

# Montana Department of Corrections

## 2019 Biennial Report





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# Montana Department of Corrections

## 2019 Biennial Report

*to the people of Montana*

**Governor Steve Bullock**

**Director Reginald D. Michael**

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Cover photo by Tom Gillibrand: The inmate fire crew and DNRC crew boss hike into the Medicine Lake 2 fire on Skalkaho Pass near Phillipsburg in August 2018.

Thanks to the staff of each division and bureau for contributing their time, expertise and information.

## **Our Mission**

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

## **Our Vision**

To promote and contribute to the success of  
individuals engaged with the criminal justice system  
while providing safety and security to victims and  
Montana communities.

## **Our Goals**

- ◆ Invest in our staff for their professional development,  
growth and success.
  - ◆ Empower, inform and support victims of crime.
  - ◆ Increase offender success and reduce recidivism.
    - ◆ Advise and educate the public.
- ◆ Effectively collaborate with partner organizations.

# Table of Contents

|                                    |    |
|------------------------------------|----|
| Department Mission and Goals ..... | 2  |
| Executive Summary .....            | 4  |
| Director’s Office .....            | 6  |
| American Indian Liaison .....      | 7  |
| Victim Programs.....               | 8  |
| Board of Pardons and Parole.....   | 10 |

## **Divisions**

|  |    |
|--|----|
| Administrative Services .....          | 11 |
| Clinical Services .....                | 17 |
| Montana Correctional Enterprises ..... | 20 |
| Montana State Prison .....             | 23 |
| Montana Women’s Prison.....            | 26 |
| Probation and Parole .....             | 28 |
| Youth Services/Pine Hills .....        | 32 |
| Glossary .....                         | 35 |
| Organizational Chart.....              | 39 |

## **Statistical Reports**

### **Appendix A**

|  |             |
|--|-------------|
| <b>General Information .....</b>             | <b>A-1</b>  |
| <b>Probation and Parole.....</b>             | <b>A-11</b> |
| <b>Secure Facilities .....</b>               | <b>A-15</b> |
| <b>Youth Services.....</b>                   | <b>A-20</b> |
| <b>Montana Correctional Enterprises.....</b> | <b>A-21</b> |
| <b>Clinical Services.....</b>                | <b>A-22</b> |

# Executive Summary

December 2018

Over the past two years, the Montana Department of Corrections has undergone a significant transformation of its operations and organization.

Criminal justice reform measures based on the recommendations of the bipartisan Commission on Sentencing and enacted by the 2017 Legislature have been a major catalyst of change. The comprehensive reform package -- known as the Justice Reinvestment Initiative -- focused on “front loading” resources for justice-involved individuals in the early stages of the justice system in an effort to reduce long-term growth in the number of inmates and the cost of incarceration in Montana.

For the Department of Corrections, the most significant changes included measures designed to save the state money while improving public safety and offender outcomes in the long term. While DOC has implemented a number of these strategies, the results are not expected to produce the desired impact for at least three to five years.

With assistance from the Council of State Governments, the department has:

- ◆ begun transforming community supervision from a compliance-based approach to one of case management focused on each individual’s risk and needs assessment. Supervision is now based on best practices for incentives and interventions, through the adoption of the Montana Incentives and Intervention Grid (MIIG).
- ◆ begun requiring evidence-based programming throughout all DOC run or contracted programs to ensure taxpayer dollars are spent only on programs that are proven to reduce criminogenic risk.
- ◆ modernized the Board of Pardons and Parole with professional members and structured decision-making.

The DOC’s changing population needs and legislative actions, as well as budget constraints, have driven a few significant program or facility changes:

- ◆ The former Treasure State “boot camp” has transitioned to a secure substance use disorder treatment center for Montana State Prison inmates. We continue work towards evidence-based practices in the delivery of treatment and other programming.
- ◆ In May 2018, we closed the Youth Transition Center in Great Falls and, in October, eliminated the Youth Services Division. Pine Hills Correctional Facility in Miles City continues to serve juvenile males committed to the department, as well as adult males.
- ◆ The Lewistown Infirmary for male inmates with serious, long-term medical conditions is closing and will be moved to the former Riverside Recovery & Reentry program for women in Boulder. In December 2018, the retrofitted Riverside facility was repurposed as a satellite special needs unit for Montana State Prison inmates with serious physical and/or behavioral health needs, a population that continues to grow.

- ◆ In January 2019, DOC is opening a Veterans Pre-Release Program in Great Falls to address the specific needs of re-entering veterans.

With the full support of Governor Bullock, we made the decision to reorganize under a leadership structure that I believe will offer us greater opportunities towards overall success. The department's central office in Helena was reorganized in October 2018. In addition to disbanding the Youth Services Division, a newly formed Administrative Services Division took over management of eight bureaus that formerly made up the Office of Human Resources, Information Technology Division, Business Management Services Division, and Crime Control Bureau.

Over the past biennium, we also saw the transition of the leadership in the two state prisons. Former Probation & Parole bureau chief Jennie Hansen now brings her experience in leadership positions within the Probation and Parole Division to the role of Montana Women's Prison warden, and Lynn Guyer, a 30-year veteran of the Idaho corrections system, became the new Montana State Prison warden in October 2018.

I look forward to the upcoming legislative session, and the opportunities it will offer us to continue moving justice reinvestment forward here in Montana. My greatest gratitude is extended to the over 1,300 staff members who come to duty each day in service of the mission of the DOC. Their commitment to ensuring the safety of our communities and assisting those in need is nothing short of extraordinary. I have come to learn it truly is "The Montana Way!"

Reginald D. Michael, Director  
Montana Department of Corrections



# Director's Office

The director's office provides centralized leadership, determines direction and priorities, and establishes overall policy for the department. It is the agency's primary contact with the governor's office, other state agencies, the Legislature and news media. The office's functions provide support and assistance to all operations, facilities and divisions throughout the Department of Corrections.

The **Director**, appointed by the governor, oversees all operations of the department and directs development of the agency's broad goals, policies and program development based on consultation with the governor's office. The director is the final decision-maker on the most significant department issues, and represents the agency in the governor's Cabinet, at major events, before legislative committees and in public gatherings.

The **American Indian liaison** advises the department on matters related to American Indian culture within the realm of corrections. The liaison program is discussed on page 7.

The **Victim Programs manager** is the contact point for victims of crime and their families. The manager oversees a number of programs and supervises five victim liaisons who assist victims of felony crimes throughout the state. The functions of this team are discussed on page 8.

The **Legal Office** provides legal services and advice to the director's office and to all department divisions. The attorneys also are the legal advisers for the state Board of Pardons and Parole. They are responsible for reviewing agency contracts, developing administrative rules and tort claims responses.

The **Office of Investigations** is responsible for criminal investigations that occur within department facilities and programs statewide, and for locating offenders who have escaped or absconded and returning them to the department's custody. Investigators share criminal intelligence information about escapees or absconders with regional fugitive task forces and other law

enforcement agencies throughout Montana and the United States.

The office also maintains and shares criminal intelligence information about offenders under DOC supervision in relation to the National Infrastructure Advisory Council on Intelligence Information Sharing. The Office of Investigations Manager oversees four criminal investigators who are sworn peace officers, two general investigators, an Intelligence Research Specialist and a criminal intelligence analyst assigned to the Montana Analysis & Technical Information Center.

In 2017-2018, the Office of Investigations has continued to work closely with the FBI on several investigations regarding staff smuggling contraband into Montana State Prison. The Powell County Attorney files any criminal cases that result.

In 2018, the Office of Investigations took over responsibility for criminal cases at Crossroads Correction Center and the Montana Women's Prison. Due to the increased responsibilities, the Office of Investigations hired two new sworn criminal investigators. One investigator is located in Shelby and the other in Billings. The Billings investigator is also responsible for investigations at the Pine Hills Correctional Facility.

The **Quality Assurance Office (QAO)** designs and implements multiple quality assurance programs and integrates services, policies and initiatives with all department-operated and contracted facilities and programs to promote successful, consistent and quality practices throughout the department.

QAO is responsible for:

- ◆ department-wide internal controls
- ◆ contract compliance
- ◆ auditing and licensing adult and juvenile correctional facilities
- ◆ Prison Rape Elimination Act (PREA) management and compliance
- ◆ ensuring that all programs offered are evidence-based
- ◆ policy and procedural management
- ◆ safety and risk management

# American Indian Liaison

## American Indian Liaison: Harlan Trombley

The American Indian Liaison is the primary advisor to department staff, partnering agencies and community organizations regarding issues related to American Indians under the department's supervision. He is the point of contact for American Indian offenders and their families, and is the liaison between the department and the tribal councils.

Trombley began attending Indian Affairs cabinet meetings and is working with the Governor's office to engage with state-tribal relations and accomplish shared goals. This is an opportunity to build a structure to assist Indian Country through state government.

*Chief Mountain Hotshots are a Native American elite firefighting crew based out of the Blackfeet Nation. They are known as the "Warriors of the Forest" and are well known throughout the United States and Canada.*

*The Hotshot Crew gathered around 200 rocks that were delivered to the Crossroads Correctional Center and Montana State Prison for their sweat lodge ceremonies.*



## Accomplishments

The liaison's ongoing efforts and accomplishments over fiscal years 2017-18 also include:

- ◆ Strengthened working relationships and communication channels with the eight established tribal governments in Montana.
- ◆ Developed a strong partnership with the Blackfeet Manpower Working Friends One-Stop Center by attending meetings and communicating the benefits of a reentry coalition and support reentry services on the reservation.
- ◆ Identified American Indian cultural needs in Department of Corrections programs and facilities, and their impact on correctional practices and policies.
- ◆ Communicated with inmates and their families, crime victims and others who have questions or concerns about American Indian culture and correctional practices.
- ◆ Provided American Indian Cultural Awareness training to corrections staff in relation to correctional practices.
- ◆ Attended Basic Restorative Practices training that explores practical strategies to build strong, healthy relationships with families, clients, employees and colleagues. Restorative Practices can be used as a reentry process that helps offenders and victims begin the healing process.
- ◆ Worked with the Chief Mountain Hotshot Firefighting Crew from the Blackfeet Reservation. The Hotshot Crew gathered around 200 rocks that were delivered to the Crossroads Correctional Center and Montana State Prison for their sweat lodge ceremonies.
- ◆ Continued attending the Flathead Reservation Reentry Program stakeholder meetings to offer support for their reentry program.

# Victim Programs

## Victim Program Manager: Jamie Rogers

Since the Victim Program Manager position was first created within Corrections almost two decades ago, there has been only one person to run the department's victim programs, provide training and respond to victim concerns statewide. With over 17,000 felony offenders under the department's supervision at any one time, the demands of providing services to their many, long-term victims had become overwhelming.

A successful program that placed victim liaisons in Probation & Parole offices in Washington State spurred Montana's Victim

Program Manager to apply for a **\$750,000 VOCA grant through the Board of Crime Control**. That application was successful, and Montana now has five victim liaisons positioned to extend services to some of the most traumatized victims throughout our state.

DOC's Victim Services team now offers more healing opportunities to victims and a greater focus on reducing risk and promoting victim safety. The team's goals are to inform, involve, educate and empower crime victims.

The primary responsibilities of the new team are to:

- ♦ provide victim support, referral, crisis intervention and ongoing advocacy
- ♦ assess victim risk and safety, and develop dynamic safety plans
- ♦ assist victims with victim impact statements, orders of protection and other civil legal paperwork
- ♦ help victims understand and navigate the complex corrections and criminal justice systems
- ♦ serve as liaisons to ensure victim concerns are known and reduce the risks victims face, in conjunction with the Board of Pardons & Parole, Probation & Parole (P&P), secure facilities, DOC staff, and contracted and community providers

The team networks with probation and parole officers, the Interstate Compact Unit, prisons, contracted facilities and parole board victim information staff to provide accurate and

straightforward answers to victims' questions about offender placement and supervision decisions. When possible, the team coordinates with local and victim witness advocates to ensure victim safety and strengthen victim support within the community.

Victims most want to know the current location and custody status of the offenders who harmed them. Victims who know the offender's whereabouts at all

times report that they are able to reclaim some of their personal power and feel more secure.

**"Thank you so much for everything... it truly means the world and definitely helps with the healing process and helping me take the steps to put it behind. Thank you from the bottom of my heart."**

**Young male crime victim after a victim liaison helped him write his Victim Impact Statement**



Front row: Liaisons Kim Doherty, Allison Smaaladen, Maria Dinkel. Back row: Connie McDonald, Program Manager Jamie Rogers, Monica Huffman

**Victim Information & Notification Everyday (VINE)** provides phone, email and text message options for victims to register for updates about parole and sentence review hearings, transfers among prisons and community-based facilities, pending releases, escapes, location moves, probation and parole office moves, status changes and offender deaths.

Inmate families, DOC staff, judges, prosecutors, attorneys, crime victim advocates, local advocates, law enforcement and the media also use VINE. Victim information contained in VINE is anonymous.

Notification offers essential information to victims and promotes a sense of empowerment. To further support victims of crime, DOC offers restorative justice programs that focus on healing for all parties affected by crime, including victims, communities and offenders.

**Victim impact panels** provide a respectful and safe atmosphere for victims to discuss with offenders the ripple effects of crime. Victims volunteer to reveal how the crime has affected them, their families, friends and communities. The act of voicing their pain and anger to a listening audience serves as a catalyst to help victims reclaim some of the personal power they lost when they were victimized and aids in the healing process.

Research suggests offenders are less likely to commit additional crimes once they have participated in the Listen and Learn Program and a victim impact panel. The program is designed to foster empathy and compassion for victims, and to identify critical thinking errors. It is a powerful restorative tool for victims and offenders. This evidence-based program is now operating in 11 different locations within DOC and

**“This was an acutely sensitive and complex case. The victim liaison showed compassion and understanding toward the victim, and answered her questions with great proficiency....I can’t say enough about her willingness to jump in with victims in the PSI process.”**

**P&P Presentence Investigation (PSI) Writer**

**“My family has experienced great pain and devastating trauma as the result of the crimes committed against our children....[Working with the DOC victim liaison] was the first time I met someone who was actually primarily concerned with my wishes and with the well-being of my children. Her care, dedication and educated support were and are vital to my family’s recovery.”**

**Mother of a child sexual assault victim**

contracted facilities. There are currently 33 victim volunteers who travel to speak on the panels.

**Victim-offender dialogues** are face-to-face meetings in which victims ask questions about the crime that only their offenders can answer. Many explain to the offender how the crime personally impacted their life, and the lives of their family, friends and communities. The offender is often given the opportunity to express remorse, explain program participation and describe what they are doing to change their behaviors. Victims initiate the dialogues and offenders participate voluntarily. Trained volunteer facilitators conduct months of preparation with both parties prior to a dialogue.

The offender **Accountability Letter Program (ALP)** provides

adult offenders an opportunity to take accountability for their victims in letters that victims may receive or refuse. The letters are submitted to the Victim Services Program and cannot be sent directly to the victim. They are screened for appropriateness. The victim programs manager holds the finished accountability letters and notifies the victims of their availability.

**Training** -- The victim programs manager teaches classes for P&P officers, county victim/witness advocates, local victim advocates, the University of Montana Victim Advocate Academy and other groups about the department’s post-conviction victim services. The manager and prison victim information officers conduct ongoing training to increase staff awareness of victim issues. The victim program manager

collaborates with other criminal justice agencies to promote and support a seamless system for crime victims.

# Board of Pardons & Parole

The Montana Board of Pardons and Parole became a full-time, five-member professional board appointed by the governor in August 2017. It is responsible for determining which inmates have earned early release from prison and for deciding the conditions imposed on offenders while completing their sentences under supervision in the community. The board also is responsible for handling parole revocations and applications for executive clemency (pardons and commutations). In FY 18, the board processed 38 cases for executive clemency.

Board members carefully review each eligible inmate. Eligibility for parole depends on the sentence term, the amount of good time earned, if any, and the date the crime was committed. For crimes committed on or after Jan. 31, 1997, an offender must serve one-fourth of the full term of a time-specific sentence and 30 years of a life sentence before becoming eligible for parole. Parole only may be granted when it is determined to be in the best interest of society, and when the board feels that a person is willing and able to be a law-abiding citizen and can be released without being a detriment to himself or herself, or to the community. In FY 18, the board took action on 3,319 cases, including appearances, revocations, rescissions and administrative reviews.

The board is administratively attached to the Department of Corrections for budgetary purposes. It operates as an autonomous agency with its own four-member staff of a victim liaison and three

administrative support employees.

The board sets its own policies independent of the department. This independence is important because it creates a flexible system of punishment with proper checks and balances. The board can review offenders based on community safety without being unduly influenced by the pressures of corrections system management.

The board uses structured decisional discretion, which is the application of professional judgment to actuarial information about an individual's risk and readiness for parole. The board conducts public hearings at which community members, including victims and criminal justice authorities, may express their opinions regarding parole release.

**The board has adopted guidelines to structure and guide parole decisions and release conditions. In part, the guidelines consider:**

- ◆ **an inmate's risk and needs levels, as determined by a validated risk-and-needs assessment**
- ◆ **participation in risk-reducing programs and treatment**
- ◆ **institutional behavior as reflected by disciplinary records**
- ◆ **the severity of the offense**

The board is a body that, among its other responsibilities, is required to review the "products" of the correctional programs. This unique perspective forces many offenders to behave in a proper way and complete required programming and/or treatment prior to being considered for release. The distinct roles of corrections and the board create an effective system where the ultimate purpose is protecting the public, ensuring accountability and determining the most appropriate placement of offenders.

More information on the board can be found on its Web site at: [www.bopp.mt.gov](http://www.bopp.mt.gov).



*The Board of Pardons and Parole office in Deer Lodge*

# Administrative Services Division

## Administrator: John Daugherty

In October 2018, the Business Management Services Division (BMS) and Information Technology Division were combined into one division. The new Administrative Services Division also took over supervision of the Crime Control Bureau and the Office of Human Resources, which had previously been part of the Director’s Office.

The Administrative Services Division oversees eight bureaus – Human Resources, Professional Development, three Information Technology bureaus, two Financial Services bureaus and Crime Control.

## Crime Control Bureau (CCB)

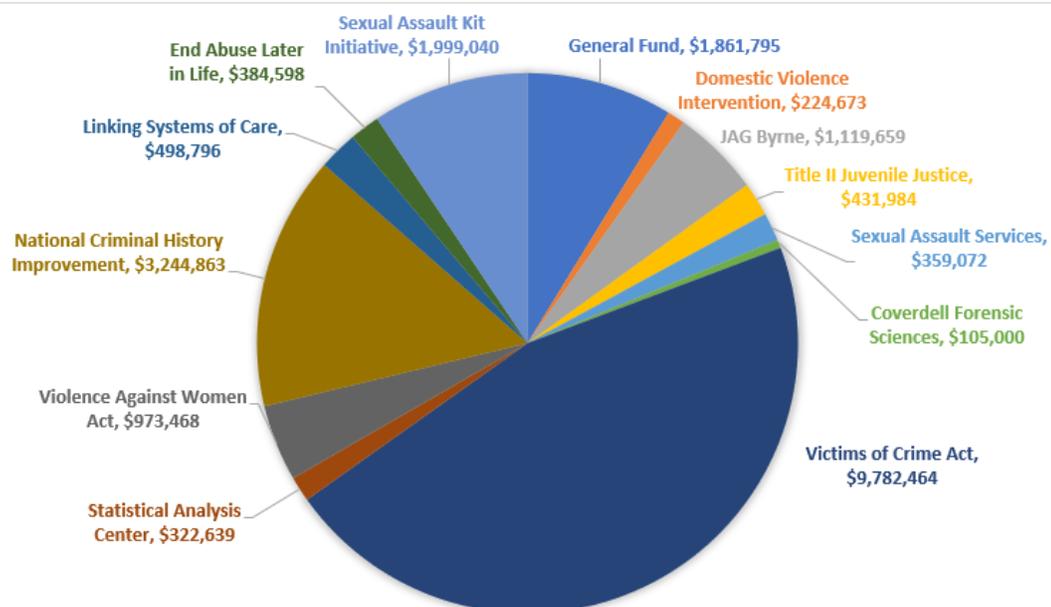
The mission of the Montana Board of Crime Control (MBCC) is to proactively contribute to public safety, crime prevention and victim assistance through planning, policy development and coordination of the justice system in partnership with citizens, government and communities. The MBCC was created in response to the U.S. Omnibus Crime Control and Safe Streets Act of 1968. The legislation aimed to reduce the incidence of crime, increase fairness, and enhance coordination of law enforcement and criminal justice systems.

The MBCC is the State Administering Agency for federal grant funding for criminology and criminal justice research, much of which focuses on the social aspects of crime.

Under the supervision of the Department, the Crime Control Bureau (CCB) supports the administratively attached MBCC in coordinating public safety assistance and grants management. CCB supports the MBCC’s efforts in administering grants including formula, discretionary and cooperative agreements. CCB also includes the Montana Statistical Analysis Center (SAC). State SACs are located in all states and territories to collect, analyze and report statistics on crime and justice to federal, state and local government.

The MBCC and supporting CCB are funded primarily with general fund and federal special revenue from federal pass-through grants. General fund primarily supports agency operations, grant compliance and quality assurance activities, and grants to juvenile detention centers. State special revenue provides for the misdemeanor domestic violence intervention program. Federal grants are primarily passed through to local agencies and private entities at the direction of the MBCC.

**Montana Board of Crime Control Funding Sources greater than \$100,000 in FY17**



Significant CCB projects underway include:

- ◆ **Linking Systems of Care**, a project funded by the U.S. Department of Justice, Office for Victims of Crime (OVC). The project aims to bring together relevant systems and professionals to provide early identification, intervention and treatment for child and youth victims and their families. This approach will ensure every child entering these systems is screened for victimization and provided comprehensive, coordinated services.
- ◆ **Supportive housing programs targeting offenders** – Senate Bill 65, passed by the 2017 Legislature, provided \$400,000 to the Board for release to local government for supportive housing programs targeting offenders. Missoula County, Ravalli County and the City of Billings are piloting programs with services including housing assistance, landlord mitigation funding, and placement services.

### Office of Human Resources

The Office of Human Resources (OHR) serves the department's 1,400 employees, 64 percent of whom are union, by providing leadership and guidance in talent management and professional development programs with a focus on:

- ◆ integrity – personal accountability, fairness, respect, ethics and standards
- ◆ innovation – creativity, change and forward thinking
- ◆ excellence – quality improvement, consistency and forecasting

To best serve its customers, OHR professionals are located across the state at Montana State Prison, the Central Office in Helena, the Montana Women's Prison in Billings, and Pine Hills Correctional Facility in Miles City.

Human Resources professionals use a consultative approach to provide management programs and services, including:

- ◆ recruitment, selection and on-boarding
- ◆ employee and labor relations (including contract negotiations for the seven collective bargaining agreements and two unions)
- ◆ performance management (including appraisals and discipline)
- ◆ classification
- ◆ compensation and workers compensation
- ◆ ensuring compliance with complex federal and state employment and civil rights laws

By employing organizational development skill, OHR is increasing organizational effectiveness through the creation and execution of an integrated approach to talent management for all areas and levels of the department.

### Professional Development Bureau

Training and development professionals provide evidenced-based training and development based on best practices, allowing employees to develop, increase their skill, and acquire the knowledge needed for career success and advancement. This is accomplished through conventional classroom training, distance and computer-based instruction, on-the-job supervised training, and self-study programs.

The Professional Development Bureau prioritizes the implementation of professional development needed to support the following initiatives:

- ◆ develop DOC programs for leadership, wellness and mentoring
- ◆ improve corrections-specific learning and development
- ◆ develop an internal culture receptive to risk reduction and reentry work
  - ◆ assist all DOC adult and juvenile facilities, Probation and Parole, contracted entities and community placements in developing their training needs

### Corrections Employee Profile

Male: 57%

Female: 43%

Minority: 8.9%

Union Member: 64%

**Average Age: 45**

**Av. Years of State Service: 9.9**

**Application Development Bureau** is involved in maintaining, supporting and updating the department's adult and youth information management systems. The bureau's main focus is on enhancing the department's electronic databases:

- ◆ Offender Management Information System (OMIS)
- ◆ Youth Management System (YMS)

The bureau also creates and maintains interfaces with multiple systems including the State Integrated Justice Information Sharing broker, which allows government agencies to exchange information, and the VINE victim notification system.

**Network Operations Bureau** administers and supports the department's servers, workstations and printers, and assists department staff and the Board of Pardons and Parole. The bureau manages security for all server and workstation systems, and provides business analyses, planning and testing for data system usage and implementation for new systems. It also provides forensic services to department staff.

The information security manager manages the department's information security plan in conjunction with representatives from each division within the department and the state's Information Technology Services Division. We are actively involved with MT-ISAC and various security workgroups to help develop best practices.

The bureau continues to look at emerging technologies to help department staff realize efficiencies while remaining cost effective.

**Statistics and Data Quality Bureau** staff develops statistical information and reports for the department, the legislature, federal agencies and Montana citizens. The staff also maintains the department's population management projections, detects and repairs data quality errors, and responds to national surveys requesting offender demographics and statistics.



Staff continues to work with other state and federal agencies on data-sharing initiatives with the goal of increasing data integrity, decreasing redundant data entry and enhancing public safety. The bureau also maintains the offender data available to the public online through the Correctional Offender Network (CON) website.

Statistics bureau chief Mark Johnson died in October 2018 after a lengthy battle with cancer. To the end, Mark was dedicated to providing the statistics for this report. His patience, and his commitment to accuracy and making sure others understood what the numbers did (and didn't) mean, are missed.

**Budget & Contracts Management Bureau** is responsible for tracking expenditures and ensuring that spending falls within allocated appropriations. The bureau works with agency staff to make budgetary decisions and prepare for the executive planning process and the legislature. The bureau tracks and reports on all legislative actions and department decisions that have a financial impact. The bureau's goal is to be consistent and transparent in its processes, while accurately projecting expenditures and reporting outcomes.

The bureau is also responsible for overall management and coordination of several programs including contracting, procurement, fleet management, grants and cellular services.

The bureau is directly responsible for development and oversight of more than 240 contracts. These contracts provide the services necessary to maintain offender programs provided by private

businesses or other government agencies. As part of this contracting process, the bureau coordinates public procurement and contracting procedures, and manages the processes used to solicit offers and select contractors to provide offender services and programs.

The bureau oversees the department’s motor vehicle fleet and manages its grant processes, as well as more than 250 wireless phone plans and 200 procurement cards used by employees in their programs.

**Financial Services Bureau** is responsible for all accounting activity including payroll, payables, receivables, intra-agency transactions, capital asset inventory records, internal and statewide financial reporting, and records retention. The bureau also:

- ◆ manages all financial activity associated with federal grants

- ◆ manages the Inmate Trust Account system serving all adult and youth populations throughout Montana
- ◆ processes inmate welfare transactions for all state prisons – these funds, generated from commissary sales and telephone calls, pay for services and equipment that benefit all inmates, such as reentry release assistance, gym equipment, microwaves and cable television.

The **Collections Unit** is responsible for the collection and disbursement of court-ordered victim restitution from adult felony offenders. Payment can be made through money order, cashier’s check or by using a credit card online. The unit also collects supervision fees from offenders on probation or parole.

## Accomplishments

### Financial & Accounting bureaus

- ◆ Disbursed approximately **\$5.5 million in restitution to victims of crime** for the biennium. This includes \$2,873,000 in FY 2018 and \$2,616,000 in FY 2017.
- ◆ Successfully transitioned the budget, payroll and accounting for the Board of Crime Control from the Department of Justice to the Department of Corrections, as mandated by the 2017 Legislature through HB 650.
- ◆ Provided the same level of services to other divisions with fewer staff. Two Business Management Services FTE were transferred to other divisions.
- ◆ Evaluated bids for **new telephone and related services for the two state prisons**, and selected Century Link, which submitted the lowest cost pricing plan for the new services we wanted to provide.

Since FY 2004, the department’s Collections Unit has collected more than

**\$40 million**

in restitution from offenders and returned it to innocent victims.

### New Century Link Prison Phone Contract Rates

|  |                           |
|--|---------------------------|
| <b>Basic call rate for phone calls</b>   | <b>\$0.036 per minute</b> |
| <b>Additional services – Edovo tablets, Keefe music player tablets, cell phone detection, pre-paid release cards and investigative tools</b> | <b>\$0.107 per minute</b> |
| <b>Total combined rate for all services</b>  | <b>\$0.143 per minute</b> |

## Accomplishments continued

### Human Resource bureaus

With dedication to enhancing the employee experience while driving results by focusing efforts on activities designed to reduce recidivism, the Office of Human Resources has:

- ◆ Created a comprehensive **Wellness Program** that provides guidance and options for a “holistic” approach to health and wellness. The Wellness team was awarded a 2017 Governor’s award for excellence in public service.
- ◆ Developed a new **career ladder for Probation and Parole officers** that encourages focus on evidence-based activities known to reduce recidivism. The career ladder includes five areas of expertise so far, with a plan to implement additional areas to best provide opportunities for community-based offenders to be successful in rebuilding their lives.
- ◆ Developed a new **career ladder for Probation and Parole Division administrative assistants**. With the projected increase of community-based supervision and the implementation of justice reform initiatives, now more than ever administrative assistants play an integral role in documentation requirements for offender management.
- ◆ Supported the “**Lead on Purpose**” program, which empowers our managers to develop strong teams highly focused on results as we work toward our goals. This comprehensive development program provides critical tools that all leaders need to effect employee engagement and drive results.



Wellness Team members with Gov. Bullock — Front row, from left: Theresa Davis, Cynthia Davenport, Nicole Chandler, Charly Ayidomihou, Karen Austin  
Back row: Geri Mason, April Grady, Dave Garcia

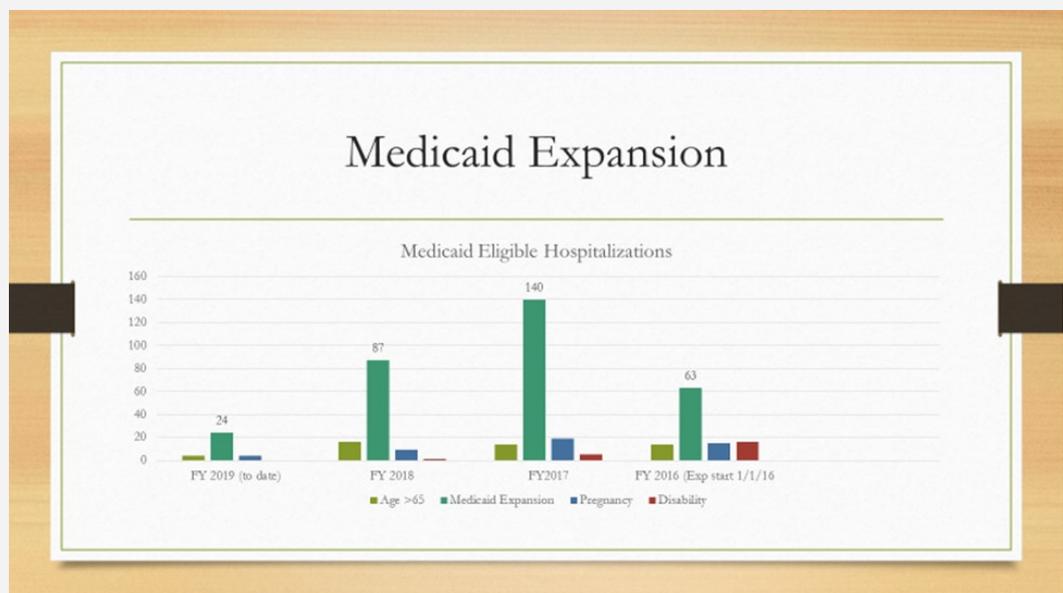
### Information Technology bureaus

- ◆ Established a formal IT Project Management Office to support the department’s initiatives and ensure objectives are tracked and communicated effectively.
- ◆ Assisted MSP/MCE and Central Office with installing 226 IP surveillance cameras on the Enterprise Video Surveillance system to assist with PREA and security investigations.
- ◆ Completed the Windows 10 upgrade requirement and Office 365 requirement far ahead of schedule. This affected 938 workstations and over 1,200 staff.
- ◆ Converted all programs from SAS language to PL/SQL, eliminating the need for the costly SAS license.
- ◆ Created the department’s first interactive dashboards for jail holds, presentence investigation (PSI) requests from district courts, and offender violations. These online dashboards provide managers an easy-to-use sets of tools that allow for data mining and filtering to identify trends or issues that need to be addressed.
- ◆ Established report services with over 1,000 reports that provide staff access to offender data.

## Information Technology Bureau accomplishments, continued

As part of a three-year undertaking to develop a new, updated version of the **Offender Management Information System (OMIS)**, the Application Development bureau has made considerable progress. Over 90% of the functionality has been rewritten using modern development frameworks that will help the department share and consume data from other criminal justice entities. As part of this initiative, the bureau has:

- ◆ Converted five main interfaces for the Correctional Offender Network (CON) website to extract information from the new Offender Management Information System (OMIS).
- ◆ Converted all programs from SAS language to PL/SQL, eliminating the need for the costly SAS license.
- ◆ Published the OMIS codebase under the General Public License (GPL) for other state and county criminal justice agencies to use free of charge.
- ◆ Created the department's first interactive dashboards for jail holds, presentence investigation (PSI) requests from district courts, and offender violations. These online dashboards provide managers an easy to use sets of tools that allow for data mining and filtering to identify trends or issues that need to be addressed.
- ◆ Established report services with over 1,000 reports that provide staff access to offender data.
- ◆ Enhanced OMIS to meet several 2017 Legislative reporting requirements including:
  - ⇒ Board of Pardons and Parole decision guidelines have been integrated with screens that manage the scheduling of parole hearings and parole decisions.
  - ⇒ Presentence Investigation (PSI) requests from Montana district courts must be completed within 30 days. OMIS now tracks all PSI requests and the Department of Corrections compliance with the new laws, including reasons for delays in completion.
  - ⇒ The Montana Incentive and Intervention Grid (MIIG) responses are being recorded in OMIS. The offender behavior, the intervention or incentive being applied, as well as the sanction/reward, can be all be tracked in accordance with SB 63.
- ◆ Offenders returning to a secure environment as a result of a parole violation in accordance with SB 64 are all being tracked in OMIS.
- ◆ A judge may now place probationers in any DOC facility when revoking the suspended sentence in accordance with SB 63. Probationers who have been placed in a facility using this new law are tracked in OMIS.



# Clinical Services

## Administrator: Connie Winner

The Clinical Services Division oversees all medical, behavioral health, dental and vision services for adult and juvenile offenders in the custody of the department – both in secure and contracted facilities. The division was created in January 2014 to bring greater consistency in services across the various correctional facilities, and an increased focus on cost containment and supporting the high professional standards of the department’s clinical staff.



Montana State Prison (MSP) provides comprehensive medical, behavioral health, dental and vision services, including an in-patient infirmary. MSP medical staff care for offenders with minor to complex illnesses as well as those

with chronic medical issues, such as diabetes, Hepatitis C, HIV and hypertension. Montana Women’s Prison medical staff provide comprehensive medical services in an out-patient clinic setting for female offenders. All in-patient medical care is provided in the community. The Pine Hills and Riverside correctional facilities also have onsite staff to meet the medical and behavioral health needs of the adolescents and adults in their care.

In June 2018, the department announced that it was closing the secure infirmary wing at the Lewistown Nursing Care Center, which housed up to 25 male inmates with serious, long-term medical conditions. However, finding alternative community placements for these individuals proved difficult.

When the department closed the Riverside Recovery & Reentry program for female offenders in Boulder, that site offered an excellent opportunity to meet the needs of medically fragile offenders. The Riverside campus was repurposed in late 2018. As a secure special-needs unit, the Riverside facility now accommodates male inmates who need the level of care formerly provided in the Lewistown Infirmary.

Medical and treatment costs in the corrections

system are no different from those experienced by Montanans in general. Such expenses continue to rise and challenge the ability of citizens and government to pay the increasing medical claims. Medical and treatment costs are driven by both the number and nature of offender medical needs. Due to lifestyles typically marked by neglect of medical and dental needs and histories of substance abuse, the offender population has health-related problems in far greater number and severity than does the general population. Health problems arise earlier in their lives and are more difficult to remedy. In addition, Montana’s aging offender population brings with it more age-related health problems than are typically found among younger men and women.

The Department of Corrections has implemented initiatives to further develop the management of offender healthcare. The Clinical Services Division has established a strategic approach to assess, analyze, plan for, implement and evaluate the existing and future healthcare needs of Montana offenders.

With the assistance of state and contracted facilities, community members and service providers, the Clinical Services Division continues to focus on finding innovative and proactive measures that use all available resources to help reduce the cost of offender care and provide offenders with the community resources shown to help them succeed when they are released.



Medical staff check a patient’s vital signs in the Montana State Prison Infirmary.

## Clinical Services Division's goals

- ◆ Upgrade the department 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.
- ◆ Provide quality and timely medical care, with a focus on prevention and wellness, to all those in the custody and care of the department.
- ◆ 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.
- ◆ Assess telemedicine and alternative means for providing medical care. In FY17 and 18, CSD utilized telepsychiatry at MSP, MWP and Pine Hills for behavioral health care.
- ◆ Identify offenders with mental illness by providing level one and level two assessments upon admission and provide appropriate behavioral health services based on individual needs.
- ◆ Maximize the use of Medicaid funds by verifying eligibility for Medicaid reimbursement.
- ◆ Ensure department facilities and contracted programs comply with requirements of contract by auditing medical, dental and behavioral health services.
- ◆ Create a stream-lined process to improve access to health care and health care resources upon discharge of offenders.
- ◆ Enhance collaboration with community-based medical and behavioral health services to increase resources to offenders.

## Accomplishments

- ◆ Implemented procedures in accordance with the CDC guidelines to address **chronic pain management** in adult offenders. With the implementation of these procedures and a proactive approach by the department's physicians, narcotic prescribing in all facilities has decreased by 75%. The offenders have and continue to receive education about alternative treatment approaches to address their chronic pain conditions.
- ◆ Actively researching **Medication-Assisted Treatment (MAT)** to determine the most appropriate setting within Corrections to initiate a MAT program. Medication-Assisted Treatment is the use of FDA- approved medications, in combination with counseling and behavioral therapies, to provide a "whole-patient" approach to the treatment of substance use disorders.
- ◆ Collaborating with Lewis and Clark County and the CONNECT referral system. Through CONNECT, discharge planners will be able to refer offenders returning to the community to medical, dental, behavioral health, housing and many other resources throughout the state.
- ◆ Collaborated with DPPHHS to ensure SNAP applications were filled out prior to offenders leaving a facility to help offenders with a food resource upon return to the community. 102 SNAP applications have been completed to date.

## Chronic pain management practices transformed at MSP

Consistent administration of any opioid results in dependence, decreased effectiveness, in many cases amplification of pain and, in some cases, addiction.

Using a team approach consisting of all levels of providers, custody professionals and mental health, at Montana State Prison we spent about 18 months transforming our practice of chronic pain management to completely non-opioid, non-narcotic\*.

The results have been outstanding. Many of our patients have reported going from years of not holding a job to returning to productive employment. In the past 4 months, patients who had been opioid dependent have told me that, after 6 to 8 months off opioids, their daily pain score was the lowest it has been in years and they are committed to a non-narcotic life.

Paul M Rees, M.D.  
Montana State Prison

\*We still use opioids responsibly within the infirmary setting for short-term post-operative pain management, acute pain during illness, and malignancy associated pain and end-of-life care.

- ◆ With the passage of Medicaid expansion, CSD staff continue to ensure the timely processing of applications and claims.

|  | FY 2015 | FY 2016 | FY 2017 | FY 2018 |
|--|---------|---------|---------|---------|
| Total inmate hospitalizations            | 266     | 285     | 244     | 144     |
| Total Medicaid-eligible hospitalizations | 116     | 144     | 210     | 128     |
| Medicaid applications filed              | 86      | 110     | 178     | 113     |
| Inmates over 65 years                    | 19      | 14      | 14      | 16      |
| Inmates with disability                  | 46      | 17      | 5       | 1       |
| Pregnant inmates                         | 21      | 15      | 19      | 9       |
| Affordable Care Act* (inmates 18-64)     |         | 64      | 140     | 87      |

\* Medicaid expansion began 1/1/16

### Montana Women’s Prison

- ◆ In 2017, Partnered with Riverstone and St. Vincent’s hospital through a grant to bring the mammogram bus to the Women’s Prison to provide screenings for qualifying female offenders. The results are as follows:

- ⇒ 59 total screenings
- ⇒ 5 abnormal screening results
- ⇒ 2 breast biopsies needed
- ⇒ 1 patient with breast cancer

In 2018, expanded the partnership to include cervical cancer screening. The examinations in 2018 include 138 pap smears, with zero cervical cancer cases detected.

- ◆ Contracted with LabCorp for lab draws twice a week, decreasing the amount of supplies needed in the clinic, and freeing nursing time to provide more patient care to inmates.
- ◆ Initiated chronic care program to teach diabetic inmates the importance of exercise and diet. We have also started working with diabetes educators in the community to provide the best possible resources.



Medical staff at the Montana Women’s Prison discuss a patient’s treatment.

### Pine Hills Correctional Facility

- ◆ In calendar year (CY) 2017, nursing staff at Pine Hills had approximately 15,159 adult patient encounters and 12,111 youth patient encounters, including medications, treatments, blood draws, vaccinations, assessments, injuries and sick call.

# Montana Correctional Enterprises

## Administrator: Gayle Butler

The Montana Correctional Enterprises (MCE) Division provides general and vocational education, on-the-job training and real-world work experience in industry, vocational and agricultural programs. Inmates receiving education and training through MCE receive basic and adult education, earn High School Equivalency certificates, and develop marketable job skills and life skills. MCE programs give inmates the opportunity to develop a strong work ethic and self-esteem through a feeling of pride in their accomplishments, often for the first time in their lives. In addition, inmates earn an average of \$5 per day, which allows them to pay victim restitution and court-ordered fines, purchase hygiene products and personal clothing, and save money for their release.

MCE programs benefit public safety in our prisons and communities. They improve prison security by keeping inmates active and engaged while incarcerated.

MCE programs improve safety in our communities by providing inmates the opportunity to learn life and job skills that enable them to become productive employees, good neighbors and law-abiding, tax-paying citizens when they are released. Several national studies indicate that inmates involved in correctional industry training programs are less likely to reoffend and between 20 to 40 percent more likely to stay out of prison.

The majority of MCE's training programs are self-supporting. In Fiscal Year 2018, the programs generated revenue to cover 91 percent of the division's \$21.3 million budget. The general fund budget of \$1.8 million covers general and vocational education program costs and the salaries of the

three civilian staff working in the canteen.

The division employs 98 civilians and provides daily education and training for 780 inmates at Montana State Prison and the Montana Women's Prison.



*MCE's Agriculture Director Ross Wagner and MSU Extension agent Jodi Pauley with Work Release Center inmates who successfully completed their eight-week Master Gardener Certification course.*

## Accomplishments

- ◆ **Developed nationally recognized certification programs** in several fields to help offenders learn transferrable job skills with recognized industry standards:

Tire Service Technicians through Tire Industry Association (TIA)  
Washroom Technicians through American Linen Management  
Pesticide Application through the Department of Agriculture  
Artificial Insemination and Reproductive Management through Genex  
Commercial Driver License training and application  
Welding certification through MSU-Northern  
OHS 10 through Department of Labor and Industry  
Dairy Lab Technician through Montana State University  
Master Gardener through MSU Extension Office

ServSafe  
Forklift operation  
Custodial maintenance

- ◆ Partnered with Department of Justice Motor Vehicle Division to print vehicle registration tabs and registration decals for boats, snowmobiles and other equipment.
- ◆ Consolidated Vocational Education and Education/Library services under MCE to provide a seamless transition through adult basic education, high school equivalency testing (HiSET), vocational education, on-the-job training and life skills. This consolidation saves general funding and expands opportunities for released offenders.
- ◆ Provided **12,600 hours of community service** to several western Montana communities and worked with DNRC on 16 wildland fires throughout Montana.
- ◆ **Opened MCE's ranchlands to archery and rifle hunting.** In FY18, 219 individuals utilized archery land access, participated in the annual damage hunt, or requested game retrieval services in rifle hunting areas.

Based on FWP's average daily expenditures for hunters, **hunting access at MCE contributed over \$112,000 to the state's economy:**

|                      |                  |
|----------------------|------------------|
| Resident hunters     | \$58,020         |
| Non-resident hunters | \$54,391         |
| <b>Total FY18</b>    | <b>\$112,411</b> |

- ◆ **In FY18, collected \$1,198 in driver license reinstatement fines** and fees from inmates to clear their driving records. Staff also helped inmates get the documents they need prior to release, including:
  - 340 birth certificates
  - 632 State of Montana identification cards
  - 164 Social Security cards
- ◆ Under the new phone contract with Century Link, **introduced 820 Edovo tablets into MSP** in August 2018. The tablets provide:
  - Education – Basic Ed & literacy, GED preparation, college courses, spirituality and health programming and LexisNexis legal
  - Entertainment – Movies, puzzles, music and games
  - Exploration – Books, documentaries, meditation, health, jobs and finance, literacy, parenting, poetry, religion and TED talks
- ◆ **Installed 245 cameras**, with 267 views in 10 work programs and the Work and Reentry Center to improve security and safety in operations.
- ◆ Began a partnership with the Bureau of Land Management to **gentle wild horses and prepare them for adoption.**
- ◆ Canteen filled 239,651 food orders, 284,302 hobby/music/electronics orders and 23,212 hygiene/clothing orders.
- ◆ MCE Cook Chill surpassed 13,500 meals per day in production.



*Inmates allow a new group of six wild horses to get used to their presence as the first step in the gentling process. The program is operated in partnership with the BLM.*

## Montana Correctional Enterprises Programs

### ◆ Agriculture

- Range Cattle
- Crop Production
- Dairy Cattle
- Milk Processing Plant
- Rough-cut Lumber Mill
- Wildland Fire Fighting
- Community Work Program

### ◆ Industries

- Furniture & Upholstery
- Reclaimed & Repurposed Wood Furniture
- Laundry
- Print
- Sign
- Embroidery and Screen Printing
- Clothing
- Dog Training
- Engraving & Awards
- Federally Certified Work Programs

### ◆ Inmate Canteen

### ◆ Vocational Education – General Fund

- Classroom Education – gas and diesel engines, welding, machining, computer technology, employment readiness
- Reentry Services & Documentation

### ◆ Vocational Education – Internal Service Fund

- Motor Vehicle Maintenance – automotive, heavy & agricultural equipment
- Auto, Ag & Commercial Tire Services
- Auto Body Repair & Restoration
- Welding & Fabrication
- Computer-aided Plasma Cutting Services

### ◆ Education and Library Services

- Adult Basic Education
- High School Equivalency Test (HiSET) preparation
- Special Education
- General Library Services
- Legal Library Services

### ◆ License Plate Factory

- Plate Production for counties
- Registration Tabs and Decals
- Novelty and Specialty Products
- Graphic Design

### ◆ Food Factory

- Cook Chill
- Bakery

### ◆ Operation of Inmate Hobby Store



*The inmate fire crew works on cleaning up after the Medicine Lake 2 fire on Skalkaho Pass near Phillipsburg in early August 2018. Photo by Tom Gillibrand*

In FY 17 and 18, the inmate fire crew provided **12,600 hours of community service** to several western Montana communities and worked with DNRC on 16 wildland fires throughout Montana.

# Montana State Prison

## Warden: Lynn Guyer

Montana State Prison is the largest correctional facility and largest maximum custody facility for male inmates in the state, housing around 1,600 inmates in a 68-acre compound. Inmates are housed according to their assessed custody level, ranging from maximum custody inmates housed in two Locked Housing units and close custody inmates in more restrictive High Side units, to medium and minimum custody inmates housed on the less restrictive Low Side. Qualified minimum custody offenders live in the Work Reentry Center dormitory.

Each custody level encompasses different types of supervision. Special management populations include inmates with developmental disabilities or chemical dependency, and those with serious mental illness. Inmates who are assaultive or who are under investigation following an incident are housed in Locked Housing unit cells designated for pre-hearing confinement, detention and segregation from the general population.

Lynn Guyer became MSP warden in October 2018. Warden Guyer is a 30-year veteran from the Idaho corrections system. He served for 13 years as warden of the North Idaho Correctional Institution near Cottonwood in northern Idaho.

Montana State Prison is a familiar symbol of corrections in Montana and houses the most violent offenders in the state. It is also the only secure male facility in Montana to offer treatment for sex offenders. However, the prison accounts for only about one out of every 10 offenders under Department of Corrections supervision.

In 2018, the prison converted the former Treasure State “boot camp” into a secure, 56-bed drug treatment facility. The remodeled Montana State Correctional Treatment Center (MSCTC) provides a 90 to 180-day intensive chemical dependency treatment program for prison inmates approaching their release dates. This increased the state prison’s total operating capacity to 1,568 inmates.

In conjunction with Montana Correctional Enterprises, the prison provides work for about 70 percent of the inmate population, as well as education, treatment, programming, recreation, religious activities and health services to promote the development of self-esteem, an environment that fosters self-improvement, and a work ethic

that will serve inmates before and after their release.

The warden and three associate wardens for security, housing and facility operations oversee the daily administration of the prison. In addition to the associate wardens, Contract Placement and Technical Correctional Services also serve as part of the warden’s administration.



*To meet the demand for addiction treatment, the former Treasure State Correctional Training Center was repurposed as a secure facility for MSP inmates with substance use disorders. Now known as the Montana State Correctional Treatment Center, the facility provides chemical dependency treatment for 56 male inmates.*

The prison and its staff of about 640 uniformed and non-uniformed employees serve the citizens of Montana by providing a secure correctional environment in support of public safety through positive offender change.

The **Contract Placement Bureau** manages and monitors contracts with two regional prisons and a private prison. The cooperation with these partners is critical to operating an efficient

network of secure facilities that provides the department the flexibility needed to manage the always-changing inmate population. The private and regional prisons house about 900 inmates.

Crossroads Correctional Center in Shelby houses a portion of the maximum population. CoreCivic owns and operates the 20-year-old facility that houses up to 600 state inmates. The department also contracts with Dawson County for operation of a 141-bed regional prison in Glendive and with Cascade County for a 152-bed regional prison in Great Falls.

The bureau coordinates movement of inmates among the state and contracted secure facilities and maintains a comprehensive monitoring process that ensures contract compliance, controls costs and maintains public safety. On-site state monitors report directly to the bureau chief and an audit team conducts periodic inspections to determine compliance with department policies and contract provisions.

The **Technical Correctional Services Bureau** is responsible for inmate classification, discipline, grievances, and placement and movement programs for the prison system in Montana. These programs are the cornerstone for managing the risk that inmates pose to the public, the facilities, the staff and other inmates.

The bureau promotes public safety and facility order by appropriately differentiating inmates based on security, custody and program needs, and preparing inmates for their return to society by promoting accountability and responsibility during incarceration. The bureau represents a corrections' "check-and-balance" tool for handling inmate risk through proper classification and managing inmate behavior through the disciplinary and grievance system.



## Accomplishments

- ◆ **Opened a new 56-bed addiction treatment program** – In January 2018, the prison opened a secure chemical dependency program in the building that formerly housed the Treasure State "boot camp." The 90 to 180-day intensive program provides a more effective therapeutic treatment environment than the main prison environment for inmates approaching their release dates.

The Clinical Services Division oversees the center's programming. The center also has three licensed addiction counselors, three case managers and a re-entry coordinator, as well as the correctional officers and other staff necessary to operate a secure facility.

- ◆ **Switched MSP's phone contracts to Century Link.** The new contract includes the usual inmate phone systems and added:
  - ⇒ Edovo educational tablets that are available in the housing units for offenders to use free of charge. The tablets provide offenders with educational material, and library resources.
  - ⇒ Kiosks for video visitation have been installed and are in use in some housing units. MSP expects to have video visitation available throughout the facility within the next six months.



Montana State Correctional Treatment Center on the MSP campus

- ◆ MSP Emergency Preparedness department rewrote the Emergency Operations Plan and increased training. This included partnering with the University of Montana, Missoula law enforcement, the City of Deer Lodge Police and Powell County Sheriff to conduct active-shooter education and training exercises.
- ◆ **Completed the following maintenance projects:**
  - ⇒ Resurfaced the visitor parking lot
  - ⇒ Upgraded the Perimeter Security system; repaired all motion detection lines and added cameras to allow quick reference to areas of alarms
  - ⇒ Upgraded the security cameras in High Side Units 1 and 2
  - ⇒ Remodeled the Print and Sign building to accommodate the Upholstery Shop
  - ⇒ Completed phase 2 of the lighting project, which replaced all interior lights throughout the prison
  - ⇒ Continued upgrading the waste water and HVAC systems.
- ◆ In FY2017, MSP's Transportation Department **transported 8,139 inmates on 5,008 trips**, for a total of 45,949 officer hours and 498,046 miles. There were no accidents in FY 2017.
- ◆ The Governor's office negotiated a two-year contract extension with CoreCivic to continue operating the private prison in Shelby, Crossroads Correctional Center.



*The MSP Training Department was recognized as Employees of the Quarter for their hard work and dedication. Shown from left are Don Gerstein, Nancy Sharkey and Tom Bolton.*

# Montana Women's Prison

## Warden: Jennie Hansen

Montana Women's Prison (MWP), located in Billings, is a secure-care facility for adult women who have been convicted of felony criminal offenses. The prison provides an environment that emphasizes accountability, productivity and personal growth.

MWP is a 212-bed facility operated by the Montana Department of Corrections. In 2018, the prison routinely operated at or over capacity, averaging 222 inmates. The prison has a staff of 80, plus eight contracted personnel and DOC staff from the Clinical Services Division, Montana Correctional Enterprises, Probation and Parole and the Administrative Services Division.

Jennie Hansen, the former Eastern Region Bureau Chief with the Probation and Parole Division, became MWP warden in November 2017.

## Gender-specific, Evidence-based Programming

Montana Women's Prison supports public safety and addresses the needs of incarcerated women by assessing inmates using the Women Risk and Needs Assessment. Because life experiences and pathways into the criminal justice system differ with female offenders, MWP offers evidence-based, gender-specific programming through case management and case planning. This ensures a trauma-informed, gender-responsive and individualized focus.

A meaningful reentry program starts at a woman's entry into the prison.



An MWP inmate uses a scheduling program to track dogs in Prison Paws. She is surrounded by garments from MWP's embroidery and screen printing industry that are ready to be packaged and delivered to customers.

## MWP staff:

- ◆ assess each inmate's risks and needs
- ◆ encourage prosocial behavior, such as gainful employment and education
- ◆ assist the inmate to set dynamic goals, including family reunification and a life of sobriety

Women who are incarcerated often have significant physical health needs. Prior inadequate healthcare and high-risk behaviors can contribute to their

increased medical needs. Medical services at MWP, operated by the DOC's Clinical Services Division, strive to ensure quality care, from prevention and wellness initiatives through management of both chronic and acute health conditions.

Limited employment opportunities and minimal education histories are also common among incarcerated women.

Nationwide, just over half of the women in incarcerated settings have a high school degree.

## Treatment programs include:

- ◆ **Seeking Safety** -- addiction and trauma treatment
- ◆ **Beyond Violence** -- gender-specific anger management
- ◆ **Moving On** -- relationships and cognitive behavioral treatment
- ◆ **Thinking 4 Change** -- antisocial/cognitive behavioral treatment
- ◆ **Victim Impact** -- raises awareness of the impact of crime, ending in a victim-driven restorative justice panel
- ◆ **Parenting from the Inside Out** -- foundation for family relationships

The prison's educational programs include classes to obtain high school equivalency diplomas, college preparation classes, computer training and vocational skill-building courses through Billings School District 2. In partnership with Montana Correctional Enterprises, the prison offers vocational training opportunities, including:

- ◆ apparel print-screening, direct-printing, design work and embroidery
- ◆ the Prison Paws dog training program

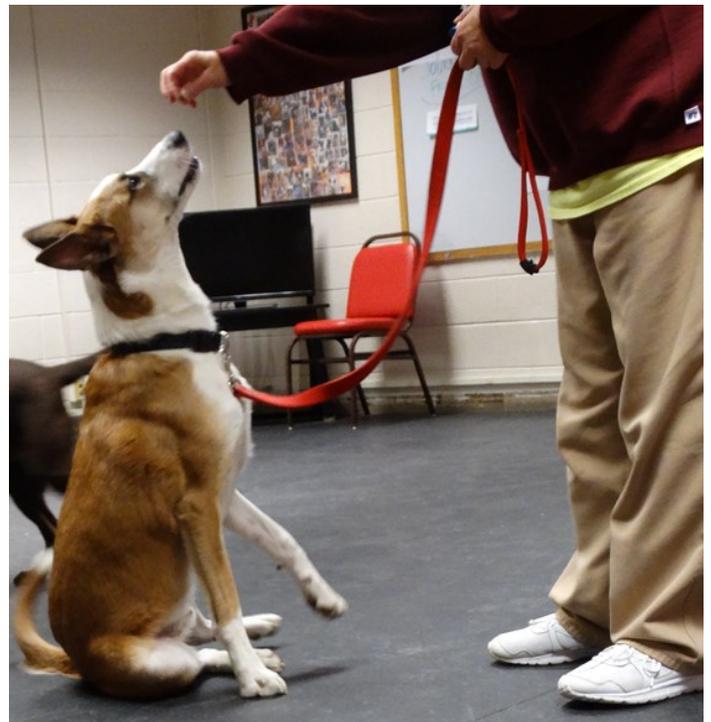
Seventy percent of women at Montana Women's Prison have at least one child under 18, and many women were primary child caregivers at the time of their incarceration.

To promote parent-child bonding and the development of parenting skills, the prison contracts with The Family Tree Center in Billings. The Center provides a full range of parenting services at the prison -- from pre-natal to post-natal support. They facilitate child visits, Kids' Day and nutritional skills to help women learn healthy cooking and baking skills for their families.

MWP's programs and services are enhanced by community partnerships and the many volunteers who donate time to bring in a variety of meaningful activities: faith-based programs, physical wellbeing/prevention, substance abuse education, healthy relationships, creative arts and a range of cultural experiences.

## Accomplishments

- ◆ Hired a **Prison Rape Elimination Act (PREA) coordinator and procedure writer** to help maintain federal PREA standards and assure compliance throughout the facility.
- ◆ Collaborated with Montana Correctional Enterprises, and the Department of Natural Resources & Conservation to provide a **wildfire kitchen crew comprised of two teams of five inmates to support the 2018 wildfire season**. The crew provides operational support to those fighting seasonal wildfires.
- ◆ **Began an Accounting certificate program** through adult education. The program teaches the foundation for basic accounting and prepares participants for entry-level positions in accounts receivable and payable departments, payroll units and financial service organizations. Eight inmates are working toward that educational goal.
- ◆ Offered **parenting programs, monthly Kids' Day visits and Annual Family Day**, which encourage inmates to develop stronger relationships that support reunification during reentry. In 2018, 170 visitors and 64 inmates participated in Family Day.
- ◆ Continued **collaboration with the Billings Symphony Orchestra/Chorale and the Yellowstone Art Museum**. Volunteers offer arts education (10-week guitar lessons, demonstration of instruments played in beginning band and orchestra, and lessons in different art mediums every other month). Participants learn life skills, such as learning from mistakes, sense of purpose, personal insight and social stability.



*The Prison Paws dog training program gives MWP inmates an opportunity to make a difference and have a purpose. Inmates use positive reinforcement clicker training to teach obedience and socialization, or to correct unwanted behaviors.*

# Probation and Parole

**Probation and Parole Administrator: Kevin Olson**  
**Facilities and Programs Bureau Chief: Megan Coy**

The Probation and Parole Division (PPD) plays a critical role in managing Montana’s offender population and represents the front line of public safety through its supervision of community-based offenders under Department of Corrections jurisdiction. The division’s goal is to help offenders avoid prison and become prepared to live successfully in Montana communities as productive, law-abiding citizens.

**Reorganization** – PPD is comprised of the Eastern and Western Regional P&P bureaus, each with three probation and parole regions. It also includes the Interstate Compact Section and the Reentry program manager. Under the department reorganization in October 2018, the Programs and Facilities Bureau was removed from PPD and became a separate bureau reporting to the Deputy Director.

After 20-plus years, the **Treasure State Correctional Training Center** closed in October 2017. The site of the state’s former boot camp program in Deer Lodge was instead remodeled to become a secure substance use disorder treatment program for prison inmates approaching their release dates. The new Montana State Correctional Treatment Center began accepting inmates in January

Unlike other states, Montana courts can sentence adult offenders to the custody of the department instead of to prison; these offenders are known as “DOC commits.” Various risk assessment and behavioral health evaluation tools are used to determine these offenders’ risks and needs, and identify appropriate placements to meet those needs while maintaining public safety.

## Officers’ caseloads range from 65 to 110 offenders **Probation and Parole Division**

| P&P Region |                       | Caseload |
|------------|-----------------------|----------|
| Region 1   | Missoula/Butte        | 70-95    |
| Region 2   | Helena/Bozeman        | 85-95    |
| Region 3   | Great Falls/Lewistown | 80-90    |
| Region 4   | Billings/Miles City   | 80-105   |
| Region 5   | Kalispell/Polson      | 85-110   |
| Region 6   | Havre/Glendive        | 65-90    |

PPD has 187 officers, including presentence investigation (PSI) writers and Institutional Probation and Parole officers, who supervise approximately 10,500 offenders in communities throughout Montana. The division has

23 field offices and eight offices in correctional facilities. Officers assigned to specialized caseloads maintain smaller offender-to-officer ratios due to the extra time needed to supervise certain types of

- offenders. Many officers specialize in:
- ◆ sex offenders
  - ◆ offenders with mental health and/or chemical dependency problems
  - ◆ American Indian offenders
  - ◆ offenders convicted of felony drunk driving
  - ◆ reentry services
  - ◆ Intensive Supervision program (ISP)
  - ◆ Day Reporting program
  - ◆ treatment courts



Staff from the Billings Probation & Parole office coordinate the annual “Tip-a-Cop” fundraiser each summer in conjunction with MacKenzie River Pizza, and invite other law enforcement agencies to participate. The event raises funds for Special Olympics. From left, Billings Police Officer Tina Hoeger, athlete Kandi Christophersen and P&P Deputy Chief Chris Evans.

Contracted services for chemical dependency, mental health and employment counseling are available in probation and parole offices throughout Montana.

The **Adult Interstate Compact Section** coordinates the movement and data tracking of approximately 1,200 offenders living in other states on probation, parole or conditional release. Since 1937, the National Interstate Compact for the Supervision of Parolees and Probationers has the sole statutory authority for regulating the transfer of adult parole and probation supervision across state boundaries. All 50 states and three U.S. territories are members of this interstate agreement controlled by the national commission.



The **Reentry Program Manager** finds, helps formulate and assists in implementing strategies to reduce recidivism, improve post-prison offender outcomes, and improve public safety in Montana.

Over the biennium, the Department of Corrections convened the Statewide Reentry Task Force to discuss and recommend improvements to reentry in Montana. With guidance from the task force, the Reentry Program Manager delivered a biennial report and set of legislative recommendations to the Law and Justice Interim Committee in May 2018. Task force meetings are ongoing, and the group will continue monitoring and improving reentry at the statewide level.

DOC also convened several community meetings revolving around local reentry efforts. In October 2018, members from all Montana community reentry coalitions met in Missoula to discuss their progress and resource needs to improve reentry in their respective areas. Representatives from cities that lack a reentry coalition also attended the meeting to gather

information necessary to establish coalitions in the future. The Reentry Program Manager assists in providing information and guidance to communities interested in creating coalitions, and supports those already established.

## **Program and Facilities Bureau**

The Program and Facilities Bureau is responsible for overseeing the Missoula Assessment and Sanction Center (MASC) and managing department contracts for:

- ◆ seven prerelease centers
- ◆ seven drug and alcohol treatment programs
- ◆ two private assessment, sanction and revocation centers

The **Missoula Assessment and Sanction Center (MASC)** operates under a cooperative agreement between the Department of Corrections and the Missoula County Detention Facility. With 144 beds for male offenders, its purpose is to determine the most appropriate placement for offenders through clear, accurate and impartial assessments.

MASC provides these assessments to community corrections programs that screen offenders for potential placement rather than sending them directly to prison. Offenders committed to DOC are given mental health, substance use disorder and sex offender assessments and counseling, as needed. Offenders may also be placed in cognitive-based programming while at MASC prior to being considered for placement in a community program.

**Prerelease centers** provide space for 894 men and women as they transition from prison to their communities or try to get their lives in order to avoid prison. Because a typical stay in a prerelease center is 200 days, the facilities are able to serve up to 1,600 offenders annually.

Over the past decade, the department has contracted with prerelease centers to provide the **transitional living program (TLP)** and **enhanced supervision program (ESP)** for offenders. In December 2018, the two services were combined to improve access to and ensure greater consistency in the services offered.

TLP allows offenders transitioning from the center to the community to live in their own residences while still reporting to the prerelease center.

The **enhanced supervision program (ESP)** supports offenders on probation, parole or conditional release who need additional supervision and alcohol and drug monitoring. Services provided by the centers under this program may include classes to help offenders identify and avoid criminal thinking, chemical dependency evaluations and aftercare, help finding a job, increased drug or alcohol testing, oversight of weekly offender schedules and electronic monitoring of alcohol use.

**Passages** is a contracted program in Billings that provides various services for female offenders. In addition to the women's prerelease center, Passages provides:

- ◆ Passages Assessment, Sanction & Revocation Center (ASRC) – 62 female offenders
- ◆ Passages Alcohol & Drug Treatment (ADT) program – 50 female offenders

**Passages Assessment, Sanction, and Revocation Center (ASRC)** serves female offenders evaluated for placement in a community corrections program rather than sending them directly to prison. These offenders have access to mental health and chemical dependency treatment as needed and as a prerequisite to being considered for placement in other community programs.

**Passages Alcohol and Drug Treatment (ADT) program** is a 90-day chemical dependency treatment program. Offenders in the program participate in groups dealing with chemical

dependency, behavioral therapy, criminal thinking errors, life skills, parenting training, domestic violence, grief counseling, anger management, and victims' issues.

**Warm Springs Addictions Treatment and Change (WATCH)** program provides treatment to offenders convicted of felony drunken driving. The program offers intensive, six-month residential treatment that is modified to meet the needs and issues of a correctional population. The program teaches offenders how to live and function while in treatment, their home communities and with their families. The KNIGHTS group, which started in 2007, addresses specific needs of offenders convicted of negligent vehicular homicide while under the influence.

- ◆ WATCH West – Warm Springs, 81 male offenders
- ◆ WATCH East – Glendive, 50 male and female offenders

**Connections Corrections Program (CCP)** is a 90-day chemical dependency treatment program.

Offenders participate in groups dealing with chemical dependency, behavioral therapy and criminal thinking errors, life skills and parenting training, domestic violence, grief counseling, anger management and victims' issues.

- ◆ CCP East, Butte – 52 male offenders
- ◆ CCP West, Warm Springs – 86 male offenders



Photo courtesy of SCRAM alcohol monitoring bracelets

**Elkhorn Treatment Center**, located in Boulder with 51 beds for female offenders, and **Nexus Treatment Center**, located in Lewistown with 82 beds for male offenders, treat offenders sentenced for criminal possession of dangerous drugs involving methamphetamine, cocaine or other stimulant use, and co-occurring mental illness and multiple substance abuse. Both programs are prison-alternative programs that provide 270 days of intensive treatment.

The treatment available includes behavioral therapy, parenting, anger management, criminal thinking errors classes, high school courses, self-improvement, criminal conduct and substance abuse treatment.

Most program graduates continue their transition to the community with placement at a prerelease center for additional structure during their transition. Elkhorn Treatment Center also offers a 90-day program for treatment of those on community supervision who have been sanctioned to the program in response to violating the conditions of their supervision.

The **Sanction, Treatment, Assessment, Revocation and Transition (START)** facility in Anaconda is a 138-bed contracted program that serves male offenders who violate the conditions of their community placements and offers them an alternative placement to prison. The program helps offenders get back on track with a goal of returning them to the community.

## Accomplishments

- ◆ Assigned P&P bureau chiefs to each region and placed in field offices
- ◆ Redesigned the Probation & Parole Officer Basic Academy, increasing the length to 400 hours. Added components on
  - ⇒ human behavior including Mental Health First Aid
  - ⇒ Included Motivational Interviewing for Risk and Needs Assessments
  - ⇒ Included Montana Intervention and Incentives Grid
- ◆ Implemented Risk and Needs Assessments system wide as the primary indicator for case planning and assessing offenders' needs
- ◆ Revised and implemented the Montana Intervention and Incentives Grid (MIIG) to govern P&P officers to offenders good and bad behavior.
- ◆ Focused the Transition Office on reducing the number of offenders in county jail hold status. This position was instrumental in meeting the 2017 Legislature's goal of reducing the department's county jail hold population from approximately 450 in June 2017 to 220 in August 2018.

### P&P officers defuse dangerous Fairfield situation

February 16, 2018

Acting on a tip that an offender in Fairfield had drugs, weapons and explosives in his home, P&P officers from the Conrad and Great Falls offices planned a well-orchestrated law enforcement operation. Working with Teton County Sheriff's Office, U.S. Marshals and the Highway Patrol's explosives dog, they searched the home.

During the search, they found a suspected explosive. At that time, the home was evacuated, the perimeter secured, and officers went door to door evacuating neighbors. The Fairfield school and local fire department were also notified.

### P&P officers find explosive devices, drugs in Butte home

June 7, 2018

Two Probation officers with the Butte P&P office were conducting a routine search of a home in a residential neighborhood when they discovered suspected methamphetamine and what they believed to be explosive devices. Local police and firefighters notified neighbors and cordoned off the area, while experts in explosives were brought in to evaluate the devices.

Officers from the Missoula County bomb squad safely removed and detonated the devices. The offender was jailed pending a probation revocation hearing.

- ◆ The 2017 Legislature designated a one-time appropriation to the Montana Board of Crime Control to administer a supportive housing grant program to improve access to housing for people reentering the community from the criminal justice system. The Reentry Program Manager worked closely with Crime Control Bureau staff to establish data collection techniques, and review the data measures and project outcomes.
- ◆ Hired two fulltime Licensed Addictions Counselors in Billings to expedite conducting chemical dependency evaluations and thereby reduce the time offenders spend in county jails and provide in-house chemical-dependency related programs and services.

*Continued on lower section of page 32*

# Youth Services

## Pine Hills Superintendent: Steve Ray

As youth services in Montana continue to evolve, by December 2018, Department of Corrections youth services included:

- ◆ Pine Hills Correctional Facility for boys and adult males in Miles City, including Interstate Compact for Juveniles and youth transportation
- ◆ for juvenile girls, a contract with the [Five County Treatment & Youth Rehabilitation Center \(5Cs\)](#) in St. Anthony, Idaho

**Pine Hills Correctional Facility** is a 108-bed, secure-care facility with 44 beds for boys aged 10-17 years

old and 64 beds for adult males. One 22-bed unit is a specialized treatment unit for men aged 18-24 years. The program for young adult men sentenced to the department (“DOC commits”) focuses on low and medium risk offenders. The program helps these young men:

- ◆ complete their education
- ◆ gain life and work skills

- ◆ address criminal thinking patterns
- ◆ develop a plan to re-enter their communities and be successful

**Performance-based Standards** -- Pine Hills is a member of Performance-based Standards (PbS) for Youth Correction and Detention Facilities, a data-driven improvement model grounded in research that holds juvenile justice agencies, facilities and residential care providers to the highest standards for operations, programs and services.

**Treatment** -- Pine Hills treatment staff use specialized curriculum containing evidence-based,

age and gender appropriate learning units for both the adult and youth programs. These programs offer one-on-one and group counseling, as well as treatment programs for chemically dependent offenders and youth sex offenders.

Wellness Days, conducted quarterly, significantly augment programming for American Indian youths.

*Continued on page 33*



*Young men practice welding as part of the Pine Hills vocational education program.*

## P&P/Program & Facilities Accomplishments, continued

- ◆ Hired six Pre-Sentence Investigation (PSI) writer positions to expedite preparation of pre-sentence investigations to meet the 30-day deadline required by the 2017 Legislature under SB 60, one of the Commission on Sentencing bills.
- ◆ To strengthen collaboration with other law enforcement agencies, assigned:
  - ⇒ three Probation and Parole officers in Billings, Missoula and Great Falls to the U.S. Marshall’s Violent Offender Task Force.
  - ⇒ a Probation and Parole officer in Missoula to the Federal Bureau of Investigation (FBI) Violent Crimes Task Force.
- ◆ Adopted evidence-based decision making in determining placement decisions of offenders.
- ◆ Continued work with Pre-Release and Treatment partners to implement evidence-based programs in their respective facilities.
- ◆ Prepared to open the first residential veteran-specific prerelease program with the Great Falls Pre-Release Center by January 1, 2019.

The youth are invited to participate in a sweat ceremony with elders from local tribes and participate in traditional Native American art projects and musical demonstrations.

**Education and Vocational Certification** -- The facility offers a year-round educational program accredited by the state Office of Public Education for the youth and any eligible adults to obtain a high school diploma. Youth and adults can also earn their HiSET equivalency certificate. Pine Hills also offers:

- ◆ vocational education certificates in a variety of skills such as basic welding, master gardening and Serve-Safe
- ◆ spiritual activities
- ◆ daily recreation
- ◆ life skills
- ◆ work restitution programs

**Staffing** -- Pine Hill has a total of 124.85 staff. This includes 114.85 Youth Services staff -- endorsed teachers, licensed chemical dependency counselors, support staff and security staff -- as well as 10 Clinical Services Division staff. CSD staff include registered nurses and licensed clinical therapists. The program is also supported by various contracts to provide medical, dental, eye care and other services as needed.

## **Five County Treatment & Youth Rehabilitation Center (5Cs)**

Pine Hills works with 5-Cs' staff to ensure a smooth transition for Montana's female juveniles into and out of the Idaho facility.

Pine Hills staff:

- ◆ communicate with probation to acquire assessments, court documents, physical, social history, birth certificate and Social Security card. We ensure the court order meets the legal requirements for commitment to DOC and that all required paperwork is gathered before a girl is transported to 5Cs.
- ◆ determine the length of stay for each female youth placed in 5Cs and, using vision net, communicate that to the girl. We then work with the facility to develop a treatment plan for each youth.
- ◆ sit in on monthly progress reviews with the girls and monitor their advancement in the treatment program. We ensure they are in contact with their parole officer and their families as they prepare for release.

## **Youth Services Division disbanded**

- ◆ In January 2018, the former Youth Services Division **transferred seven Juvenile Parole officer positions** to the Probation & Parole (P&P) Division due to declining juvenile parole caseloads. As part of this transition, Youth Service Division staff developed and facilitated a training curriculum for adult P&P officers who were assigned a youth caseload in addition to their adult case load. The department is asking the 2019 Legislature to permanently transfer juvenile parole duties to the Office of the Court Administrator.
- ◆ The department closed the **Youth Transition Center in Great Falls** in April 2018 to meet mandated budget cuts. The seven-bed group home served adolescent males under the age of 18 who were on juvenile parole. The boys were transitioned to their homes, to the homes of relatives, or to other group homes across the state. The Center typically had 10 employees; the seven employees working there when it closed were laid off.
- ◆ In October 2018, the **Youth Services Division** was disbanded. Due to changing population needs and trends, the **Riverside Recovery & Reentry Program** for women was closed. The Riverside facility is being repurposed as a long-term care unit for aging Montana State Prison inmates who will transfer from the Lewistown Infirmary.

## Pine Hills Accomplishments

- ◆ In 2017, Pine Hills youth program was **recognized as one of the top three correctional programs nationwide in implementing Performance-based Standards (PbS)**. As a finalist for the Barbara Allen-Hagen Award, Pine Hills was honored for its commitment to PbS, a research-based improvement model that holds juvenile justice agencies, facilities and residential care providers to the highest standards for operations, programs and services.

Pine Hills joined the national PbS initiative in 2011. Since that time, the facility staff have made steady improvements in facility safety, youth treatment and positive relationships between youth and staff. Youth now spend much less time in their rooms, there are far fewer physical altercations between both youth and youth, and youth and staff.

- ◆ In 2017, Pine Hills was designated a **Champions for Safety** site by the Montana State Fund, making changes that save the department approximately \$250,000 per year in Workers' Compensation premiums.
- ◆ Every spring, the Pine Hills **Restitution Crew** assists a number of area ranchers with branding their cattle. Staff work with local ranchers in the Miles City area to bring the 10 juveniles who make up the Restitution Crew out to the brandings as a work crew. In exchange, the ranchers pay for their services, which in turn allows the boys to pay restitution to the victims of their crimes.

In 2018, the Restitution Crew attended eight brandings in the area, branding just over 3,000 head of cattle. By working long hours in tough weather conditions, the boys collected \$3,100 in restitution to repay their victims. The boys work hard and are especially appreciative of the home-cooked meals that follow the brandings. It's a win-win for the rancher, the boys, their victims and the Department.

For some of the boys, this is also the first step in reentering the community and learning to give back.

- ◆ 2018, the Pine Hills **Restitution Crew built a chicken coop** and enclosure to house grown hens donated to them. They moved an abandoned chicken coop on campus to a new site, fenced it and expanded it. The crew designed an enclosure near the facility's grow tunnel, so the coop is easily accessible year-round and they were able to incorporate running water and electricity. The boys who are taking part in this project are learning everything from carpentry skills to pet care and the birds' nutritional needs. The boys gather the eggs daily and donate them to the culinary arts classes.
- ◆ Financial and program services staff in FY 18 **collected \$108,426 to offset the cost of care.**



*The 10 boys in the Restitution Crew assisted area ranchers with branding over 3,000 cattle, collecting \$3,100 to repay their victims.*



*The Restitution Crew built a chicken coop to house hens donated to Pine Hills.*

# Glossary of Correctional Terms

**Absconder** – A parolee or probationer who fails to report to a probation officer as required or who illegally leaves his or her county and whereabouts are unknown

**Ad Seg** – Shorthand for administrative segregation, which refers to the process of temporarily separating an inmate in a single-bed cell unit for the safety of the inmate or security of the institution

**ADP** – Average daily population of an institution or program during a certain period of time and taking into account daily fluctuations

**Adult community corrections** – Programs in the community that provide for the supervision of low-risk felony adult offenders and offenders moving from prison to the community. The programs involve citizens in setting policy, and determining placement and programming.

**Beds** – A way of measuring space available to house offenders in a correctional facility. A bed is equal to one offender.

**Board of Pardons and Parole** – A quasi-judicial citizen board created by the legislature in 1889, the board now has five full-time members appointed by the governor to staggered six-year terms. The board is attached to the Department of Corrections for budgeting purposes. The board is charged with granting or denying paroles, rescinding and revoking paroles, and recommending pardons or commutations to the governor.

**Canteen** – A store within a correctional facility from which inmates can purchase personal items, such as personal hygiene supplies, snacks, electronics and writing materials

**Capacity** – The maximum number of inmates that can be safely housed and managed in an institution. The number is usually based on operating capacity and is higher than the design capacity.

**Cell block** – A group of cells with a common day room or a group of cells considered a block because of their location or classification

**CD** – Usually refers to chemical dependency

**CDFS** – Under a Conditional Discharge from Supervision, an offender is discharged from supervision by the Department of Corrections for the time remaining on his or her sentence. Statutory requirements for

CDFS include compliance with all the conditions imposed by the District Court or the Board of Pardons & Parole.

**CJIN** – (pronounced SEE-juhn) The Criminal Justice Information Network is an electronic system for sharing information about criminals with law enforcement and corrections agencies.

**Classification** – The process of scoring an offender's risks and needs in order to determine his or her appropriate custody level and placement in a prison

**Close custody** – The second most secure custody level, between medium-high and maximum security

**CO** – Correctional officer

**CON** – Correctional Offender Network, a public website that provides basic information about adults convicted of felony offenses who are or have been under state supervision. The site has an offender's photo, physical description, ID number and information about his or her criminal record, sentence, current custody status and location in the corrections system.

**Conditional release** – This refers to instances when an inmate is released into the community under the jurisdiction of the department and subject to its rules. This is not a parole and inmates are not eligible for parole consideration while on conditional release. Offenders who violate the conditions of their release and are subsequently sent to prison would become eligible for parole when prison records show they have served their minimum sentence.

**Connections Corrections** – Two residential-based, chemical-dependency treatment programs operated by a private, nonprofit corporation under contract with the state at Warm Springs and Butte. They have a combined capacity of 104.

**Contraband** – Any substance, material or object that is illegal for an inmate to possess

**CP** – Command post, the central operational area of a prison

**Crime victim compensation program** – A state Justice Department program that provides victims with money to offset some of their expenses resulting from a crime, such as lost wages, medical bills, counseling bills and funeral costs.

**Crossroads Correctional Center** – Montana’s only privately run prison, located at Shelby and owned and operated by CoreCivic under contract with the state. It houses about 540 state inmates.

**Detention** – Imprisonment or confinement for an offense, detention by a police officer following arrest, placement in a community corrections program, or participation in a supervised-release program or a county jail work program

**Discharge** – Release from Department of Corrections supervision based on completion of a court-imposed sentence

**Discharge (juvenile)** – Release from Department of Corrections juvenile supervision due to expiration of a Youth Court order, conviction as an adult, attaining age 18, or complying with conditions of a parole agreement and receiving the maximum benefit from all services available through the department

**Diversion** – Placement of an offender by a court or the department in a facility or program as an alternative to prison

**DOC commit** – Commitment by a court to the Department of Corrections that allows the agency to determine where to place an adult offender within legal guidelines

**EIP** – “Earned incentive program,” which rewards youths in a secure facility for appropriate behavior

**Electronic monitoring** – An automated system capable of recording and transmitting information about an offender’s location, using conventional or cellular phones and sometimes relying on global positioning satellites (GPS). The systems are usually used to monitor offenders ordered to remain in their homes during certain times of day or for certain periods of time. Monitoring is sometimes required as a condition of pretrial release, probation, parole or conditional release.

**Elkhorn** – The name of the methamphetamine treatment center opened at Boulder in April 2007. The 42-bed facility for women offers nine months of intensive treatment followed by six months of aftercare in a prerelease center. Elkhorn is operated by Boyd Andrew Community Services, a nonprofit corporation, under contract with the state.

**EPP** – “Earned privilege program,” which awards and removes an inmate’s privileges based on behavior and progress in treatment programs

**ESP** – “Enhanced supervision program,” which relies on contracts with prerelease center staffs to provide daily assistance to offenders having trouble finding a job and struggling with substance abuse

**Executive clemency** – Leniency exercised by the governor in the form of commutation of a sentence to a less severe one, a respite or pardon

**Felony** – Any offense for which an adult offender can be sentenced to the Department of Corrections

**Good time** – This credit for good behavior in prison reduced an inmate’s sentence. It was abolished by the 1997 Legislature.

**Habitual offender** – An offender with two or more separate prior convictions. A judge determines this designation.

**Home arrest** – Using a person’s home for confinement, usually through some form of electronic monitoring

**ID number** – The unique number assigned to each offender under department supervision

**Inmate welfare fund** – An account holding money from involuntary contributions by inmates and used to assist inmates in need

**Interstate Compact** – A mutual agreement among the states that allows parolees and probationers to live in a state other than the one where their crime was committed

**ISP** – Intensive supervision program, which is a more structured level of probation or parole that can include electronic monitoring of offenders in the community

**Jail holds** – The temporary housing of state inmates in county jails until space becomes available in the prison system

**JDIP** – Juvenile Delinquency Intervention Program, which provides funding to communities for alternatives to secure care for juvenile offenders

**Kite** – A form inmates use to submit various requests to prison staff

**Lockdown** – Securing a cell, unit or entire institution by locking offenders in their cells as part of a daily routine or to control an incident or disturbance

**MASC** – Missoula Assessment and Sanction Center, a 144-bed program that assesses male offenders committed to the Department of Corrections by the courts and determines appropriate placement in the corrections system

**MCE** – Montana Correctional Enterprises, the department division that offers inmates work and training opportunities in various programs, including ranch, dairy, lumber processing, food production, laundry, industry programs and vocational education.

**MIIG** – The Montana Incentives and Intervention Grid provides a consistent, timely approach in supervising offenders, with the goal of promoting accountability and long-term positive behavior change. The MIIG denotes the specific interventions and incentives available to respond to offender behaviors.

**Montana State Correctional Treatment Center** – Located near the Montana State Prison at Deer Lodge, this 56-bed addiction treatment program provides an intensive program for inmates approaching their release dates.

**MSP** – Montana State Prison located outside Deer Lodge. It houses about 1,600 felony male offenders.

**MWP** – Montana Women’s Prison in Billings, which houses about 212 felony female offenders

**Nexus** – The methamphetamine treatment center opened at Lewistown in June 2007. The 82-bed facility for men offers a nine-month program of intensive treatment, followed by six months of aftercare in a prerelease center. Nexus is operated by Community, Counseling and Correctional Services Inc., a nonprofit corporation, under contract with the state.

**Offender accountability letter** – Letters written to victims by offenders who wish to express their sincere sorrow for a crime and to say they are taking steps to change their criminal behavior. The department holds the letters until victims choose to receive them.

**Offender Management Plan** – A systematic case plan that tracks offenders’ needs and programming throughout their time in all levels of the corrections system

**Operating capacity** – The maximum number of beds with which a facility can operate efficiently and safely

**OMIS** – Offender Management Information System, a computerized database containing information about adult offenders under supervision of the department.

**On-site hearing** – A preliminary administrative hearing on a parolee conducted by the department at the site of an alleged parole violation or arrest

**Pardon** – A gubernatorial declaration that an offender is

relieved of all legal consequences related to a prior conviction

**Parole** – The supervised release into a community of an inmate prior to the completion of a sentence, as a result of a decision by the state Board of Pardons and Parole, and subject to conditions imposed by the board

**Parole eligibility** – The earliest possible date an offender can be released from prison to parole supervision, usually a fourth of a prison sentence

**Passages** – A multi-faceted correctional facility for women in Billings. Operated under contract with the state by Alternatives Inc., a nonprofit corporation, the facility opened in January 2007. It combines a 69-bed prerelease center; a 50-bed assessment, sanction and revocation center; and 45-bed drug-treatment program

**Pine Hills Correctional Facility** is a 108-bed, secure state-run facility in Miles City with 44 beds for boys aged 10-17 years old and 64 beds for adult males. One 22-bed unit is a specialized treatment unit for men aged 18-24 years.

**PO** – A probation and parole officer

**PREA** – The acronym for the Prison Rape Elimination Act, which was passed by Congress in 2003 and imposes requirements on state and local governments under threat of losing federal funds. It mandates development of standards for detection, prevention, reduction and punishment of prison sexual assault; and collection of data on the incidence of prison sexual assault. The law provides for grants to state and local governments to implement the act.

**PRC** – Prerelease center, which is a low-security community-based residence for offenders. The state has contracts with nonprofit Montana corporations for operation of six prerelease centers that house, treat and supervise about 840 men and women offenders at any one time. The centers offer a six-month program that provides transition from prison to community and give judges an alternative to prison for offenders when public safety and the offenders’ interests are best served by a level of supervision between prison and probation.

**Probation** – The court’s release of an offender, subject to supervision by the department and under direction of the court. Juvenile probation is supervised by the Montana Supreme Court.

**PSI** – A pre-sentence investigation report prepared by a

parole or probation officer to assess a newly convicted offender and provide assistance to judges in handing down sentences

**Reception** – Part of a prison where offenders are initially housed pending classification and transfer to an assigned cell

**Recidivism rate** – The rate at which adult offenders return to prison in Montana for any reason within three years of their release from prison. Each release can have only one corresponding return.

**Reentry** – The term given to pre- and post-release programs serving adult and juvenile offenders as they transition back to communities

**Regional prisons** – Two prisons housing male inmates and operated in Great Falls and Glendive by Cascade and Dawson counties, respectively, under contract with the state. They have a combined capacity of 296 inmates.

**Restorative justice** – A criminal justice philosophy that focuses on healing the harm and restoring the losses to individuals and communities affected by crime. This philosophy is based on offender accountability, habilitation and restitution.

**Retributive justice** – A philosophy that a crime is committed against the state and the offender is held personally liable through punishment

**Return rate** – The rate at which adult offenders enter or return to an adult community correctional facility or prison in Montana for any reason within three years of release from any correctional facility

**Revocation** – The act of a judge or the Board of Pardons and Parole to end an offender's parole or probation because of a technical violation of conditions imposed

**Riverside Correctional Facility** – A 25-bed, state-run secure facility located in Boulder. The special needs unit serves MSP inmates with serious, long-term medical conditions.

**Screening** – The process of reviewing an inmate's sentence, criminal history, special needs and prison behavior to determine placement in or transfer to a program or another facility

**Security threat groups** – Sometimes called STGs, these most often refer to prison gangs.

**START** – The Sanction, Treatment, Assessment, Revocation and Transition center, a 133-bed facility. It

opened at Warm Springs in December 2005 as a pilot project offering an alternative to prison for those who violate conditions of their community placement. START moved to its new facility near Anaconda in July 2010. Offenders are assessed and offered some treatment in an effort to return them to the community.

**TAP** – Treatment and accountability programs, which are six-month programs focusing on offenders at higher risk of revocation because of their failure to comply with treatment requirements or other treatment-related violations

**UA** – The acronym for urinalysis that determines the presence of alcohol or other drugs in an offender's system

**VINE** – The acronym for Victim Information and Notification Everyday, an automated 24-hour telephone and e-mail offender tracking system that is operated by a private company under contract with the Corrections Department. Victims and the general public can register with VINE to receive notice of an offender's transfer, release, escape, parole hearing, sentence review or death.

**Victim-impact statement** – A report presented by a victim to the court before sentencing, or to the Board of Pardons and Parole before a parole hearing that summarizes the trauma caused by the crime. The victim often offers his or her opinion about an appropriate sentence or whether parole should be granted.

**Victim-offender dialogue** – A process that allows victims to meet with their offenders in a safe and secure setting to ask questions about the crime and to discuss the harm it caused. A facilitator assists in the process that is designed to hold offenders accountable and help victims begin a healing process.

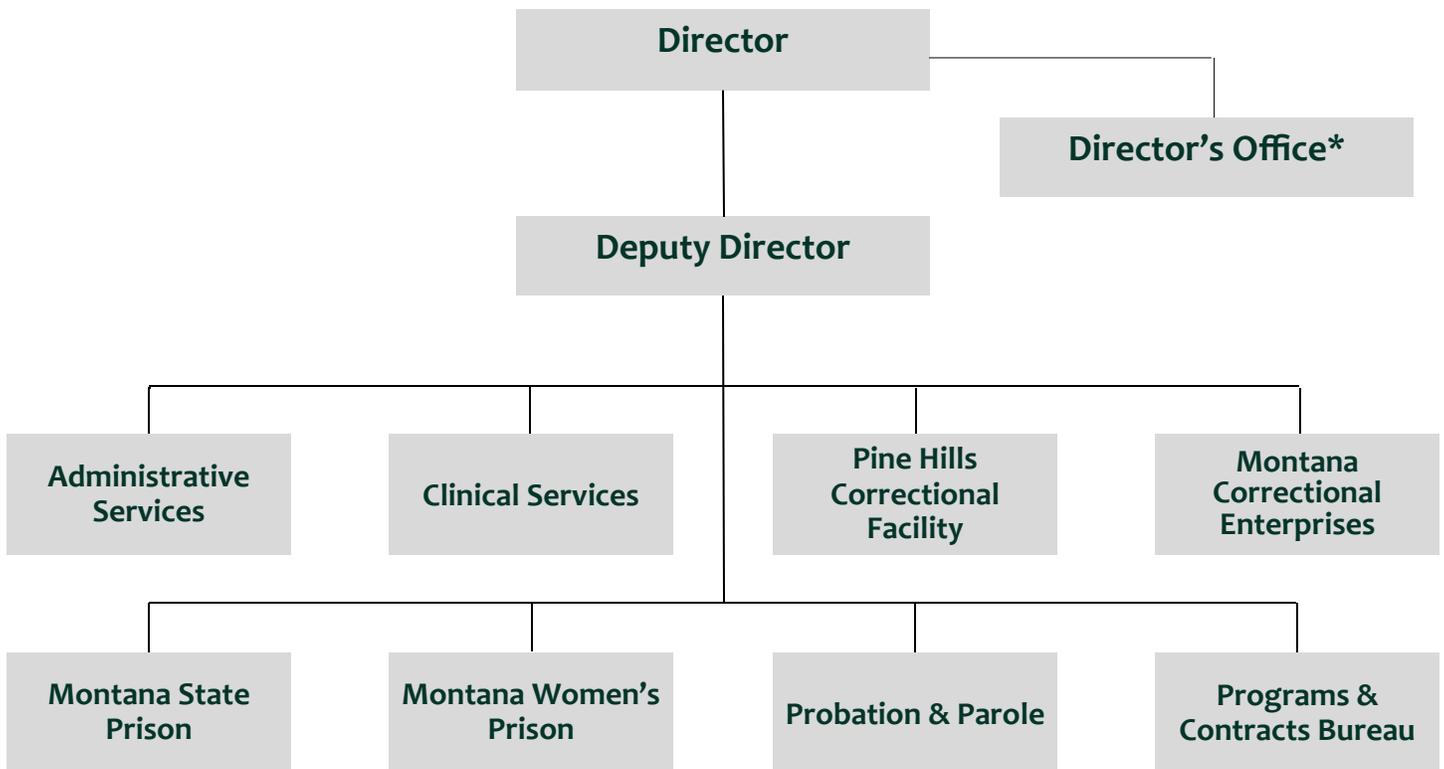
**WATCh** – Warm Springs Addiction Treatment and Change, opened in February 2000. It is a 115-bed program offering supervision and treatment to felony DUI offenders, who are those with four or more drunken-driving convictions. WATCh East opened in Glendive in 2005 and has 50 beds.

**Youth community corrections** – This portion of the Department of Corrections encompasses juvenile parole, detention licensing of private detention centers, interstate compact services for youths on probation and parole, and community juvenile placement funds.

**YMS** – Youth Management System, the electronic database for juvenile offenders

# Montana Department of Corrections

## 2019 Organizational Chart

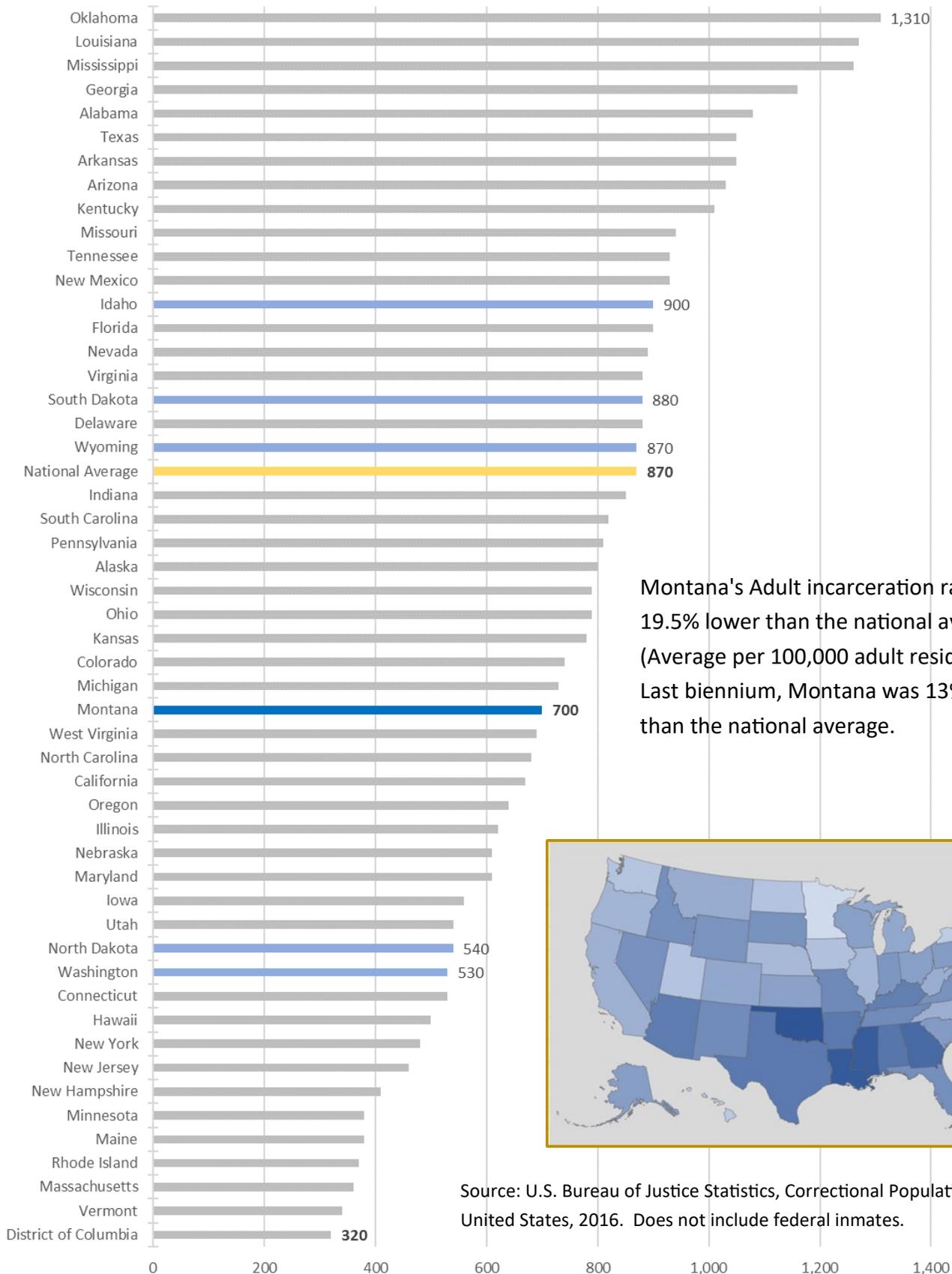


**\*Director's Office includes:**

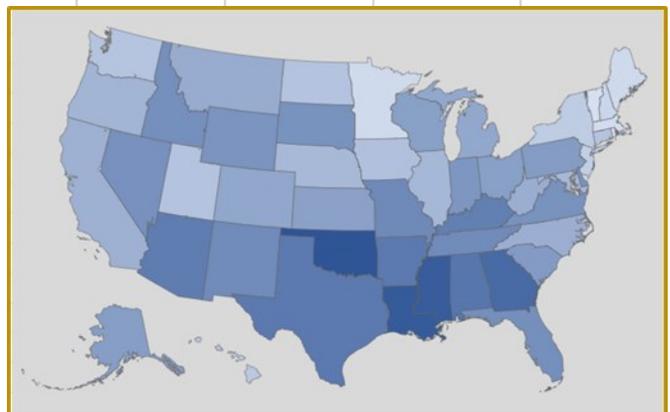
- ◆ Executive Office
- ◆ American Indian Liaison
- ◆ Communications Director
- ◆ Investigations Office
- ◆ Legal Office
- ◆ Quality Assurance Office

# Incarceration Rate Per 100,000 US Residents

## 18 and older



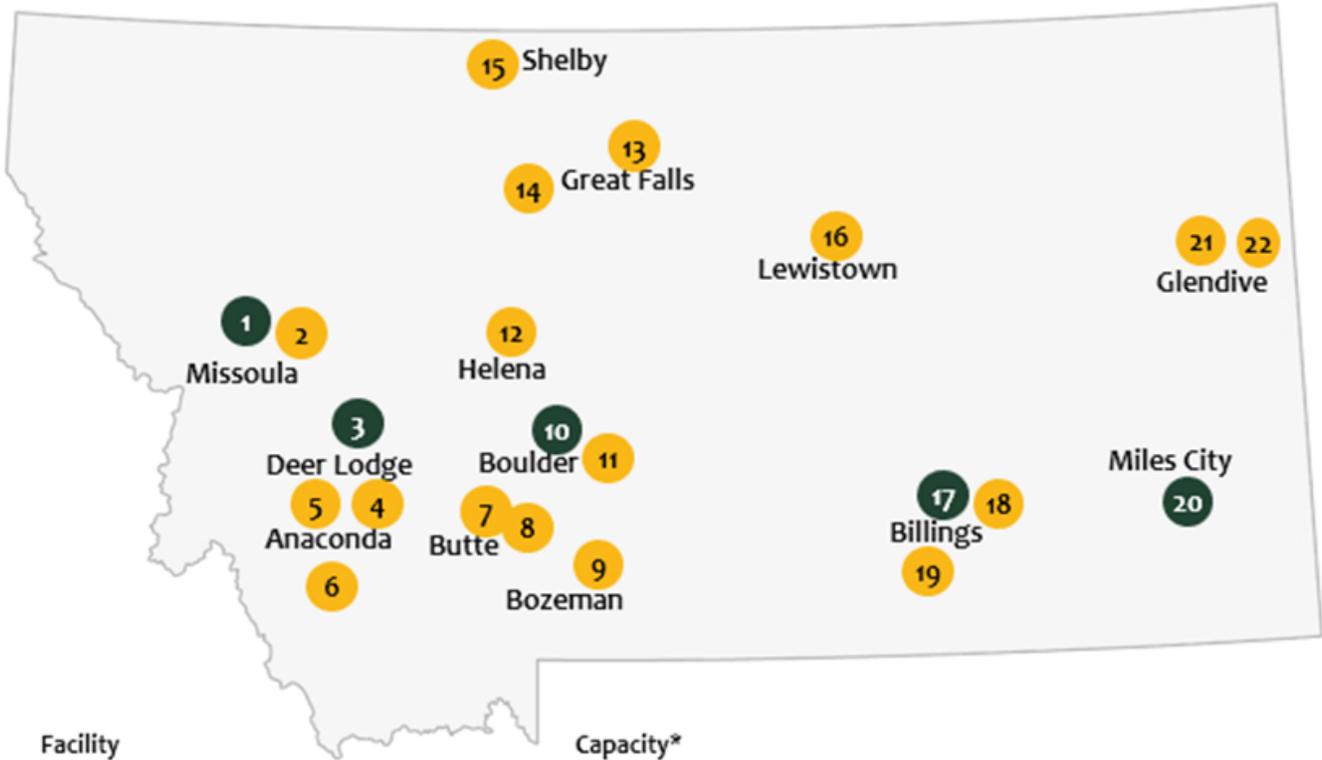
Montana's Adult incarceration rate is 19.5% lower than the national average (Average per 100,000 adult residents). Last biennium, Montana was 13% lower than the national average.



Source: U.S. Bureau of Justice Statistics, Correctional Population in the United States, 2016. Does not include federal inmates.

# State-owned and contracted correctional facilities

Contract Facility      State-owned Facility



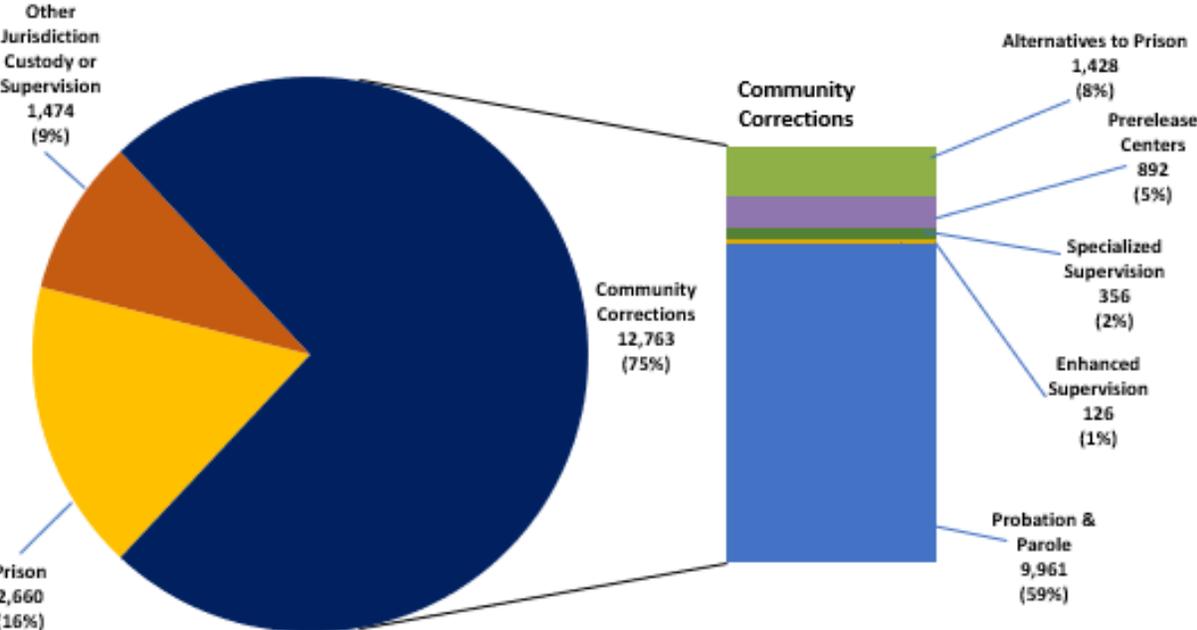
| Facility  | Capacity* |
|---|-----------|
| 1 Missoula Assessment & Sanction Center (MASC)                | 144       |
| 2 Missoula Prerelease Center                                  | 117       |
| 3 Montana State Prison  | 1,600     |
| 4 WATCH West – Warm Springs                                   | 81        |
| 5 Connections Corrections Program (CCP West)                  | 86        |
| 6 Sanction, Treatment, Assessment & Revocation Center (START) | 138       |
| 7 Butte Prerelease Center                                     | 180       |
| 8 Connections Corrections Program (CCP East)                  | 52        |
| 9 Bozeman Prerelease Center                                   | 34        |
| 10 Riverside Special Needs Unit                               | 25        |
| 11 Elkhorn Meth Treatment                                     | 51        |
| 12 Helena Prerelease Center                                   | 109       |
| 13 Great Falls Prerelease Center                              | 205       |
| 14 Great Falls Regional Prison                                | 152       |
| 15 Crossroads Correctional Center                             | 550       |
| 16 Nexus Meth Treatment                                       | 82        |
| 17 Montana Women’s Prison                                     | 212       |
| 18 Alpha House Prerelease Center                              | 173       |
| 19 Passages:  |           |
| Prerelease Center   | 76        |
| Assessment, Sanction & Revocation Center                      | 62        |
| Alcohol & Drug Treatment (ADT)                                | 50        |
| 20 Pine Hills Correctional Facility – Youth                   | 44        |
| Adult   | 64        |
| 21 Glendive Regional Prison                                   | 141       |
| 22 WATCH East – Glendive                                      | 50        |

December 2018

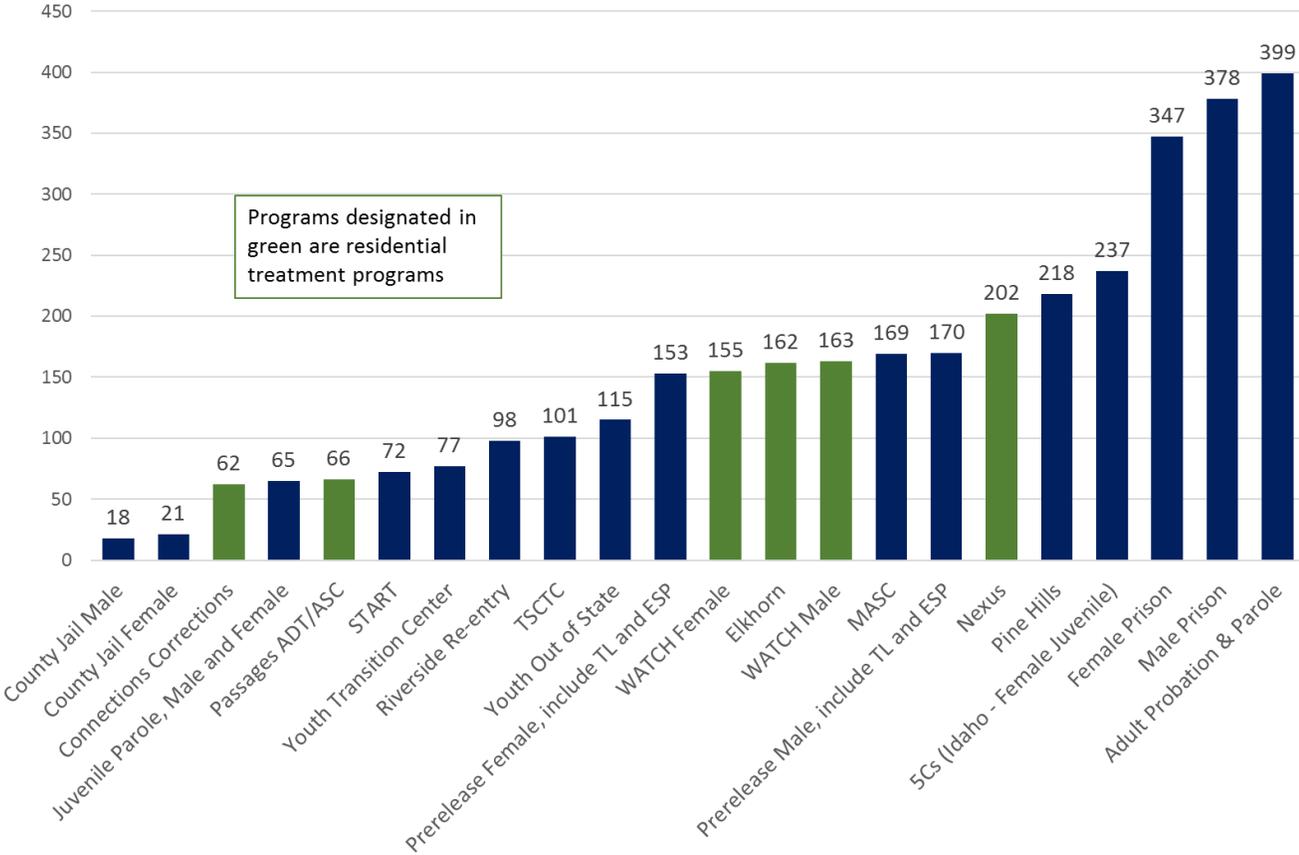
\*Includes sanction beds, but not transitional living (TLP) or enhanced supervision program (ESP).

# Distribution of Adult Offender Daily Population

17,355 offenders under DOC Jurisdiction on June 30, 2018



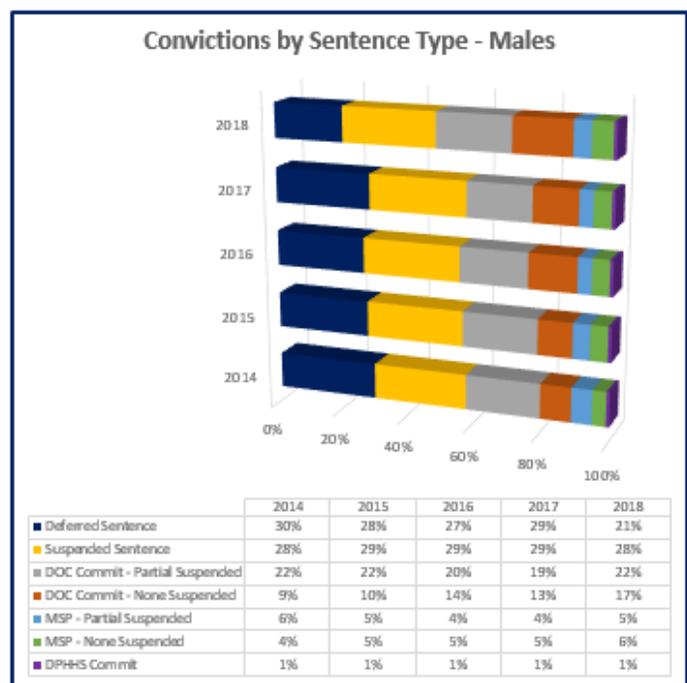
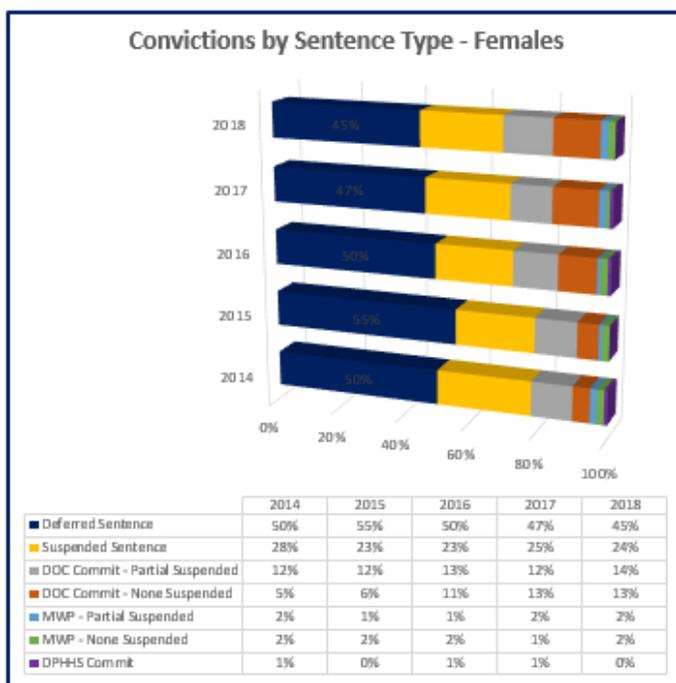
# Offender Length of Stay for Various Programs



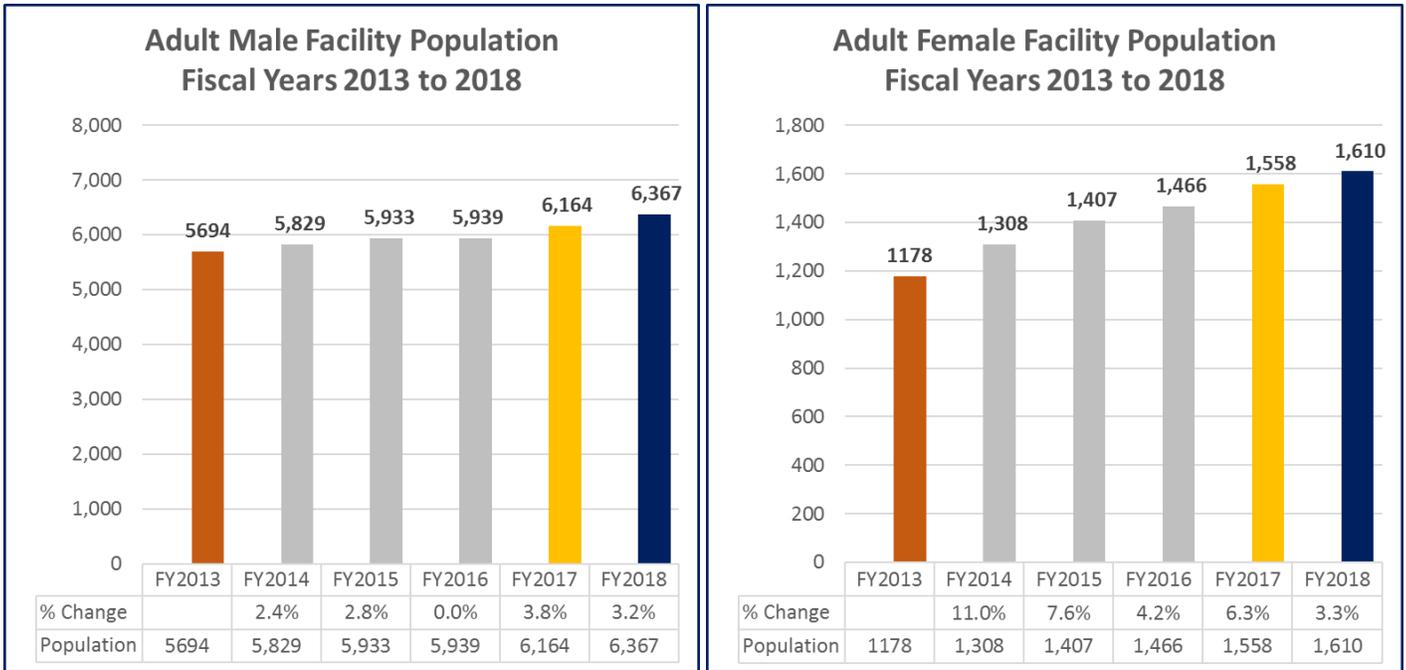
# Top 10 offenses Male and Female Offenders

| Males   | Females   |
|---|---|
| 1 Criminal Possession of Dangerous Drugs        | 1 Criminal Possession of Dangerous Drugs        |
| 2 Criminal Endangerment                         | 2 Criminal Endangerment                         |
| 3 Theft   | 3 Theft   |
| 4 Felony DUI                                    | 4 Felony DUI                                    |
| 5 Burglary                                      | 5 Criminal Distribution of Drugs                |
| 6 Assault with a Weapon                         | 6 Criminal Child Endangerment                   |
| 7 Partner/Family Member Assault                 | 7 Forgery                                       |
| 8 Criminal Possession with Intent to Distribute | 8 Criminal Possession with Intent to Distribute |
| 9 Criminal Distribution of Drugs                | 9 Burglary                                      |
| 10 Failure to Register                          | 10 Bail Jumping                                 |

## Adult Convictions by Type of Sentence

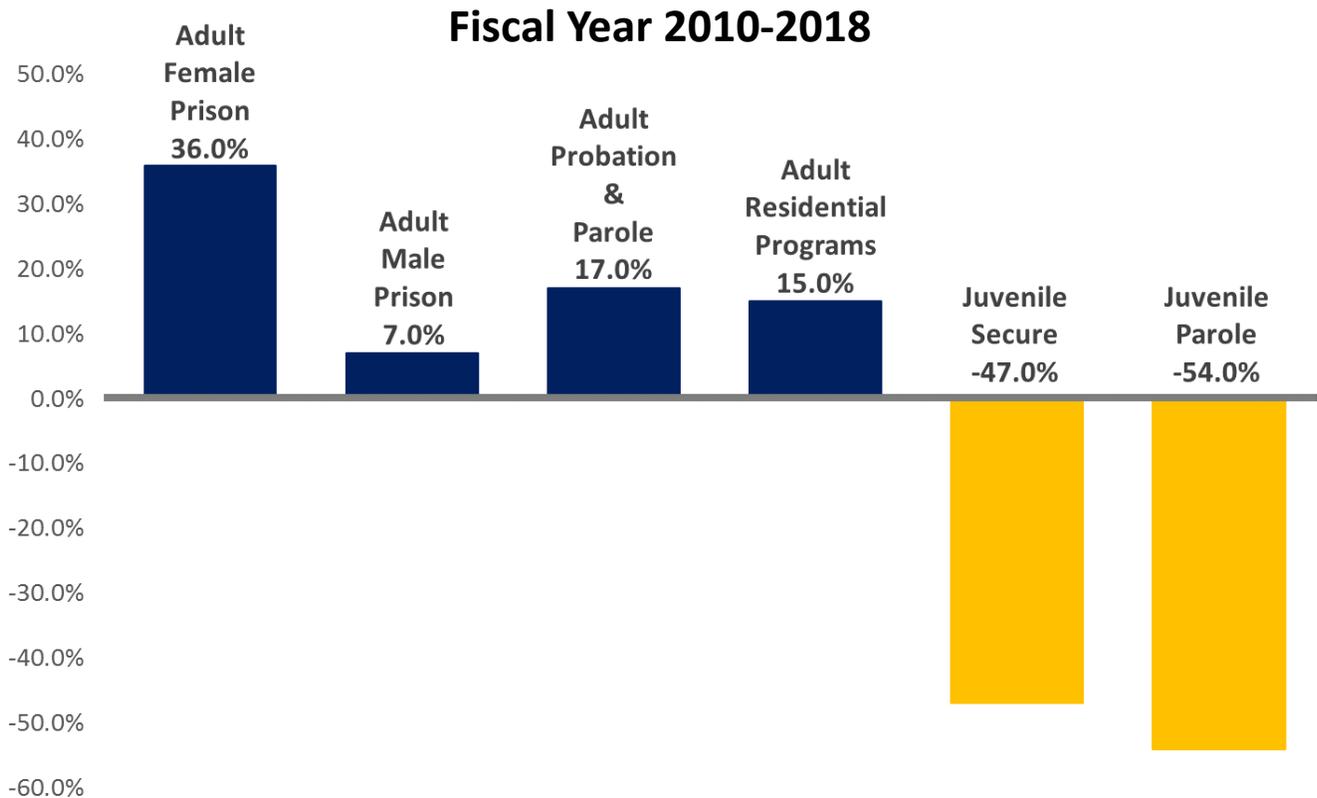


# Adult Facility Population

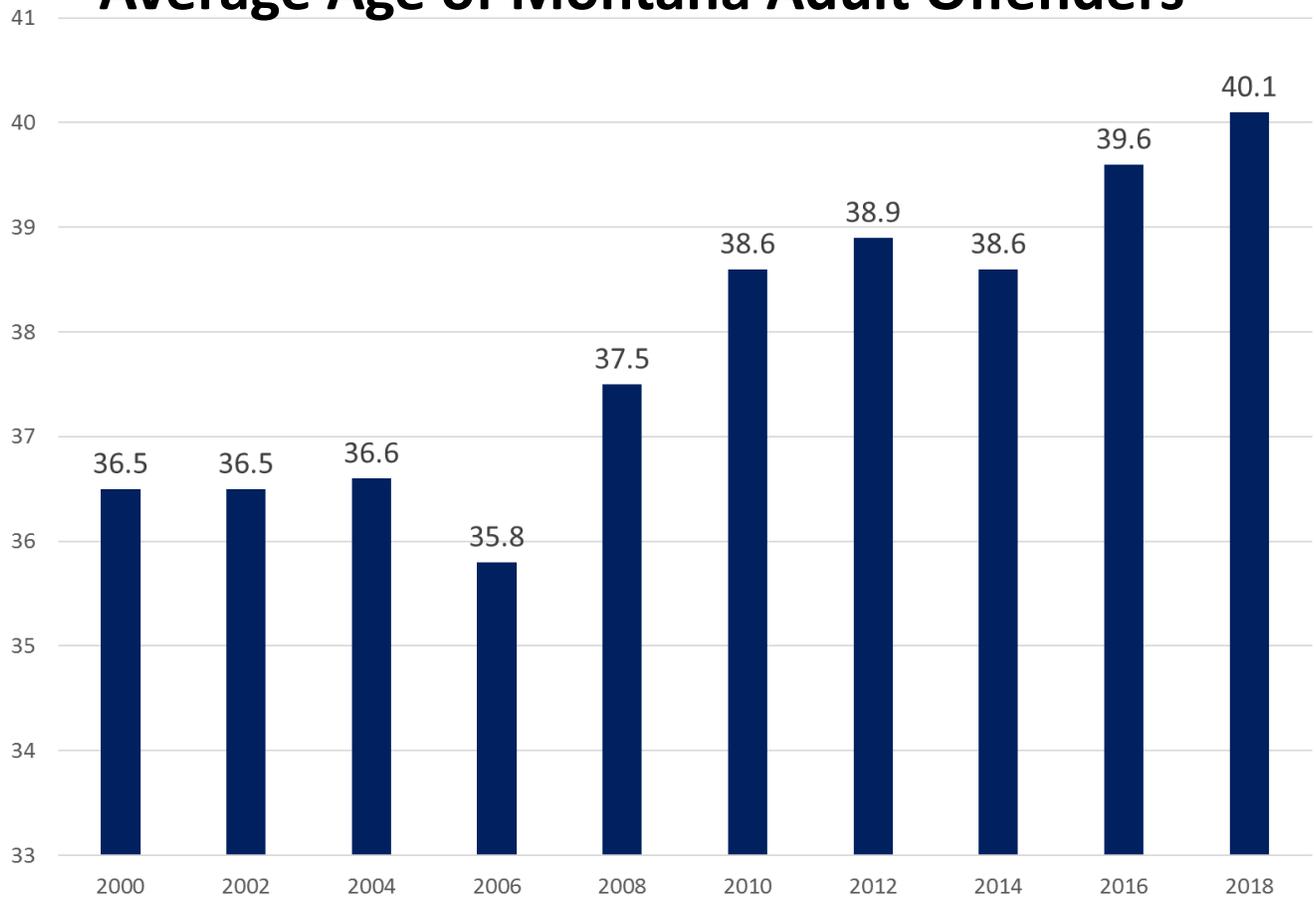


\* Counts include all state felony offenders who were in prison, prerelease, alcohol and chemical dependency treatment centers, assessment & sanction centers and county jails at some time during the fiscal year.

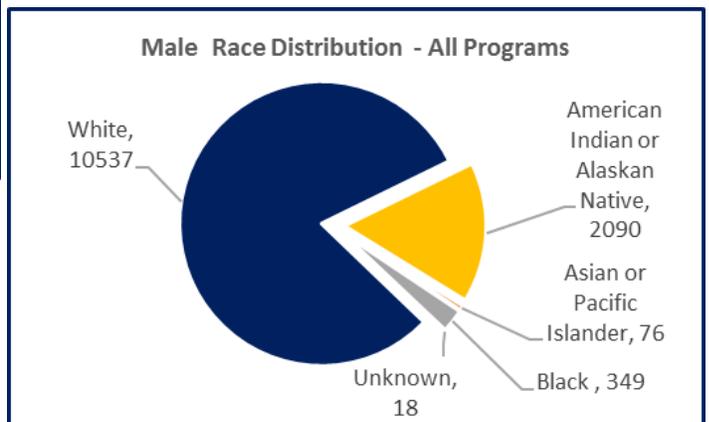
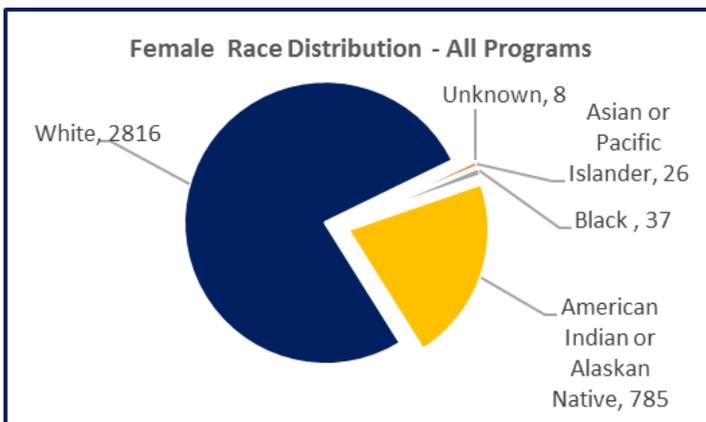
## Percent Change in Offender Population by Program



# Average Age of Montana Adult Offenders

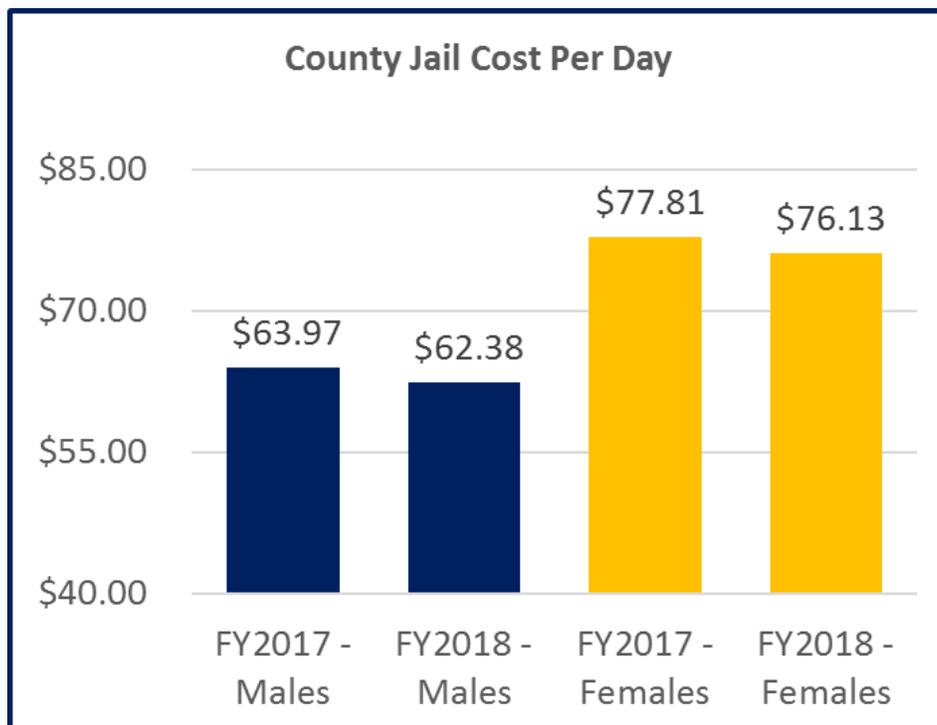
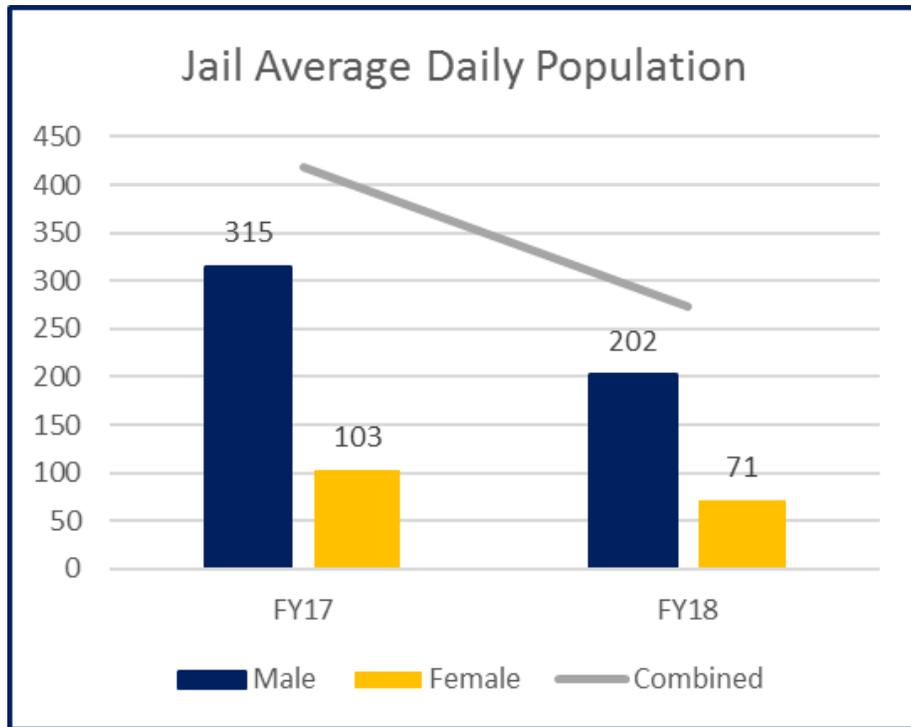


# Race Distribution of Montana Adult Offenders

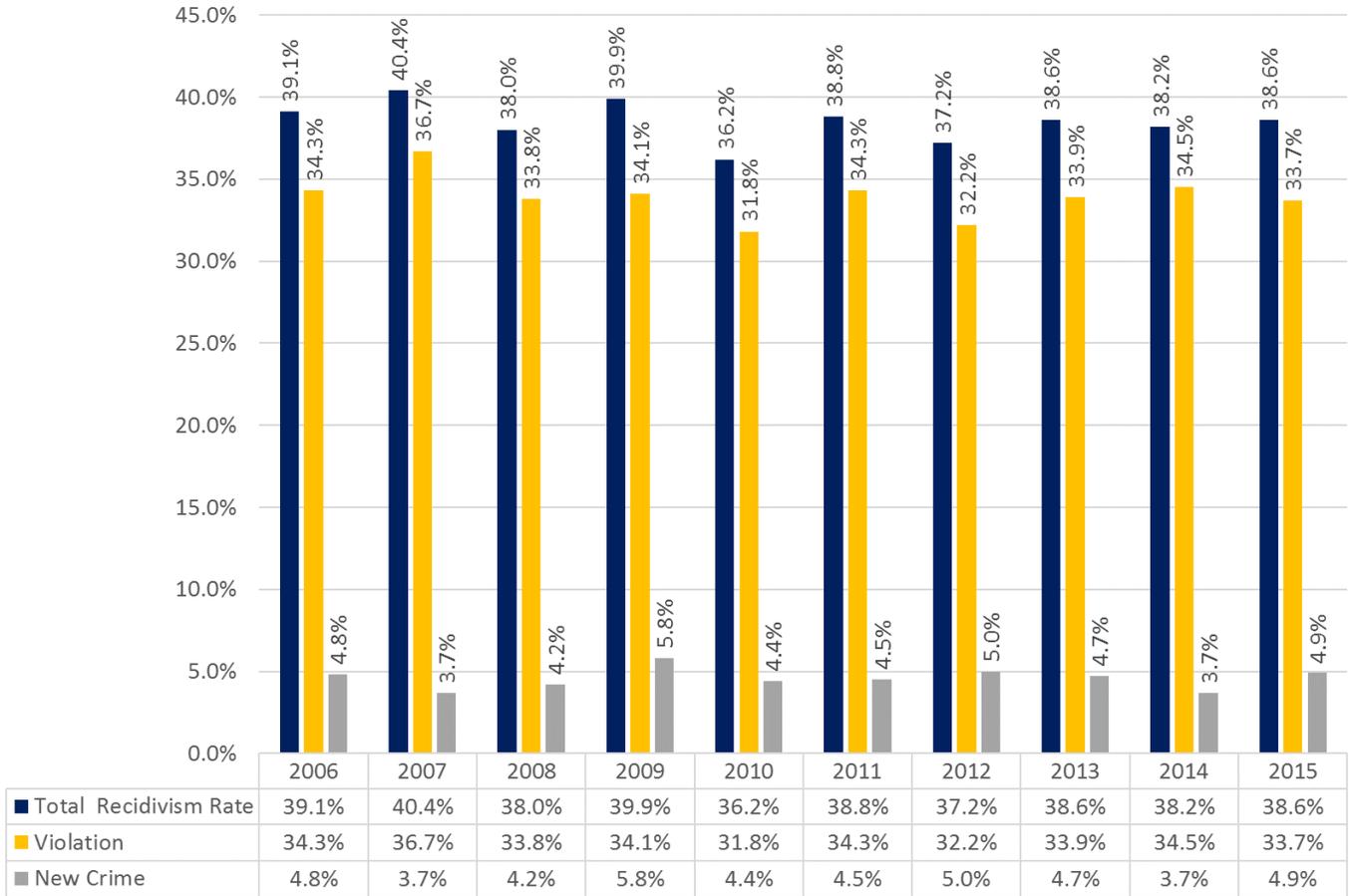


# DOC Offenders in County Jails

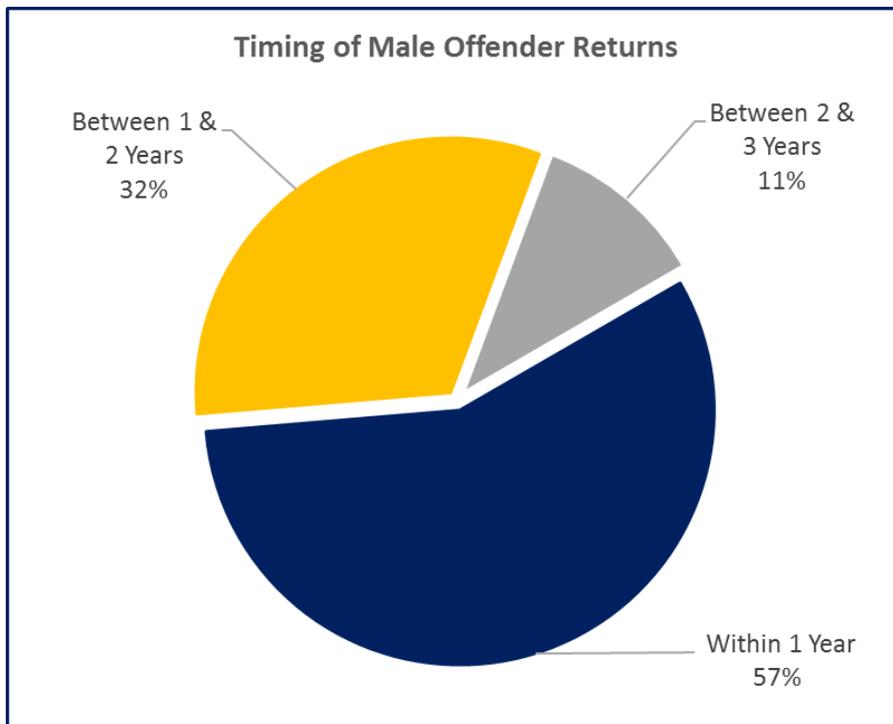
## Male vs. Female



# Male Three-Year Prison Recidivism Rate



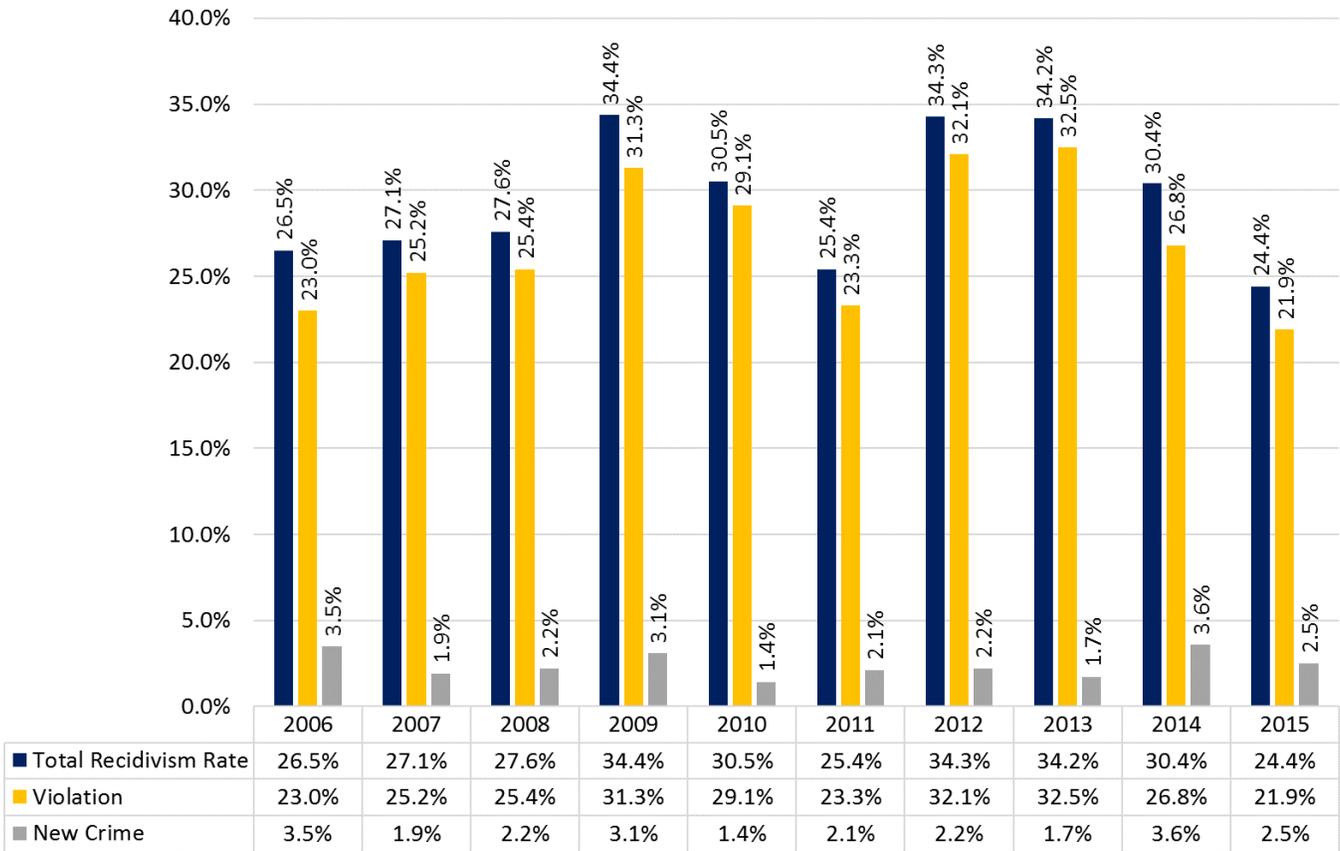
## Timing of Male Offender Returns (When do Offenders Return to any Correctional Facility)



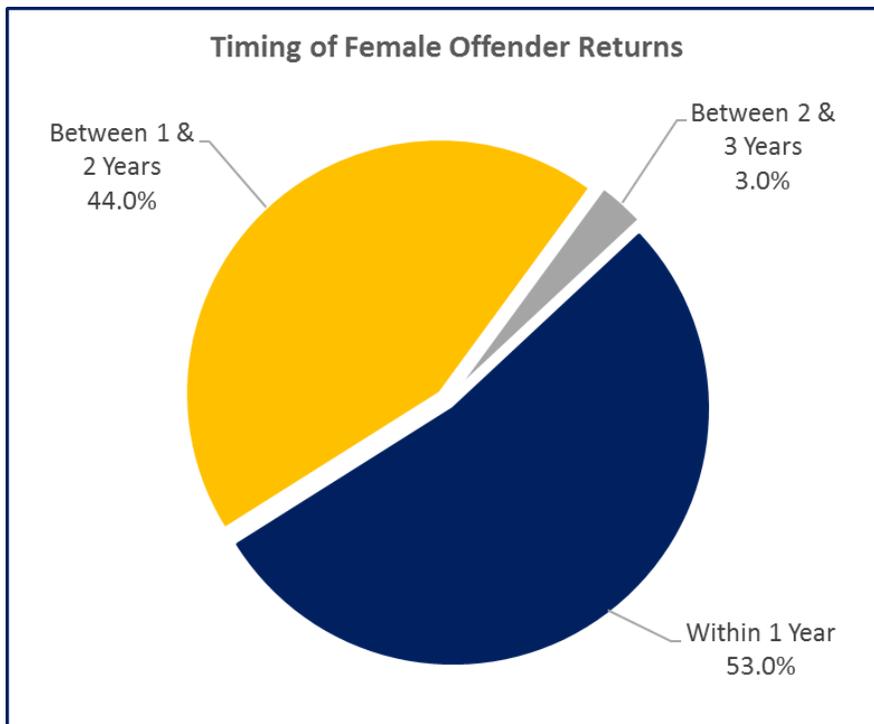
Fiscal Years  
2014-1015

The first year  
is the critical  
return time.

# Female Three-Year Prison Recidivism Rate



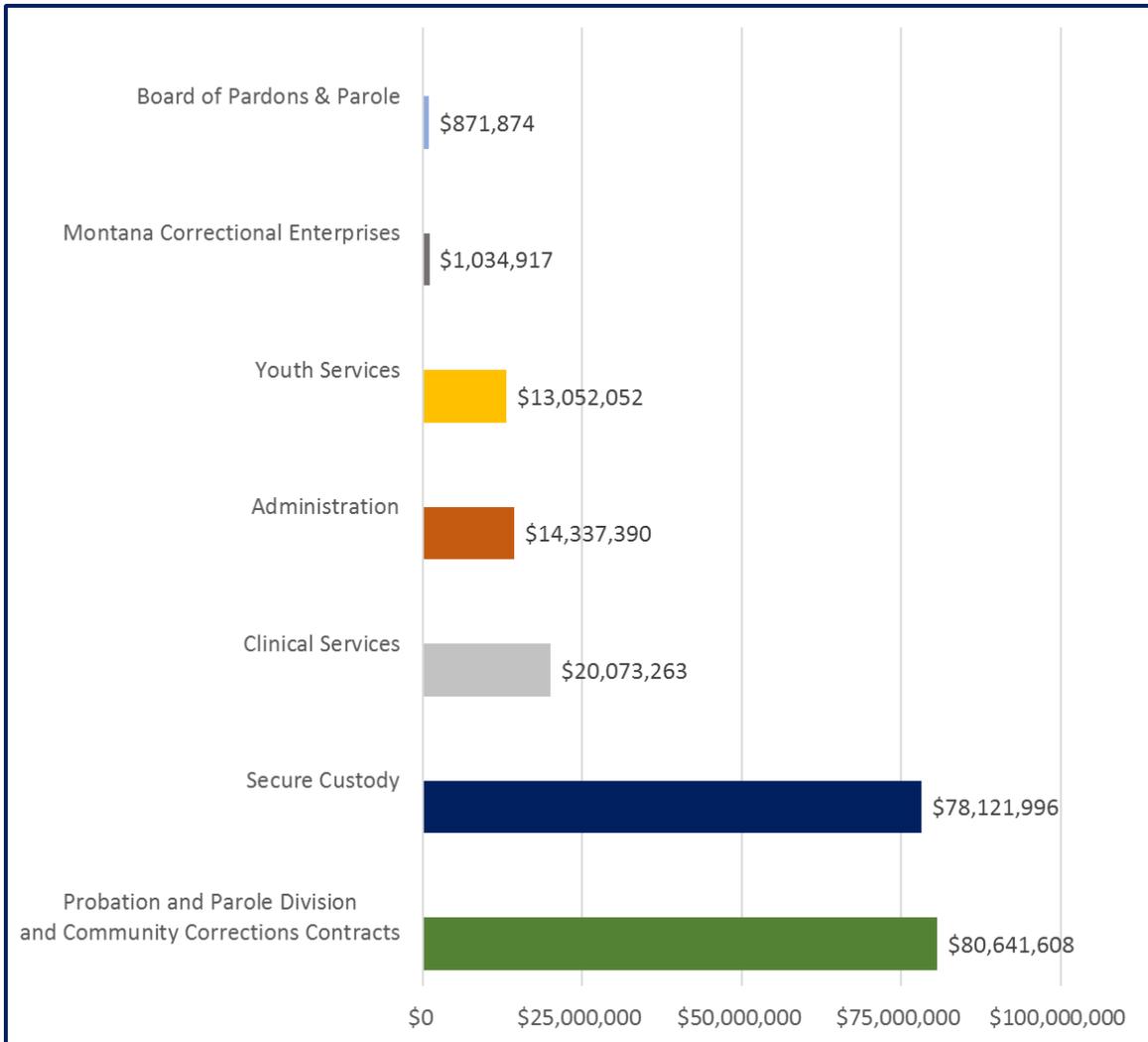
## Timing of Female Offender Returns (When do Offenders Return to any Correctional Facility)



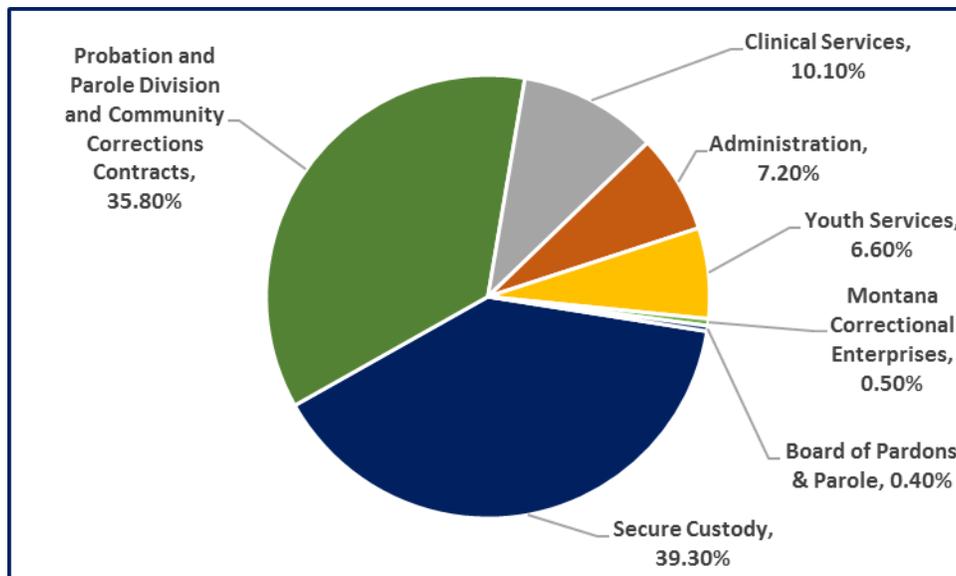
Fiscal Years  
2014-1015

The first year  
is the critical  
return time.

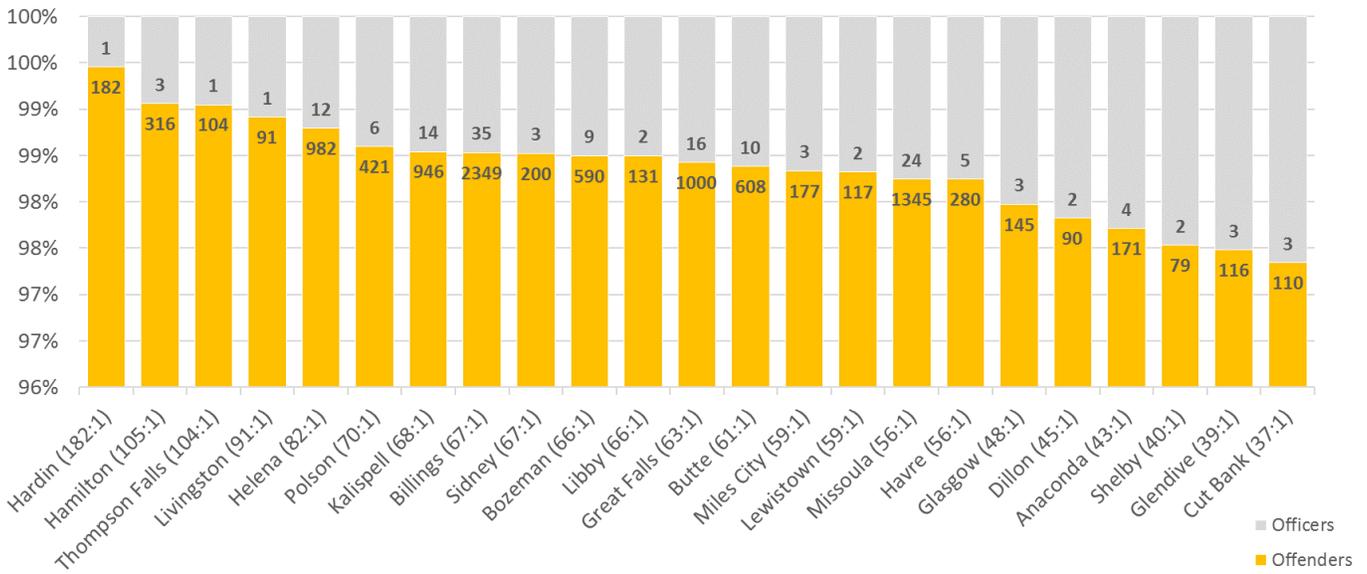
# Budget Distribution to Various Programs



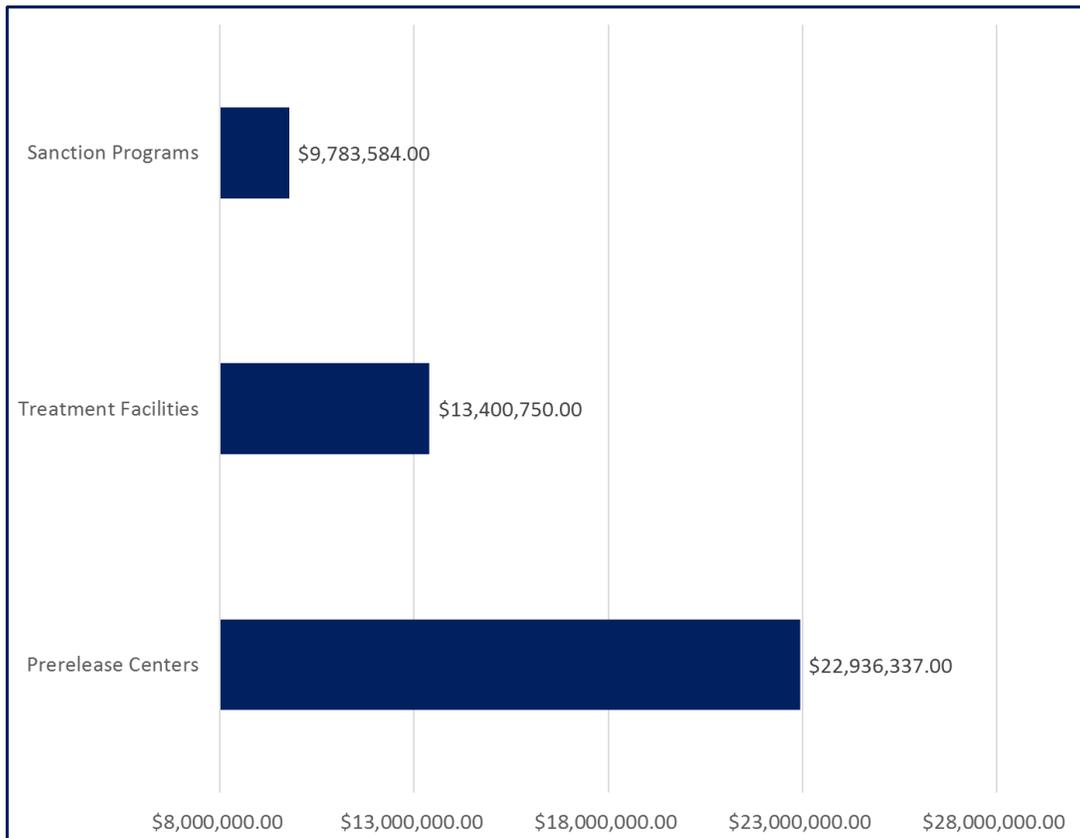
## Percent of Budget Amount



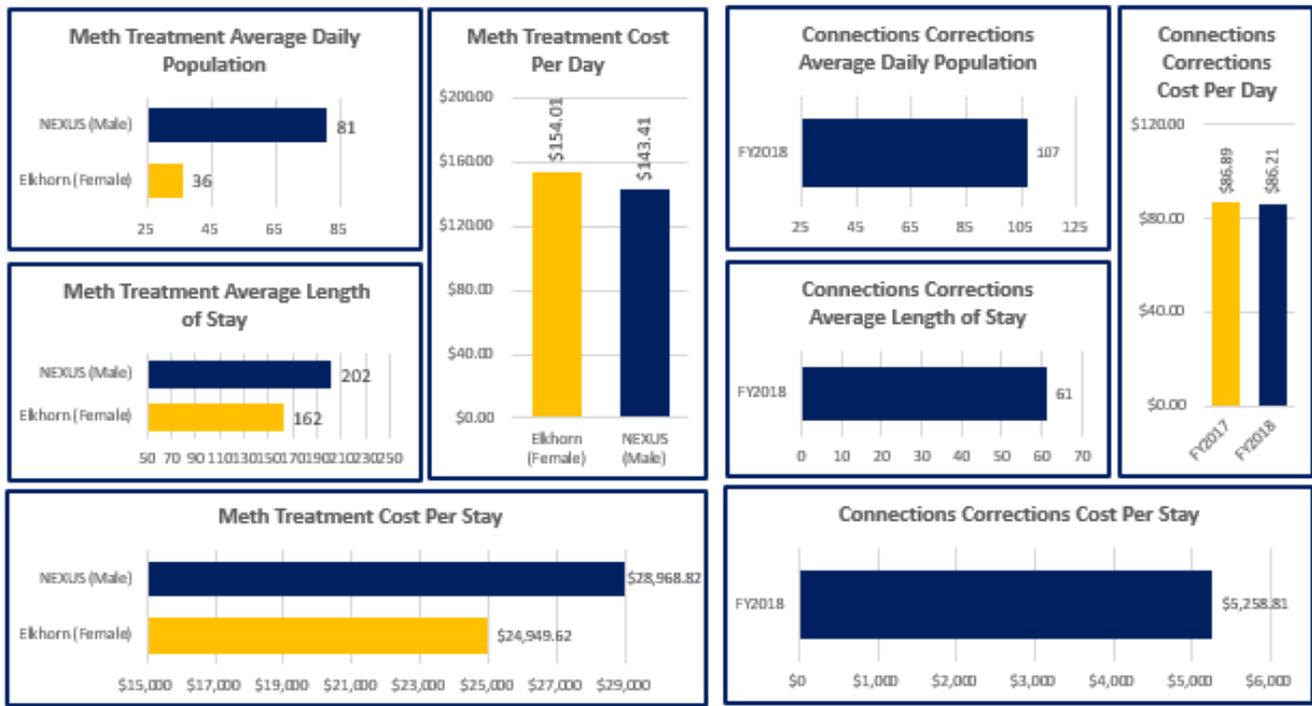
# P & P Officers to Supervised Offenders by Supervising Office



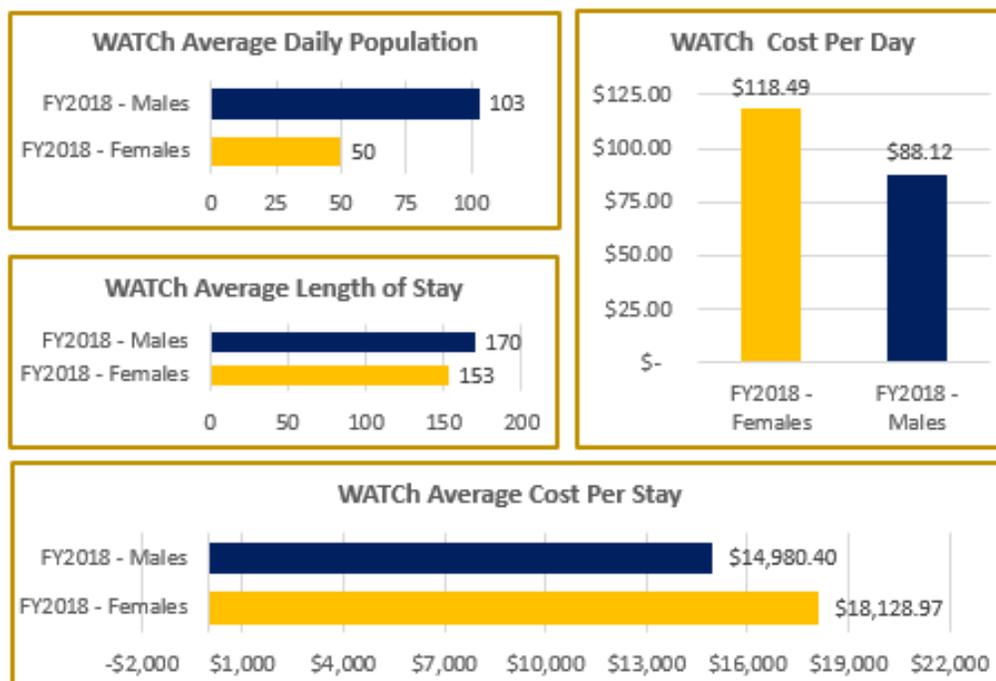
# Community Corrections Contracted Services Costs



## Contracted In-Patient Chemical Dependency Treatment Programs Average Daily Population vs Offender Cost Per Day vs Offender Costs per Stay



## WATCH Alcohol Treatment Programs Average Daily Population vs Offender Cost Per Day vs Offender Costs per Stay



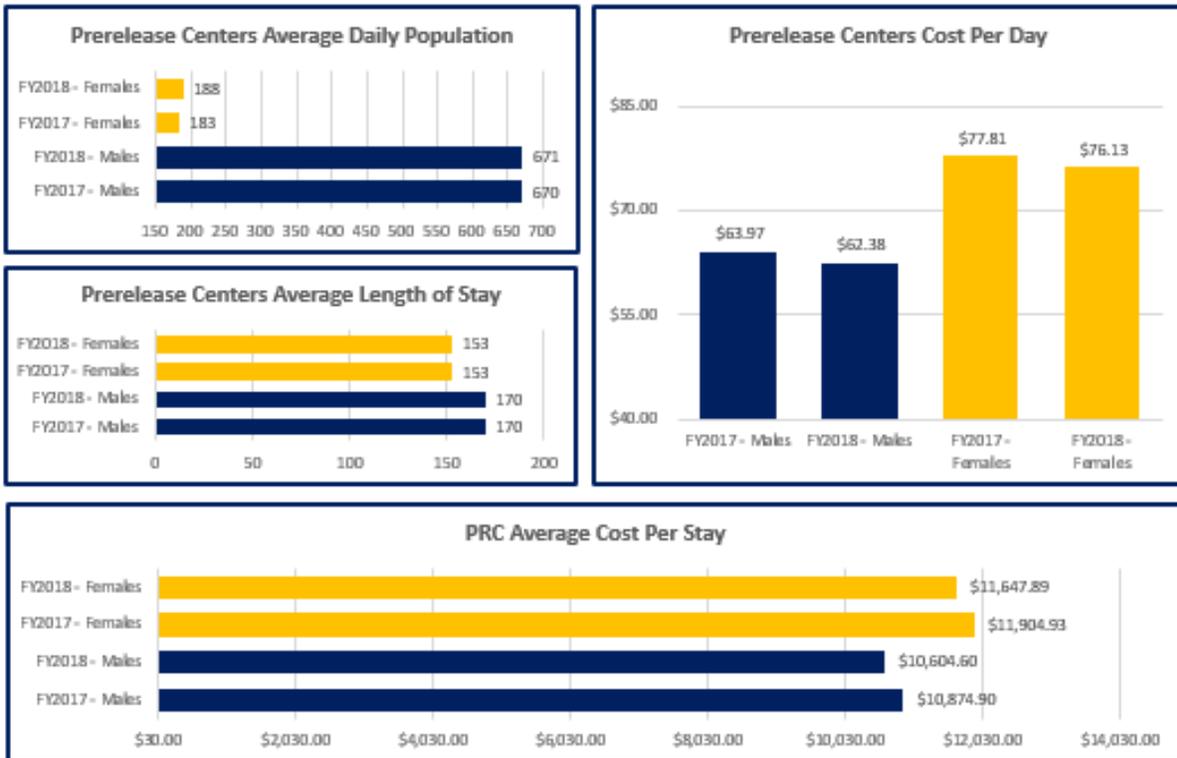
## MASC Average Daily Population vs Offender Cost Per Day vs Offender Costs per Stay



## Passages Average Daily Population vs Offender Cost Per Day vs Offender Costs per Stay



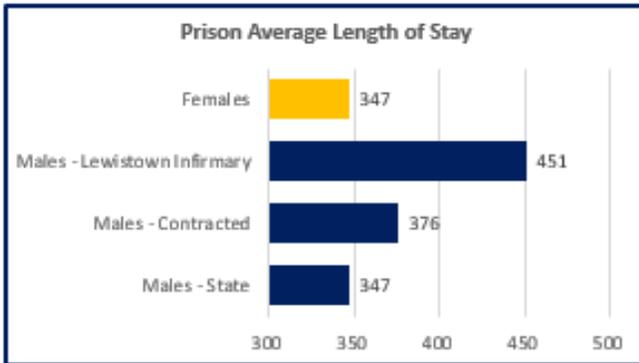
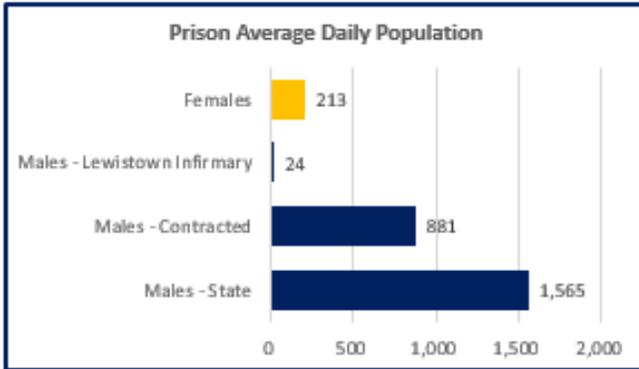
## PreRelease Centers (Males vs Female) Average Daily Population vs Offender Cost Per Day vs Offender Costs per Stay



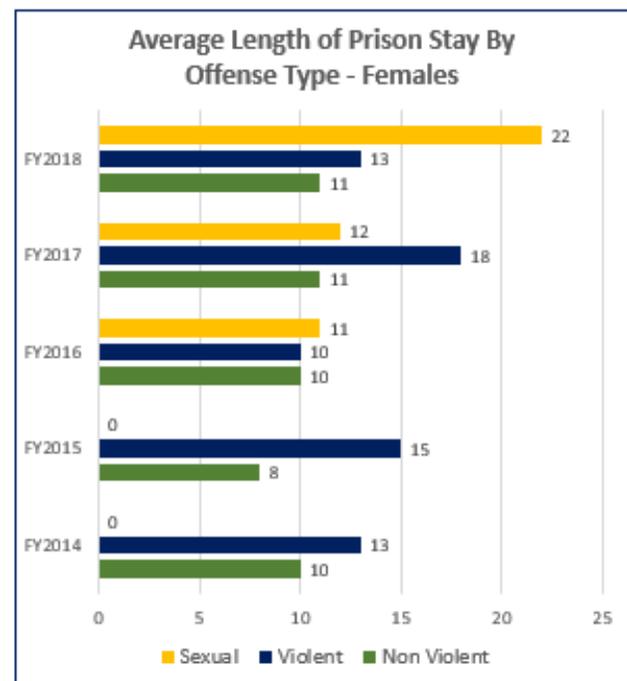
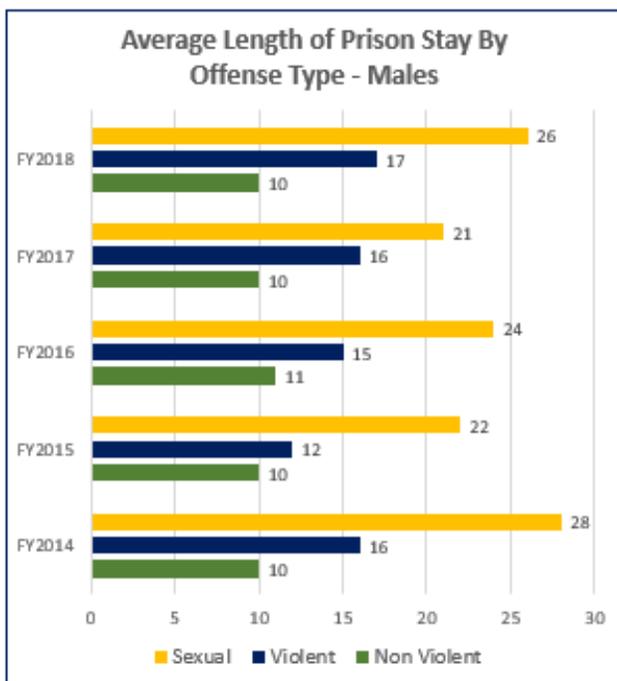
## START Average Daily Population vs Offender Cost Per Day vs Offender Costs per Stay



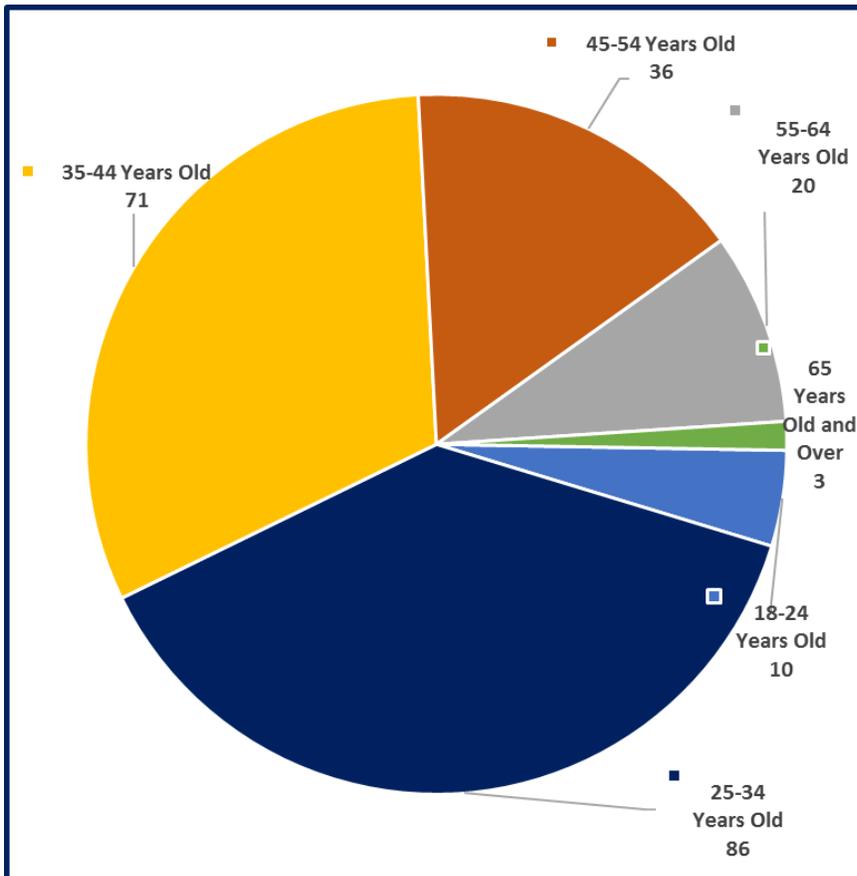
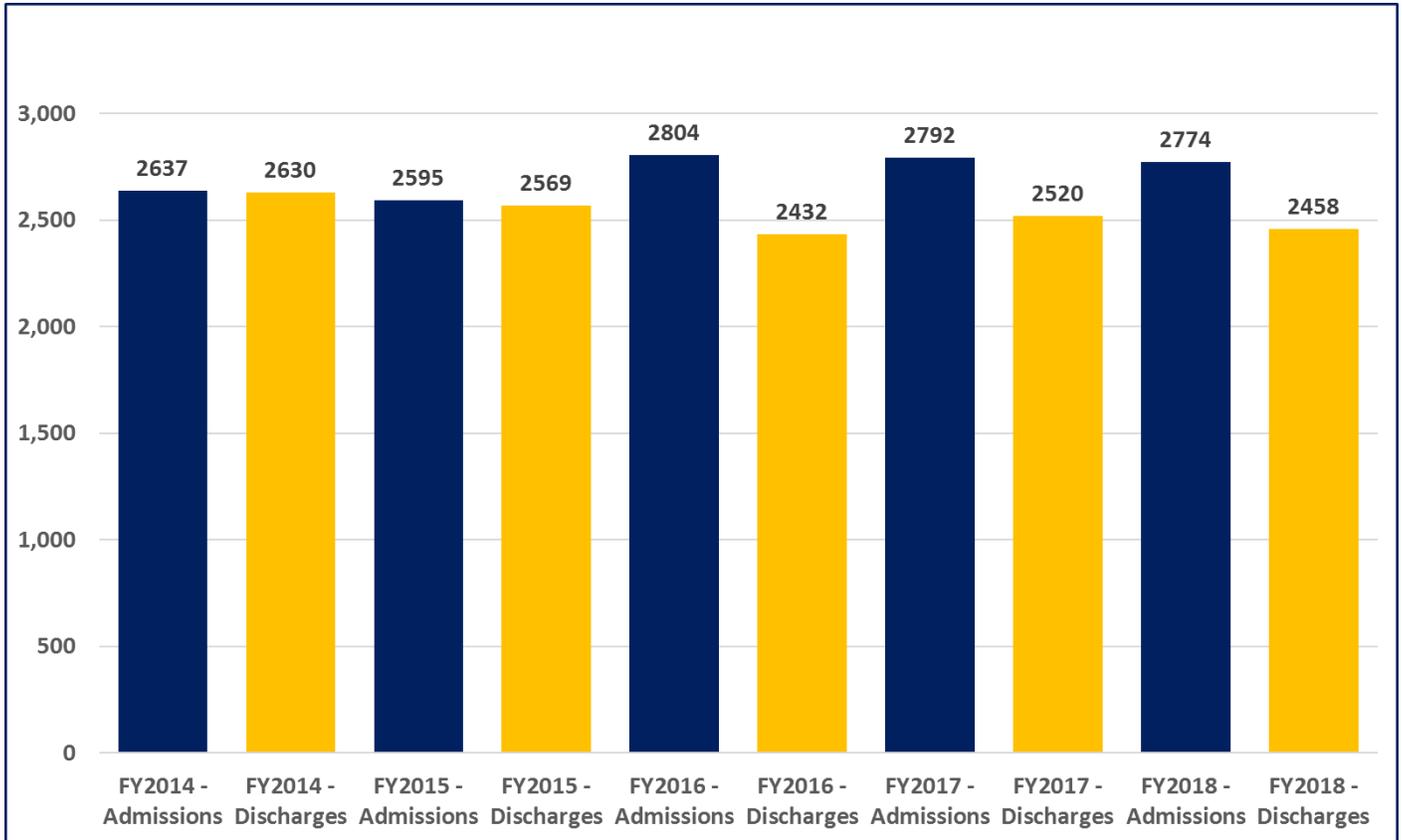
## Adult Secure Facility Average Daily Population vs Offender Cost Per Day



## Average Length of Prison Stay by Offense Type (Sexual, Violent, Non Violent) – In Months

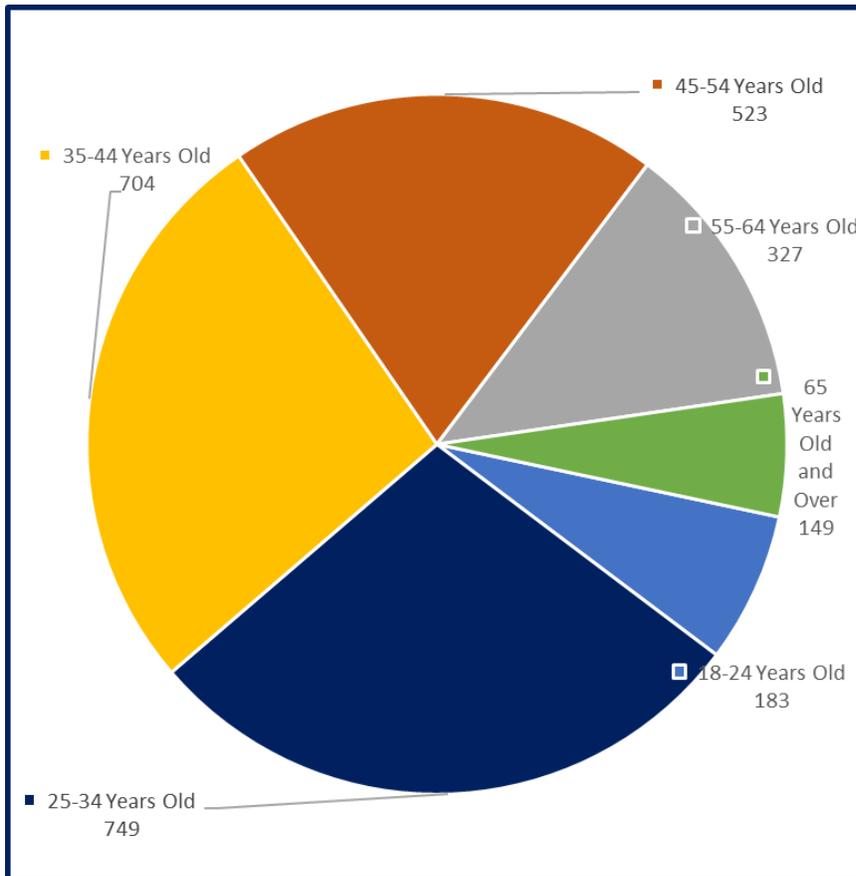
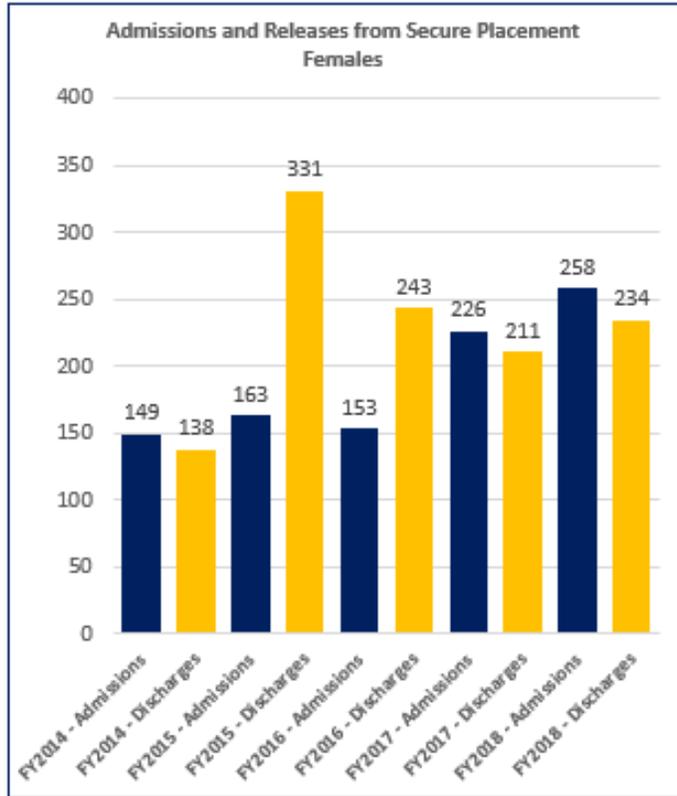
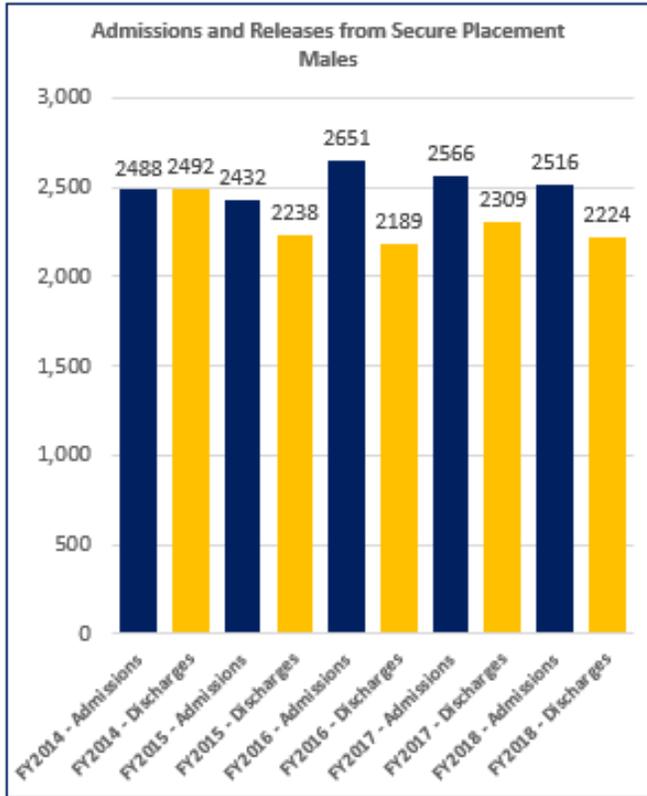


## Admissions vs. Discharges for Correctional Facilities



**Secure Facility  
Age Comparison  
Females**

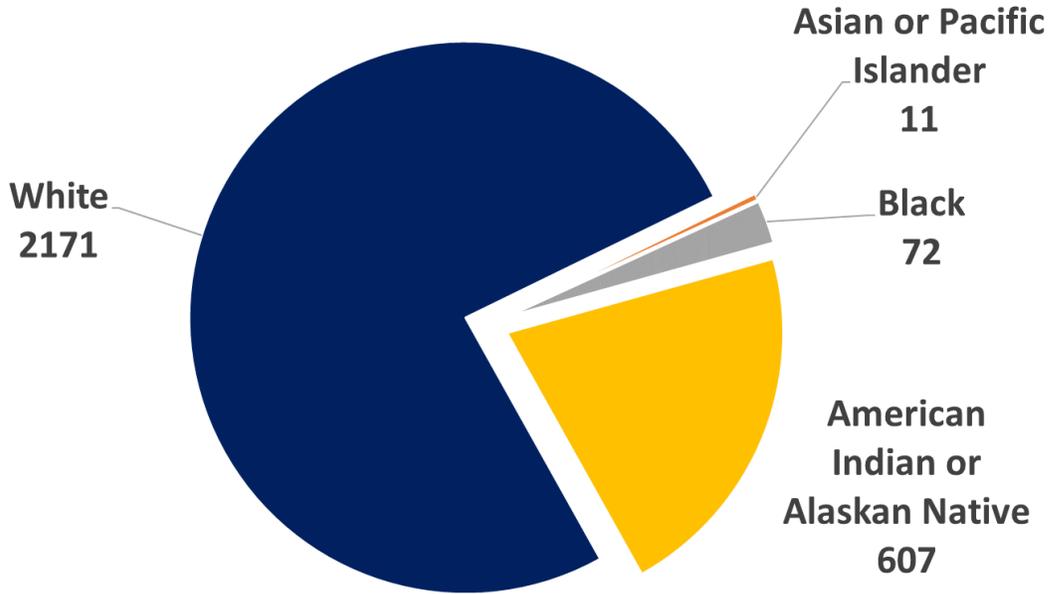
# Admissions vs. Discharges for Correctional Facilities – Male vs. Female



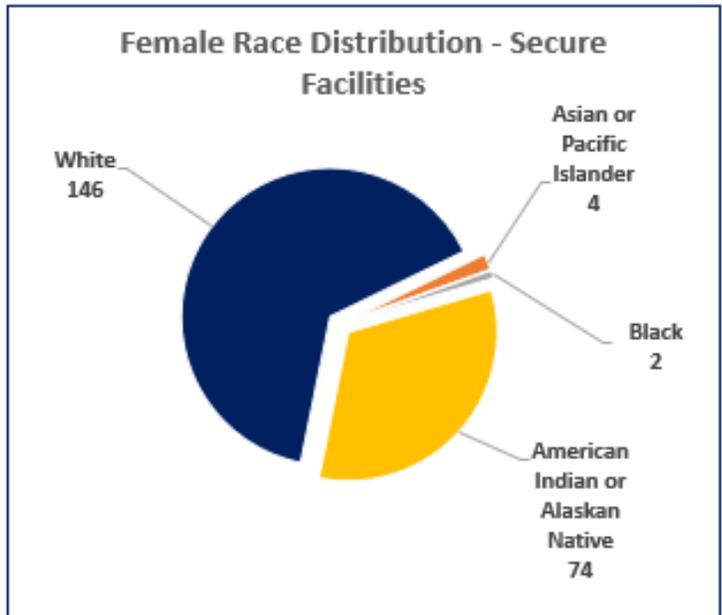
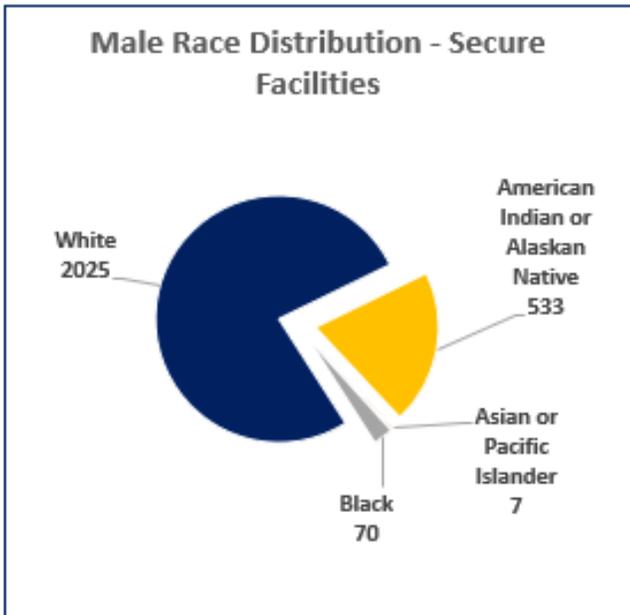
**Secure Facility Age Comparison Males**

# Secure Facility Race Distribution

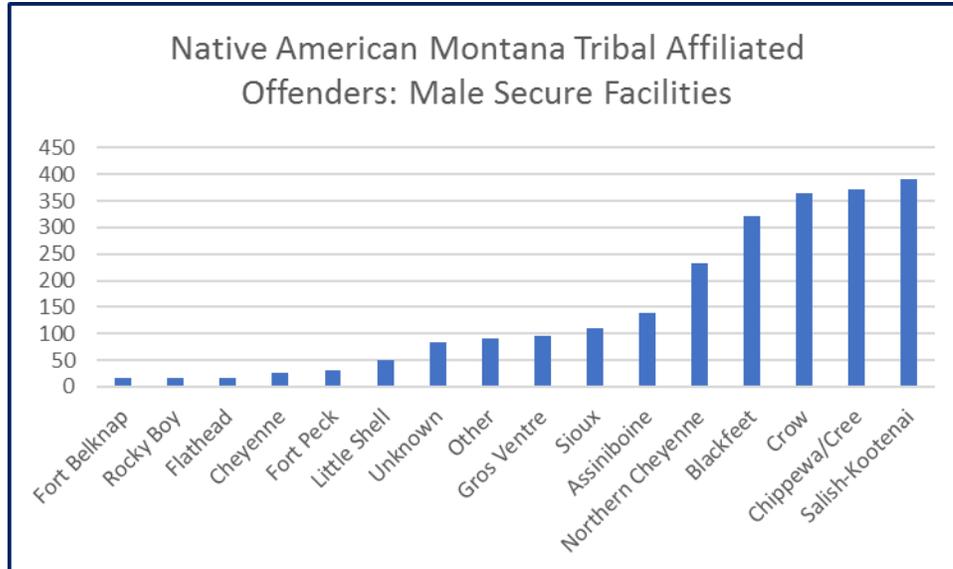
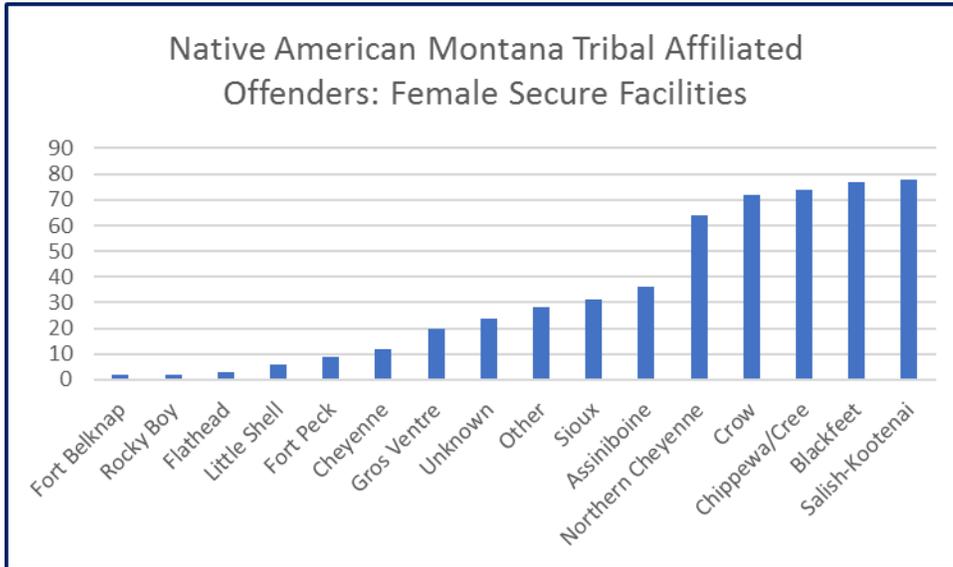
## Both Male and Female



## Secure Facility Race by Gender



# American Tribal Affiliated Offenders

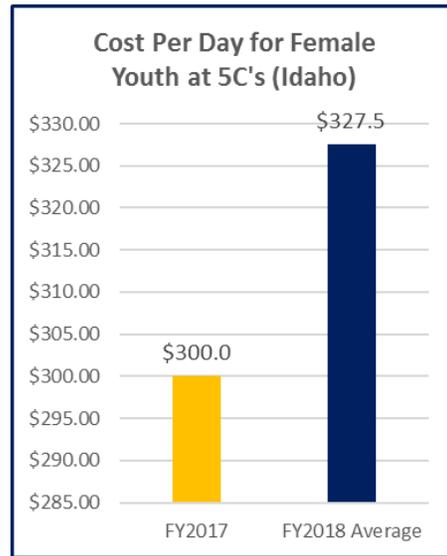
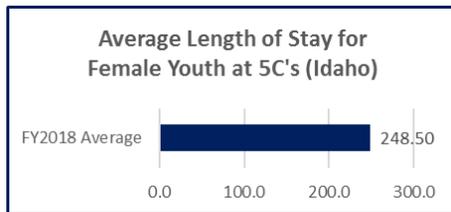
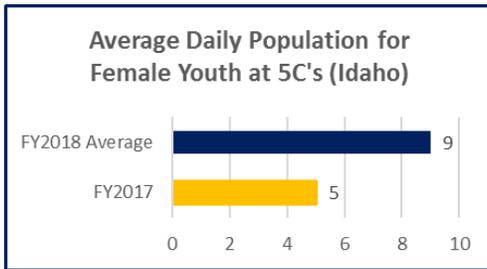


## Montana Tribal Affiliation is Self-Reported

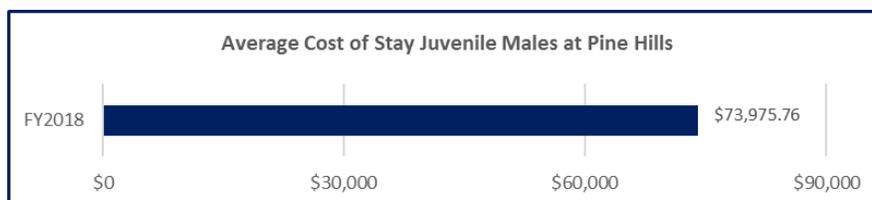
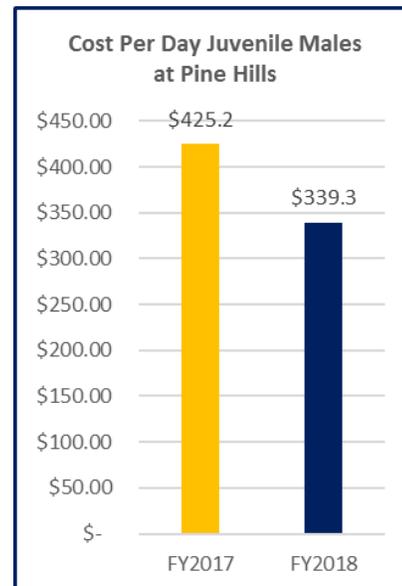
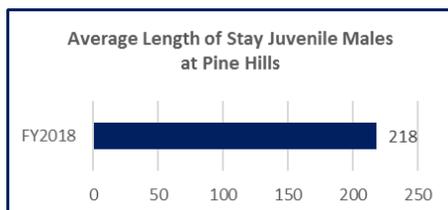
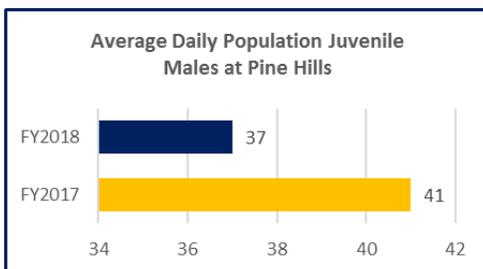
Fort Belknap (Gros Ventre and Assiniboine), Fort Peck (Assiniboine and Nakota), and Rocky Boy (Mainly Chippewa) were incorrectly reported as tribal affiliations. These are tribal reservations.

# Youth Costs Per Day-Secure Facilities

## Female Juveniles at 5C's in Idaho

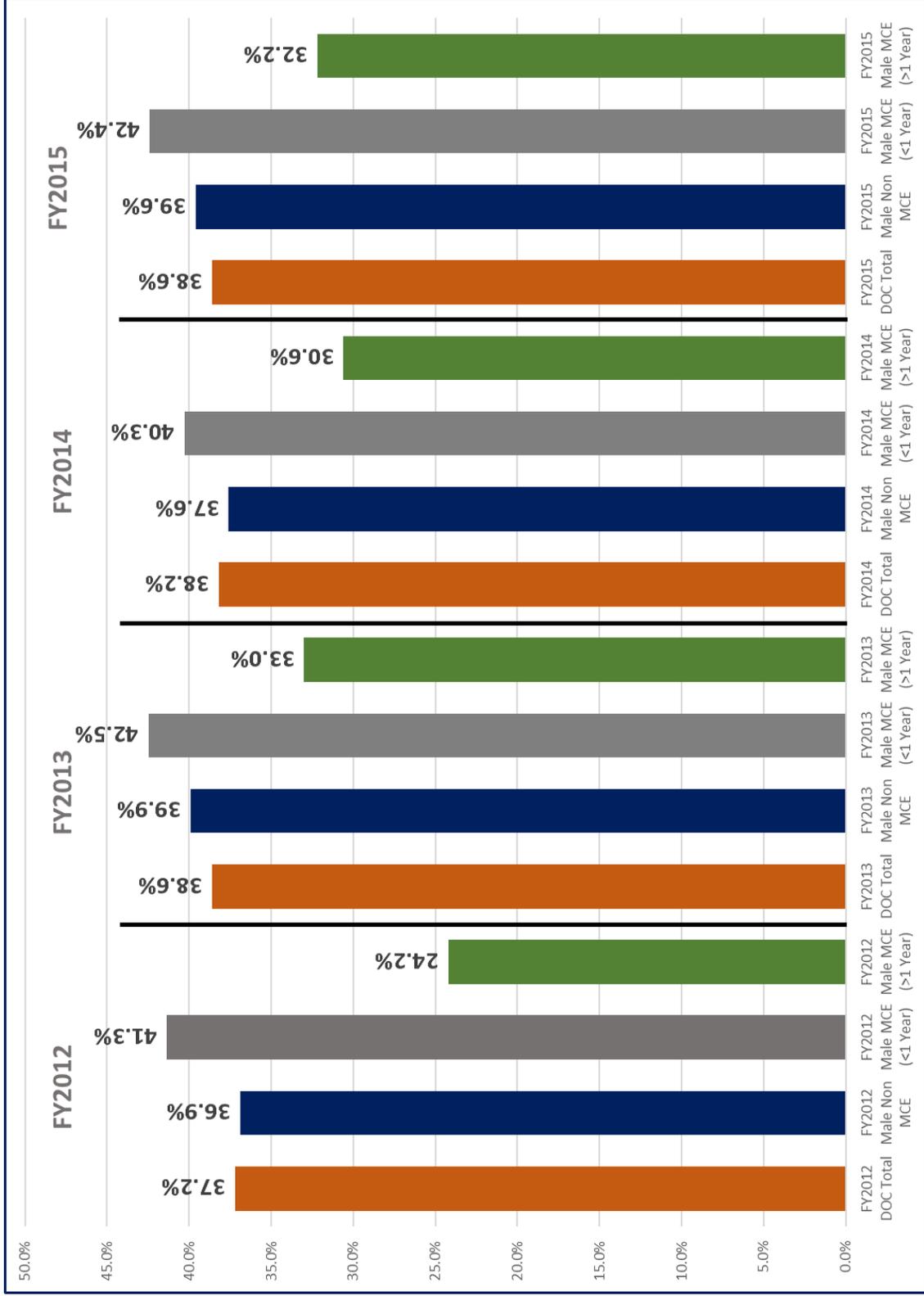


## Male Juveniles at Pine Hills



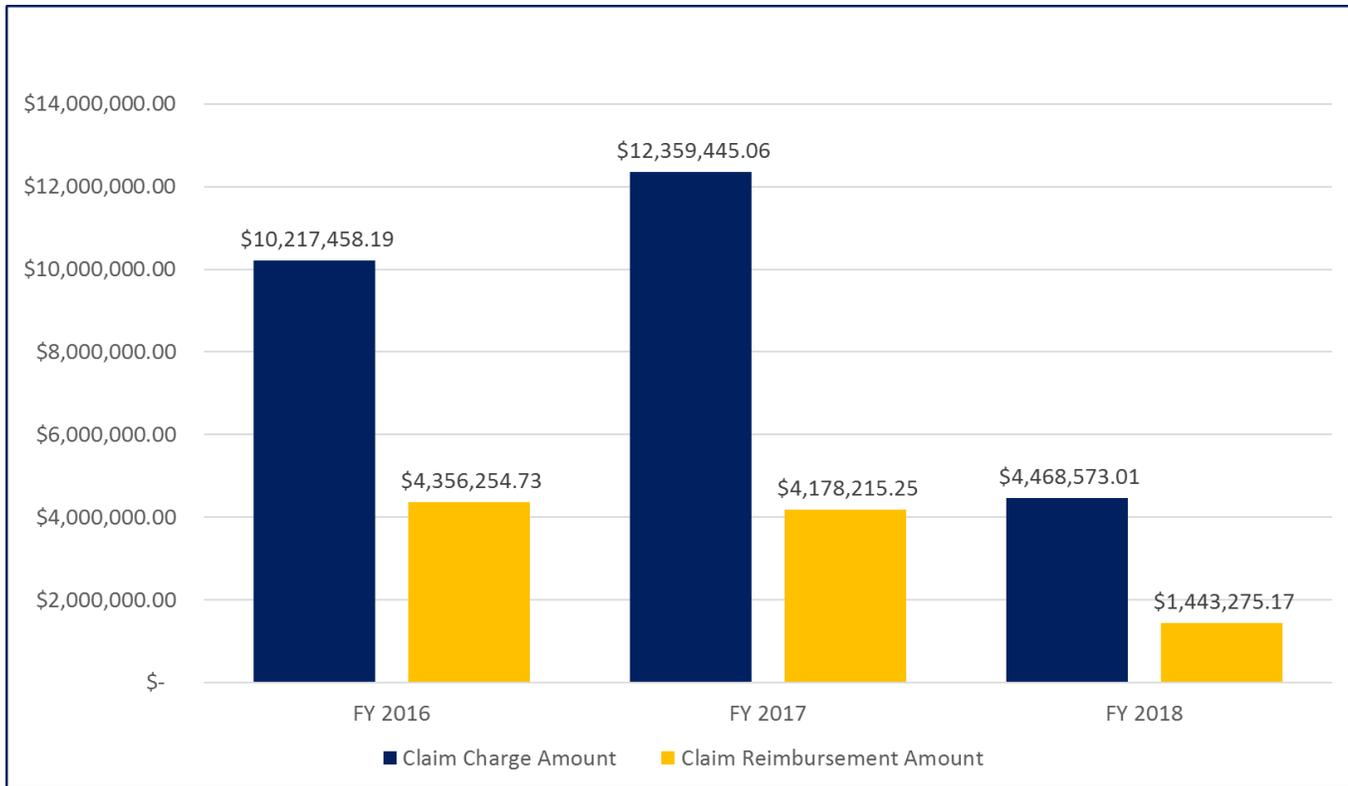
# Male Recidivism Rate Comparisons

## MCE Program Offenders vs. Non MCE Program Offenders vs. DOC Total

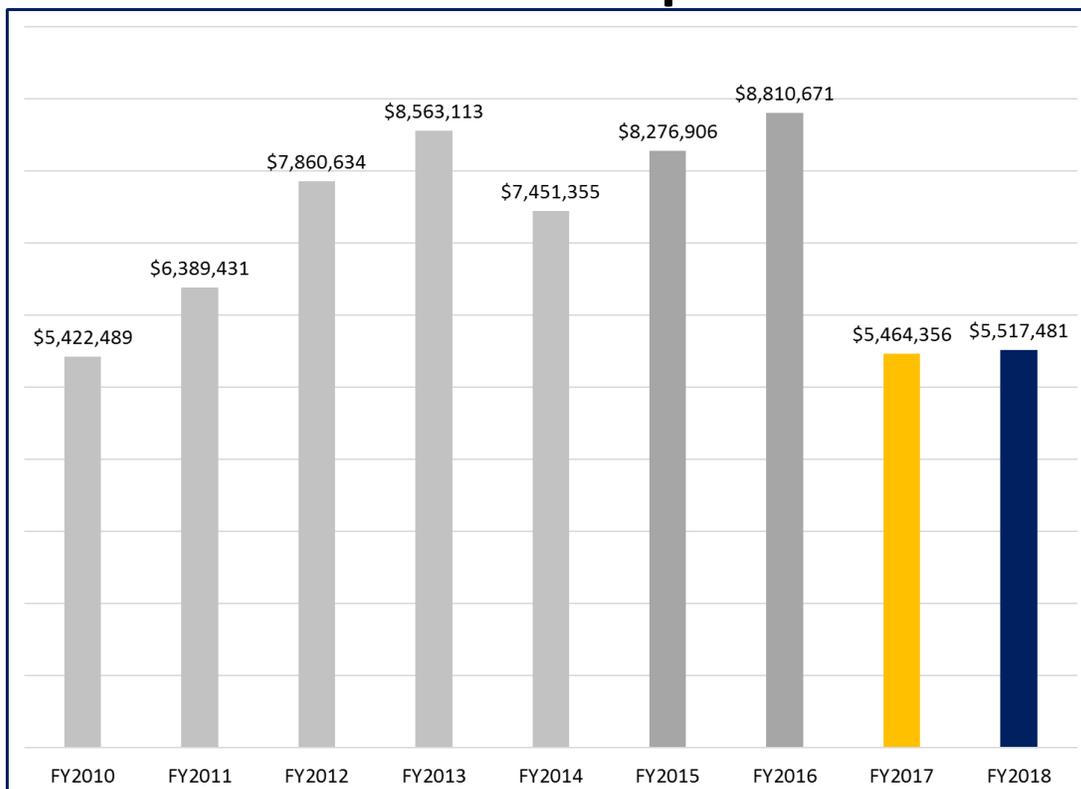


Offenders that are involved in the MCE Program for more than a year are more successful when transitioning to the community from secure facilities. Offenders that are involved in Montana Correctional Enterprise (MCE) Program for under a year have usually been removed from the program due to violation of facility rules.

# Medicaid Claims vs. Reimbursements



# Outside Medical Expenditures



# Medicaid Expansion

