144,297 in FY 2027 to fund an increase for county jail holds from 250 inmates per day, base funding, to 350 inmates per day. This request is based on the average daily population (ADP) for FY 2024 and year-to-date FY 2025 being at or above 350.



# BUILDING THE FUTURE OF CORRECTIONS

## Program 2 Decision Package Requests

|         | <u>General Fund Total</u> | <u>Total Funds</u> |
|---------|---------------------------|--------------------|
| FY 2026 | \$1,200,000               | \$1,200,000        |
| FY 2027 | \$1,200,000               | \$1,200,000        |

**NP - 201 - Recruitment & Retention - Invest in Employee Training -**  
 The department requests general fund appropriation of \$1,200,000 in FY 2026 and \$1,200,000 in FY 2027 to enhance employee training programs. This request will support ongoing recruitment and retention efforts and promote a safe and secure working environment by conducting formal training to develop field training officers, account for increased cost for officers to travel to and attend the Montana Law Enforcement Academy, ensure adequacy of training supplies and equipment, and allow for a limited number of staff to attend industry specific training.

|         | <u>General Fund Total</u> | <u>Total Funds</u> |
|---------|---------------------------|--------------------|
| FY 2026 | \$1,650,000               | \$1,650,000        |
| FY 2027 | \$800,000                 | \$800,000          |

**NP - 202 - Public Safety Security Equipment & Licenses -**  
 The department requests general fund appropriation of \$1,650,000 in FY 2026 and \$800,000 in FY 2027 for equipment and technology to support public safety and security. This includes firearm purchase and replacement; replacement of outdated or broken equipment (breathalyzers, metal detectors, tool cribs), purchase of technology that helps to improve perimeter security, improve officer communication abilities, or prevent/detect the introduction of contraband.



# BUILDING THE FUTURE OF CORRECTIONS

## Program 2 Decision Package Requests

|         | <u>General Fund Total</u> | <u>Total Funds</u> |
|---------|---------------------------|--------------------|
| FY 2026 | \$800,000                 | \$800,000          |
| FY 2027 | \$800,000                 | \$800,000          |

**NP - 203 - Performance Advancement Wage Scale -**

The department is requesting general fund of \$800,000 in FY 2026 and \$800,000 in FY 2027. This request would allow the department to incentivize skills and training by rewarding extra duties, certifications, etc. This change would also allow the department the flexibility to rotate some of those duties, making them available to more staff.

|         | <u>General Fund Total</u> | <u>Total Funds</u> |
|---------|---------------------------|--------------------|
| FY 2026 | \$1,352,500               | \$1,352,500        |
| FY 2027 | \$1,352,500               | \$1,352,500        |

**NP - 205 - Assistance for Youth Population -**

The department requests general fund of \$1,352,500 in FY 2026 and \$1,352,500 in FY 2027 to provide funding for contracted placements for juveniles. Rates for contracted facilities have increased, and "keep separate" orders have increased the need for contracted placements. This request would also fund caseworker services for young adults who are being released from the juvenile system, helping them to find housing, employment, and community resources.





# BUILDING THE FUTURE OF CORRECTIONS

## Program 2 Decision Package Requests

|         | <u>General Fund Total</u> | <u>Total Funds</u> |
|---------|---------------------------|--------------------|
| FY 2026 | \$478,801                 | \$478,801          |
| FY 2027 | \$447,800                 | \$447,800          |

### NP - 206 - K-9 Program -

The department requests general fund of \$478,801 in FY 2026 and \$447,800 in FY 2027, including 4.00 FTE, to support the implementation of a K-9 program. This K-9 program, run through the Probation & Parole Bureau, would consist of four officers who utilize trained dogs to search for narcotics in DOC facilities and in the homes and vehicles of offenders under supervision.

|         | <u>General Fund Total</u> | <u>Total Funds</u> |
|---------|---------------------------|--------------------|
| FY 2026 | \$668,000                 | \$668,000          |
| FY 2027 | \$668,000                 | \$668,000          |

### NP - 207 - Vehicle Replacement -

The department requests general fund of \$668,000 in FY 2026 and \$668,000 in FY 2027. This decision package would replace high mileage vehicles that are at end-of-life with newer, more reliable vehicles. The funding would be used to establish an ongoing replacement cycle for vehicles.



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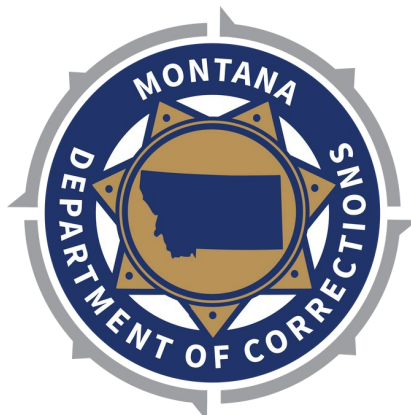
## Program 2 Decision Package Requests

|         | <u>General Fund Total</u> | <u>Total Funds</u> |
|---------|---------------------------|--------------------|
| FY 2026 | \$461,000                 | \$461,000          |
| FY 2027 | \$461,000                 | \$461,000          |

**NP - 208 - Secure Facility Equipment -**  
 The department requests general fund of \$461,000 in FY 2026 and FY 2027. This decision package would allow for the purchase or replacement of heavy equipment utilized for building and road maintenance, such as forklifts, manlifts, graders, and excavators. The funding would be used to establish an ongoing lease/replacement cycle for these items.

|         | <u>General Fund Total</u> | <u>Total Funds</u> |
|---------|---------------------------|--------------------|
| FY 2026 | \$203,676                 | \$203,676          |
| FY 2027 | \$203,676                 | \$203,676          |

**NP - 211 - Leased Vehicle Funding - new -**  
 The Department of Corrections (DOC) requests an increase in general fund of \$203,676 in FY 2026 and \$203,676 in FY 2027 to cover the cost to add 25 new leases to the DOC fleet. These vehicles will support the Transportation Unit, Investigations Unit, and Probation & Parole Bureau.



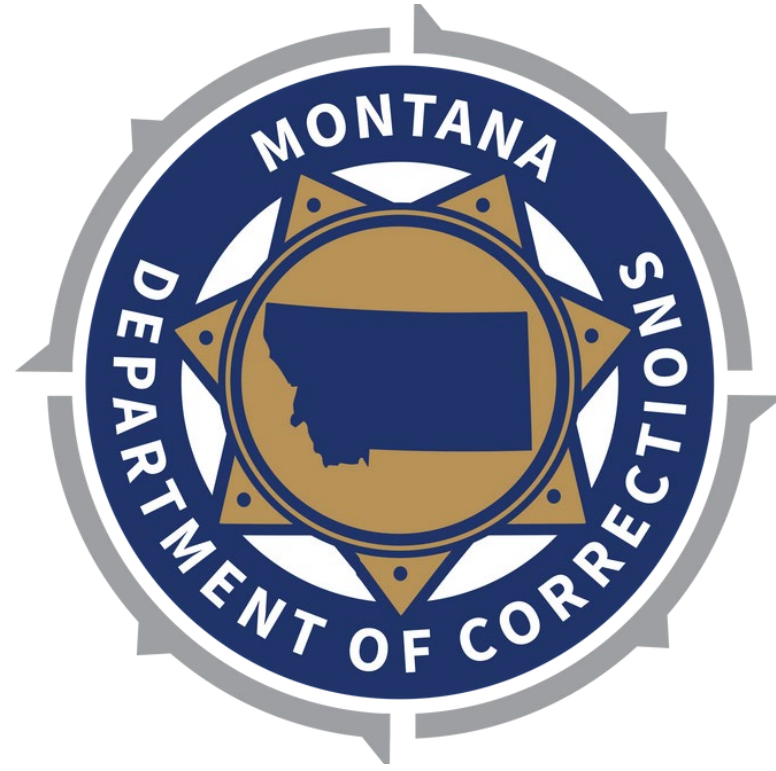
# BUILDING THE FUTURE OF CORRECTIONS

## Program 2 Decision Package Requests

|         | <u>General Fund Total</u> | <u>Total Funds</u> |
|---------|---------------------------|--------------------|
| FY 2026 | \$759,682                 | \$759,682          |
| FY 2027 | \$762,427                 | \$762,427          |

**NP - 275 - Correction of Error - Make OTO FTE Permanent -**  
The department requests general fund of \$759,682 in FY 2026 and \$762,427 in FY 2027 to support 9.00 FTE. The FTE were restored last session to correct of an error from the prior session, but designated as OTO. The department requests that they be permanently restored.





Questions?