

**MONTANA DEPARTMENT OF CORRECTIONS
GOALS AND OBJECTIVES
FY 2022 AND 2023**

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 2022 AND 2023**

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 Corrections, 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

Administrative Services Division

1. Maintain a work environment that promotes staff development, innovative thinking, teamwork, business efficiency, and superior customer service.
2. Promote and facilitate an open, honest and constructive environment for communicating ideas, opinions and alternatives that support our department's mission, vision, and goals.
3. Provide timely, efficient and quality services to our customers.

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.

Financial Services Bureau

1. 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.
2. Obtain an Unmodified Opinion for the Financial Compliance Audit performed by the Legislative Audit Division.
3. Update budgeting process to more accurately forecast department expenditures and more clearly disseminate budget information to program and facility managers.
4. Ensure full understanding of the biennial budget cycle.
5. Enhance restitution collection by acquiring the authority to offset Federal income tax returns to satisfy outstanding restitution obligations.
6. Investigate opportunities to partner with a document management software provider to transition to a paperless system to improve efficiencies in vendor payment processes.

Contract Management Bureau

1. Contract Management -To maintain all duties of the Contracts Management Bureau in accordance with statute, rule, policy and Legislative Audit recommendations by using consistent and transparent processes.
2. Continue to 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.
3. Update and maintain a contract liaison list and procurement staff list to ensure employees are trained in procurement policies and procedures.
4. Use best practices and features in the EMACS system to ensure the timeliness of all contracts and amendments.

Information Technology Bureau

1. Utilize the appropriate level of project management methodology for all information system enhancement activities.
2. 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.
3. Every significant enhancement will have a signed charter from the project sponsor, a project scope document, and a communication plan.
4. Feature documentation will be produced and updated throughout the cycle and conduct development status sessions.
5. Continue with enhancements to OMIS to Increase safety of communities, staff and offenders and to allow to collaborate with criminal justice partners were possible.
6. In conjunction with our OMIS governance committee, identify enhancements to strengthen data collection methods are appropriate for program evaluations by appropriate stake-holders.
7. Make available reporting structures for interested parties/stakeholders so those parties have the data they need, when they need it.

8. Where and when possible, automate business practices to make the practices more efficient and cost effective.
9. Assist in the evaluation of current business practices and make recommendations where applicable to automate process.
10. Participate in efforts to capture and define business process architecture for automation efforts.

Human Resources Bureau

1. Identify and implement recruitment solutions that promote employment opportunities to underrepresented populations while addressing the agency's critical recruiting needs.
2. Identify and support retention solutions to address areas of the agency with disproportionately high annual turnover rates.
3. Promote initiatives that increase the agency's flexibility to adapt with organizational change.
4. Implement solutions to assist the succession planning and transition of leadership positions.

Project Management Office

1. Support the DOC change process by implementing sound project management practices using methodologies to enable our organization to deliver projects faster with higher quality while meeting estimates and expectations.
2. Define client needs and identify project objectives and benefits.
3. Identify innovative solutions and approaches.
4. Generate awareness of projects to gather support.
5. Implement strategies to achieve project objectives.
6. Develop Project Charter and manage approvals.
7. Gain commitment to decisions and approaches by promoting open dialog between stakeholders.
8. Run efficient meetings using time management best practices.

PROGRAM 2 - PROBATION AND PAROLE DIVISION FY 2022 AND 2023

Probation & Parole Division

1. Adopt a Smart Phone application for remote supervision of offenders.
2. Upgrade and expand radio network to provide seamless connection by Probation and Parole Officers to law enforcement and emergency service providers in all Montana communities.
3. Continue to assess and remodel field offices to provide safety barriers between office staff and offenders.
4. Continue to expand field operations by Probation and Parole Officers for the supervision of offenders.
5. Evaluate the use of body worn cameras by Probation and Parole Officers to determine viability and benefit of such devices.

Programs & Facilities Bureau

1. Collaborate with Department staff to support development of a Placement module in OMIS that will enable the Department to track and analyze information about offender placement decisions and processes to ensure placement is based on the individual offender's criminogenic risk and needs, clinical needs, and program eligibility.

2. Identify and implement a performance measurement system which allows for the collection, analysis, and reporting of individual offender-level data that is used to measure the effectiveness of our contracted community corrections programs, provide feedback to staff and partners, and inform program and process changes.
3. Support our contracted community corrections partners as they implement programmatic changes to improve overall program effectiveness following Correctional Program Checklist (CPC) evaluations of offender treatment and programming aimed at reducing recidivism.
4. Collaborate with Department staff and contracted community corrections partners for development of a facility incentives and interventions grid to ensure consistency in responding to offender behavior at community corrections facilities.
5. Ensure transparency in offender placement decisions by formalizing procedures for offender assessment and placement by Department and contracted assessment/sanction centers.

PROGRAM 3 - SECURE CARE FY 2022 AND 2023

Montana State Prison

1. Recruit and Retain Professional Staff
 - a. Broaden recruitment efforts
 - b. Professional Development of Staff
 - c. Increase Correctional Officer wage
 - d. Educate the public of the positives of MSP
2. Focus on Public Safety and Reentry Programs
 - a. Expansion of offender treatment and evidence based programming
 - b. Reorganize to maintain security and treatment balance
 - c. Maintain an effective relationship with Parole and Probation for offender transition.
3. Focus on Physical Security of Facility
 - a. Update/install camera systems
 - b. Update/install security systems throughout housing units (door controls)
 - c. Fund/Update and install new institutional radio communications system and maintenance
 - d. Enhance contraband control procedures
4. Focus on Facility Physical Plant
 - a. Maintenance operations - Structural upgrades
 - b. ADA Compliance - Fire systems
 - c. Bed capacity
 - d. Increase/New Programming space
5. Maintain Efficient Population Management
 - a. Identify alternative placements for offenders
 - b. Develop long term plans for secure offenders
 - c. Work with Criminal Justice partners to develop release alternatives.

Montana Women's Prison

1. Develop a strong retention and recruitment environment.
2. Provide a gender responsive and trauma informed environment to increase the skills of the female inmates, specifically in the area of vocations and relationships.
3. Increase focus on victim awareness.
4. Maintain MWP facility to increase structural stability and safety.

5. Increase public awareness of the opportunities for female inmates as well as the safety and security that is provided for the state and Billings community.
6. Strive to develop positive morale and opportunities for promotion and career advancement for staff.

Pine Hills

1. Utilizing Pine Hills 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 5 C 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 Pine Hills programs.
7. Coordinate reentry services including community placement and continuum of care services for mental and physical health needs for all youth and adults.

PROGRAM 4 - MONTANA CORRECTIONAL ENTERPRISES FY 2022 AND 2023

1. Maintain self-sufficiency in Enterprise and Internal Service Fund Programs.
2. Increase the number of nationally recognized pre-apprenticeship and certificate programs offered to offenders.
3. Increase outcomes of offenders enrolled in general education and vocational training programs
4. Continue with the Connecting Adults and Minors through Positive Parenting (CAMPP) Grant program to connect minor children with their incarcerated fathers, striving to build family relationships and stop the cycle of incarceration.
5. Track offender success after release, including employment, education, and reduction in recidivism.
6. Increase the number of offenders released with all personal documentation required for successful transition.
 - a. Montana Identification Cards
 - b. Montana Driver's Licenses
 - c. Social Security Cards
 - d. Birth Certificates
 - e. Tribal Identification Cards
7. Maintain a secure Work and Reentry Center through extensive screening of eligible offenders, training of security staff and holding offenders accountable.
8. Maintain safety and security in throughout all MCE Programs
 - a. Provide on-going training on equipment operation and safety practices
 - b. Reduce work related accidents and injuries for civilians and offenders

**PROGRAM 6 CLINICAL SERVICES DIVISION
FY 2022 AND 2023**

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 2022 AND 2023**

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.