



MONTANA DEPARTMENT OF
CORRECTIONS



**BIENNIAL
REPORT
2021**



BIENNIAL REPORT 2021

to the people of Montana

GOVERNOR STEVE BULLOCK
DIRECTOR REGINALD D. MICHAEL

2021 BIENNIAL REPORT TEAM

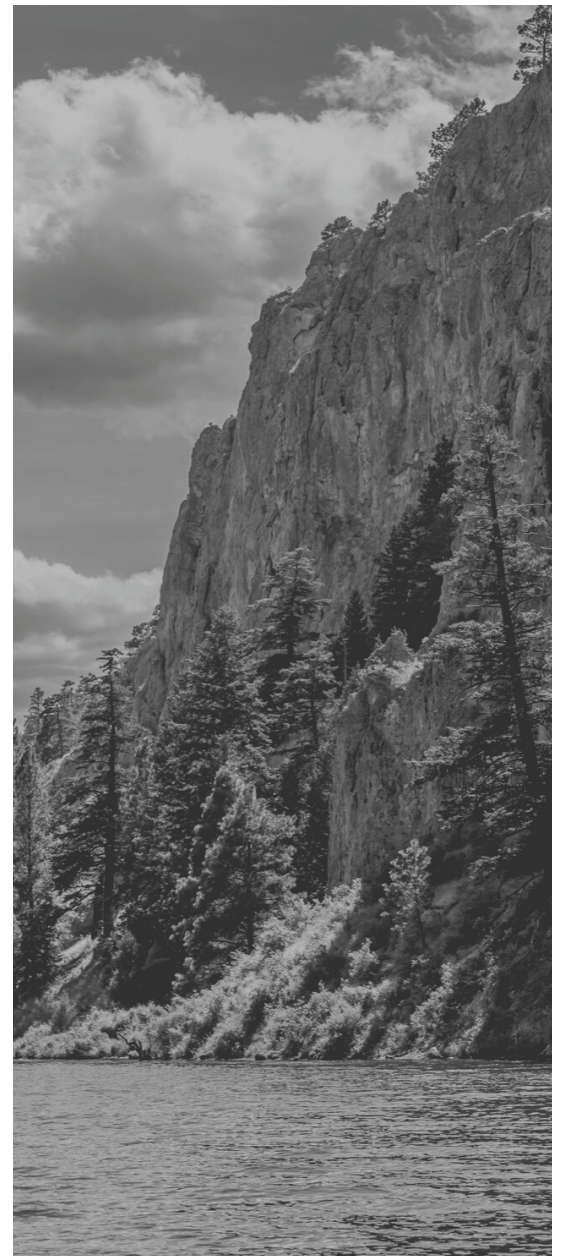
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Thanks to the staff of each division and bureau
for contributing their time, expertise and
information.





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 for victims and Montana communities.

OUR GOALS

- Increase safety of communities, staff and offenders.
- Empower, inform and support victims of crime.
- Increase offender success and reduce recidivism.
- Effectively collaborate with criminal justice partners.
- Implement an integrated healthcare model at all secure care facilities.
- Advise and educate the public.
- Invest in our staff for their professional development, growth and success.



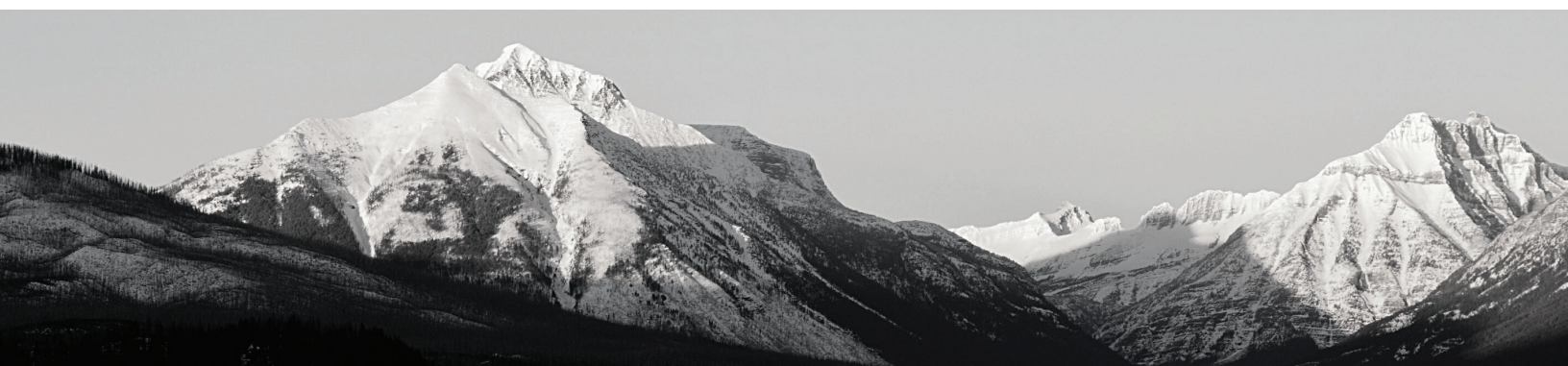
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Photos for this report were collected throughout the biennium, so masks are not worn in all photos. In addition, some photos were taken in 2020 before masks were recommended by the CDC and mandated by Governor Bullock.



ORGANIZATIONAL CHART



This has certainly been a challenging year for the criminal justice system and corrections departments across the country. The COVID-19 pandemic increased pressure on already-strained areas in Montana's prison facilities and community corrections settings. Also, it added more stress to existing challenges for the justice-involved population we serve, including reduced in-person visitation for those in prisons and job loss or interruption for those under community supervision. Through it all, we relied on the guidance of medical professionals – including our own infectious disease specialist – as well as those from the Montana Department of Public Health and Human Services and local health departments. Their advice allowed us to prioritize the health of our inmate population, staff, and communities in which we operate, as we simultaneously met our public safety responsibilities. As this document goes to press, we can report 7,138 tests conducted on offenders and staff, 1,055 positive cases, and four deaths since March. We know the clinically necessitated, decreased movement due to localized outbreaks, quarantine needs, and other COVID-related factors placed pressure on the system. We continue to work with our partners and stakeholders around the state to continue offender movement upon medical clearance.

And while it's often said in corrections that the only constant is change, the pandemic also affected our ongoing operations in ways no one could have foreseen a year ago. Fortunately, the resilience in the face of challenge and solutions-oriented creativity toward delivering services demonstrated by DOC's staff has remained steadfast. When in-person visitation at our facilities was suspended due to the risk of COVID-19, staff at our facilities worked hard to ensure our prison inmates could maintain vital connections with their friends and family. The department and its contractor delivered more than 20,300 free phone calls and 4,500 video visits as of Sept. 30, 2020. When travel restrictions impacted our implementation plan for a new evidence-based program connecting children with their incarcerated fathers, staff didn't give up; instead they turned to a virtual format to unite 36 children and 15 families remotely. In order to participate in regular meetings with offenders, our probation and parole officers relied heavily on video chat. One particularly creative probation and parole office set up a "drive-thru window" to allow officers to visit with offenders face to face through the glass. Our Victim Services team logged countless hours on the phone with victims in need, and even offered services including Victim Impact Panels and Victim/

Offender Dialogs using Zoom. The DOC's program partners in community treatment and corrections also worked hard to help those in their care obtain housing, jobs and behavioral healthcare.

At the end of the day, whether we are working on justice reinvestment policies, restrictive housing reforms, re-entry initiatives, or the like, we have one singular goal for those under our supervision: to increase public safety through reduced recidivism. Because our staff is so focused on this work, the public

often does not hear the inspiring stories of success among those we serve. From victims who are grateful for the peace and healing they received through one of our programs, to the former prison inmates who now have the job skills to successfully support their families upon release, these stories exist throughout our system. We

are committed to telling these stories and sharing with you why the corrections system – despite its numerous challenges – is ultimately a place of hope, change, and inspiration.

Lastly, we understand that the pandemic has created revenue challenges for the state. Fortunately, the difficult belt-tightening that began in 2018 as we right sized our staffing and facilities has paid off. We have lived within our budget this biennium and, for the first time in 11 years, we do not anticipate asking the legislature for a supplemental appropriation. We are 100 percent committed to operating as efficiently and effectively as possible to contribute to our state's fiscal health.

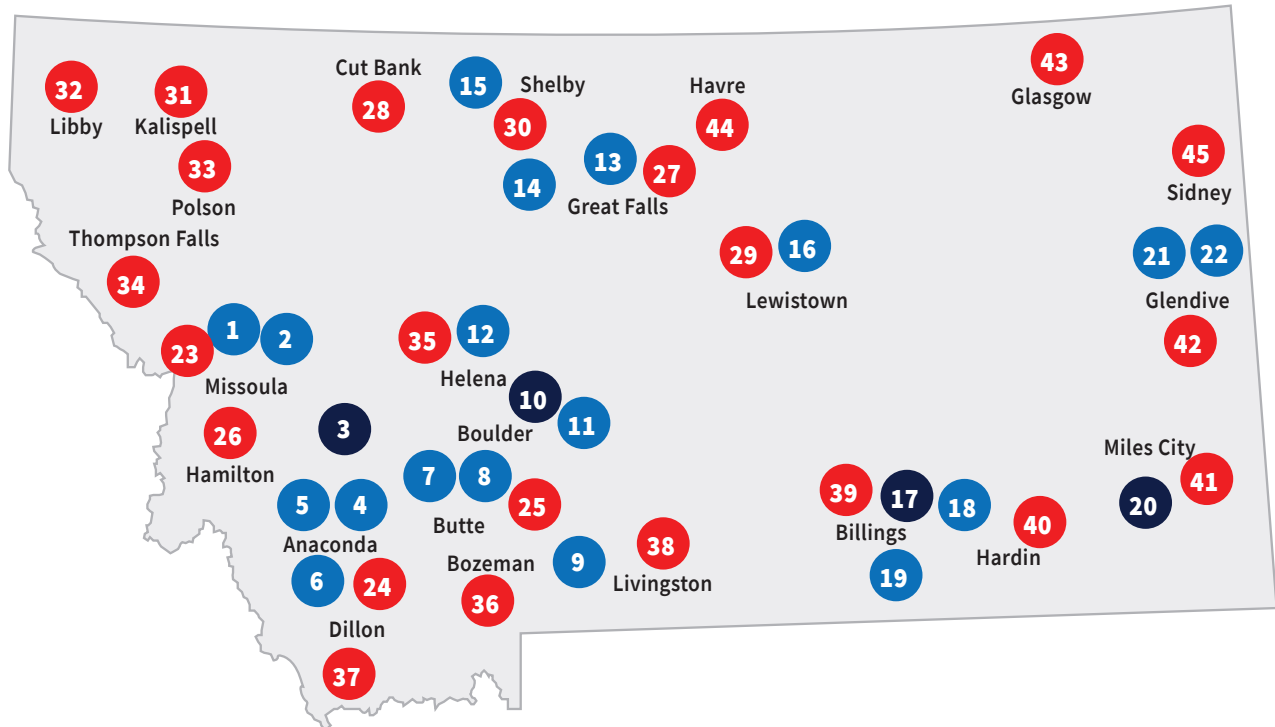
As always, thank you for your support as we continue to navigate through the coming months.

“...the corrections system – despite its numerous challenges - is ultimately a place of hope, change, and inspiration.”



Deputy Director Cynthia Wolken (left) and Director Reginald D. Michael place a wreath at the Montana Law Enforcement Memorial to honor fallen correctional officers as part of National Correctional Professionals Week.

OFFICES AND FACILITIES MAP



- | | | | |
|---|--|-------------------------------------|---------------------------------|
| 1 Missoula Assessment & Sanction Center (MASC) | 15 Crossroads Correctional Center | 23 Missoula P&P Office | 36 Bozeman P&P Office |
| 2 Missoula Prerelease Center | 16 Nexus Treatment Center | 24 Anaconda P&P Office | 37 Dillon P&P Office |
| 3 Montana State Prison | 17 Montana Women's Prison | 25 Butte P&P Office | 38 Livingston P&P Office |
| 4 WATCH West – Warm Springs | 18 Alpha House Prerelease Center | 26 Hamilton P&P Office | 39 Billings P&P Office |
| 5 Connections Corrections Program (CCP West) | 19 Passages:
Prerelease Center
Assessment, Sanction & Revocation
Center (ASRC)
Alcohol & Drug Treatment (ADT) | 27 Great Falls P&P Office | 40 Hardin P&P Office |
| 6 Sanction, Treatment, Assessment & Revocation
Center (START) | 20 Pine Hills Correctional Facility
– Youth & Adult :
Young Adult Treatment Center
Assessment Center
Alcohol & Drug Treatment (ADT)
Jail Hold Unit | 28 Cut Bank P&P Office | 41 Miles City P&P Office |
| 7 Butte Prerelease Center | | 29 Lewistown P&P Office | 42 Glendive P&P Office |
| 8 Connections Corrections Program (CCP East) | | 30 Shelby P&P Office | 43 Glasgow P&P Office |
| 9 Gallatin County Reentry Program | | 31 Kalispell P&P Office | 44 Havre P&P Office |
| 10 Riverside Special Needs Unit | | 32 Libby P&P Office | 45 Sidney P&P Office |
| 11 Elkhorn Treatment Center | | 33 Polson P&P Office | |
| 12 Helena Prerelease Center | | 34 Thompson Falls P&P Office | |
| 13 Great Falls Prerelease Center | | 35 Helena P&P Office | |
| 14 Great Falls Regional Prison | | | |
| | 21 Dawson County Correctional Facility | | |
| | 22 WATCH East – Glendive | | |

State - owned Facility

Contracted Facility

Probation & Parole Offices

POPULATION OVERVIEW: COUNTING CORRECTIONS

By the Numbers

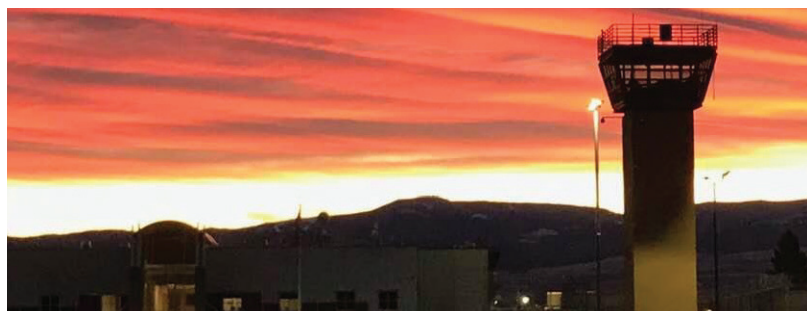
- The incarceration rate per 100,000 people in Montana was 450 in FY18 compared with the national average of 473.
- About 75 percent of Montana offenders are supervised in the community by probation officers or at community facilities including assessment, treatment and prerelease centers.
- The average age of adult offenders supervised by the DOC is 39.8 years.
- The DOC's offender population is 79 percent white, 18 percent Native American or Alaskan Native, 2 percent Black, and 1 percent Asian or Pacific Islander.
- The average daily population of juvenile males in custody of the DOC in FY20 was 22, with an average daily juvenile female population of 9.
- The top five counties by number of convictions in FY2020 were Yellowstone, Cascade, Missoula, Lewis and Clark, and Gallatin.
- The top offense for males and females in FY2020 was criminal possession of dangerous drugs, followed by criminal endangerment and theft.
- The average cost/day to house a male offender at Montana State Prison is \$114.53, and that cost is \$116.17/day at Montana Women's Prison. Regular community supervision of an offender costs about \$6.41 a day.

Census 2020

The DOC made its Census 2020 submission to the U.S. Census Bureau on April 1, 2020, logging a total of 1,946 offenders in its secure facilities on that day — 1,729 male and 217 female.

Those numbers include the department's incarcerated population from Montana State Prison (including Riverside Special Needs Unit), Montana Women's Prison and Pine Hills Correctional Facility. Offenders under the department's supervision who were being held in regional and county jails, contract prison facilities, assessment, treatment and prerelease centers and more on Census day were counted at those locations.

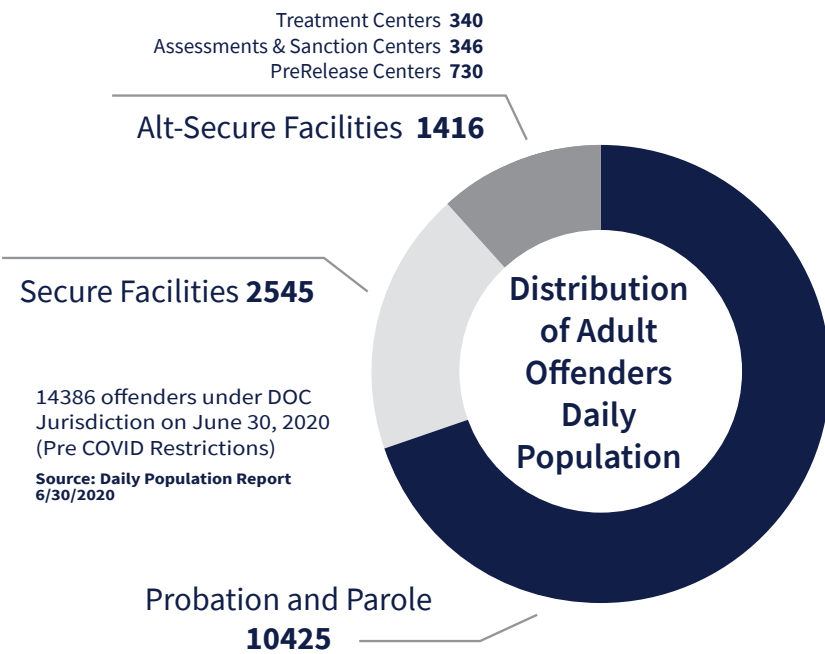
The 2020 Census marked the first time the DOC submitted incarcerated population information to the U.S. Census Bureau using an electronic process.



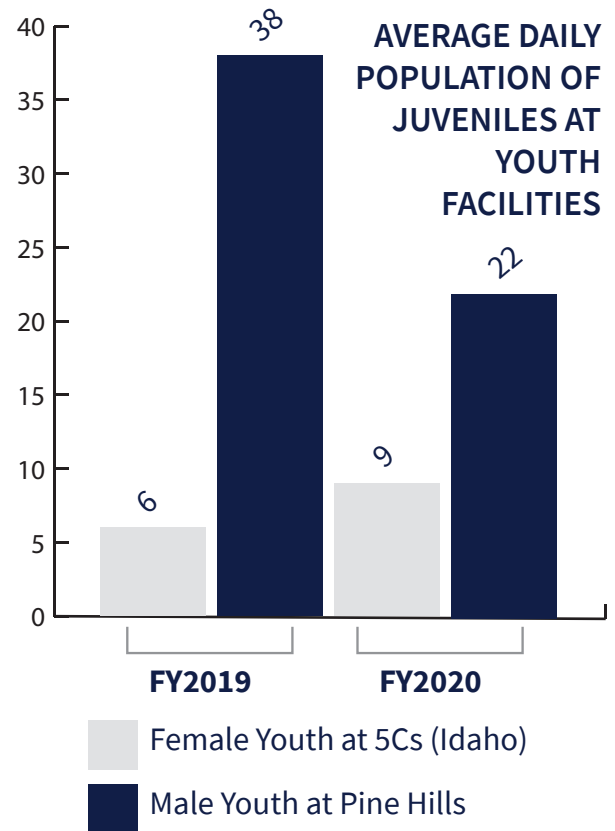
Top 10 Offenses for Male and Female Offenders FY2020

	Males	Total
1	Criminal Possession of Dangerous Drugs	826
2	Criminal Endangerment	384
3	Theft	293
4	Driving Under Influence of Alcohol or Drugs -- Penalty for Fourth or Subsequent Offense	250
5	Burglary	177
6	Assault With a Weapon	118
7	Strangulation of a Partner or Family Member	100
8	Partner/Family Member Assault	86
9	Criminal Possession with Intent to Distribute	74
10	Failure to Register as Sex or Violent Offender	73

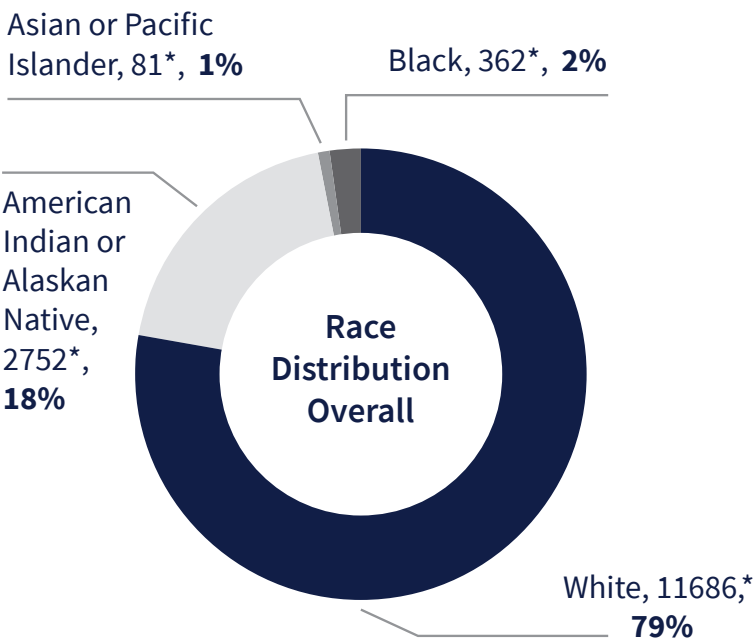
	Females	Total
1	Criminal Possession of Dangerous Drugs	453
2	Theft	86
3	Criminal Endangerment	85
4	Driving Under Influence of Alcohol or Drugs -- Penalty for Fourth or Subsequent Offense	45
5	Criminal Child Endangerment	36
6	Criminal Possession with Intent to Distribute	32
7	Burglary	29
8	Criminal Distribution of Dangerous Drugs	25
9	Forgery	21
10	Bail Jumping	20



The majority of adult offenders in Montana are under the supervision of Probation and Parole in Montana communities, or at assessment, treatment or prerelease centers.



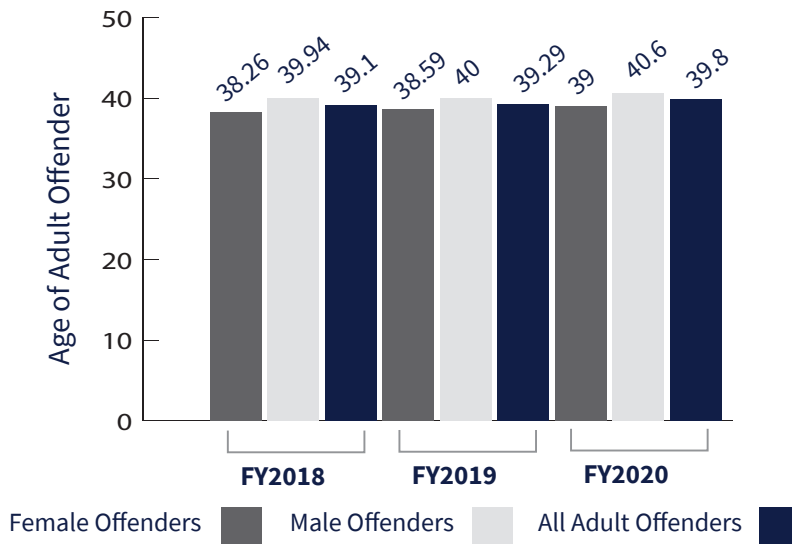
In general, the number of juvenile offenders under the custody of the DOC is declining.



*These numbers do not include Interstate Compact offenders



Average Age of Adult Offenders Under Supervision of the Montana Department of Corrections

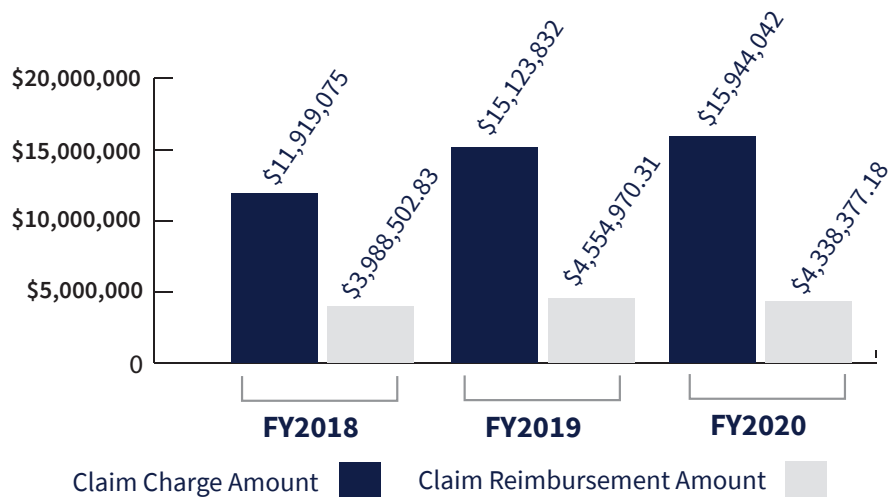


The average age of adult offenders is increasing over time, resulting in greater health care needs. More than half the offender population at MSP is 45 years and older. In FY2006, the average age of adult offenders was 35.8 years.

Secure Facility Death by Age/Cause Summary FY 2015 to 2020

	18-24	25-34	35-44	45-54	55-64	65+
Accident	0	0	1	0	0	0
Homicide	0	0	0	0	0	0
Natural Causes	0	1	2	8	17	29
Suicide	0	2	3	0	0	1
Total	0	3	6	8	17	30

Medicaid Claims and Reimbursements



Along with an aging prison population comes significant, health-related costs as demonstrated in the chart illustrating Medicaid claims and reimbursements. Sadly, this is also reflected in mortality within this population, with 86 percent of deaths occurring in individuals 45 years and older. Medicaid does not cover most medical costs for inmates in a prison setting.



Funding the Landscape of Corrections

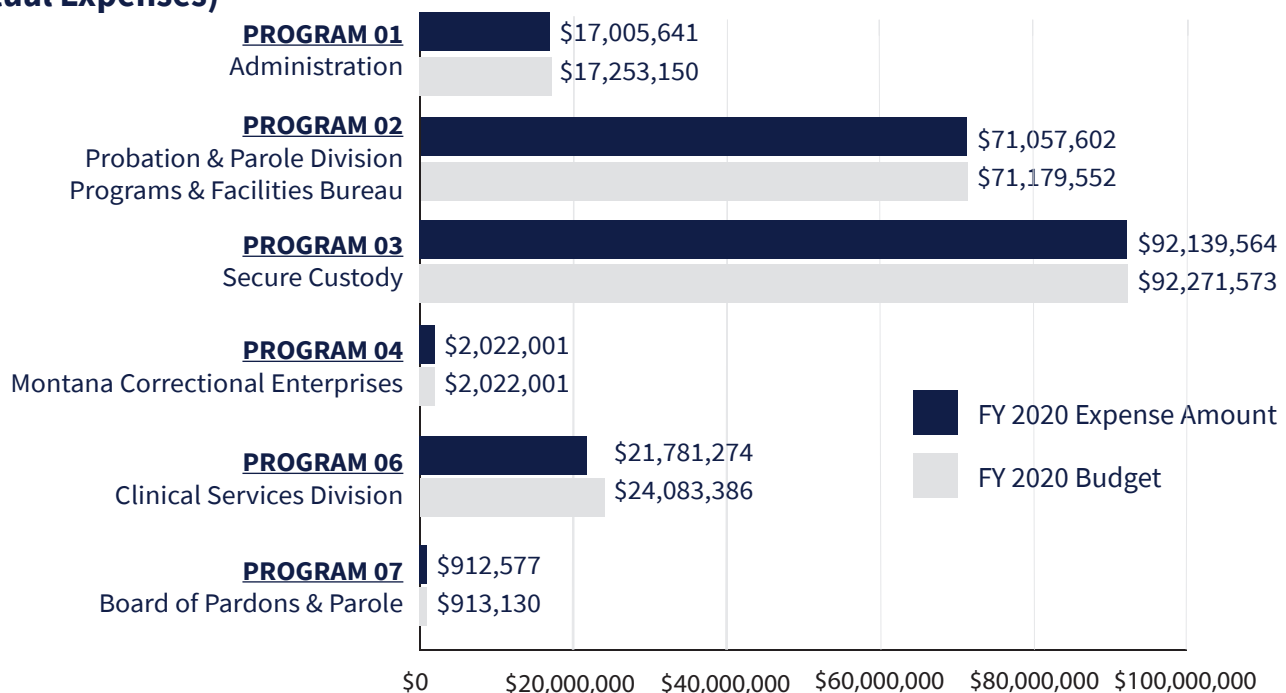
The department's leadership is committed to meeting the DOC's public safety goals in the most efficient and cost-effective manner possible for Montana taxpayers. We understand the numerous demands on the state's general fund and make it a priority to live within the department's budget now and in the future. To help ensure that, the DOC right sized the agency in 2018 to better align our resources with the department's needs. DOC re-organized at the top, eliminating management positions in Helena to establish a sleeker, more effective upper management team. We adjusted staffing and programming throughout the state, so it better matched the needs of our aging prison population. We reduced the average daily population of our offenders in county jails from almost 500 per day to less than 250 per day. These measures helped compensate for growth in other areas this biennium, such as the increasing cost of prescription drugs and overtime in prison facilities. For the first time in 11 years, the department did not seek a supplemental appropriation.

That said, the COVID-19 pandemic has resulted in many unexpected costs in the secure care facilities. Those include PPE, clinical supplies, additional staffing, overtime, etc. Many of these expenses were reimbursed through the federal Coronavirus Relief Fund, through the Governor's Office of Budget and Program Planning. As this report goes to print, that funding is set to expire on Dec. 30, 2020. At this point, we are on track to stay within our House Bill 2 appropriation. However, inaction by Congress to extend the expiration date for that relief funding may affect our ability to revert general fund dollars at the end of this biennium due to COVID-related costs incurred in 2021.

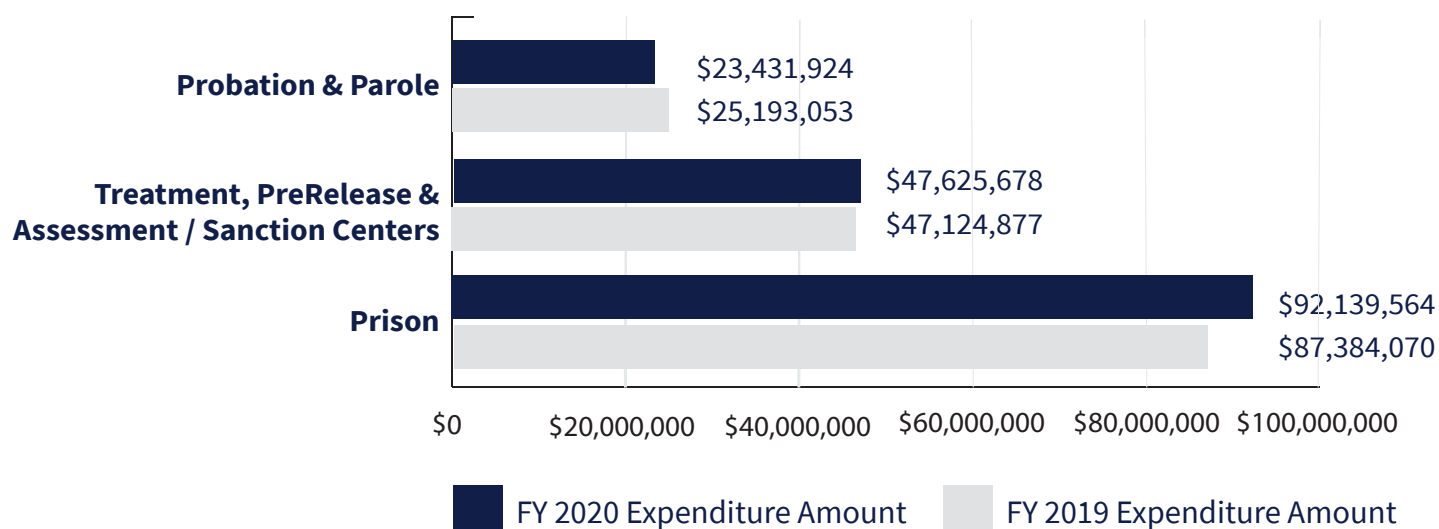
This biennium, the department completed a master plan for our facilities. The biggest fiscal challenge remains aging prison facilities that were not designed to deliver programming and treatment. Those facilities will need to be replaced methodically to avoid wasting taxpayer dollars on repairs when replacement is a more fiscally sound solution.

At the end of the day, fiscal efficiency and public safety needs are best met when fewer people enter or re-enter the criminal justice system. With that in mind, we continue to focus on evidence-based programming and practices to reduce recidivism.

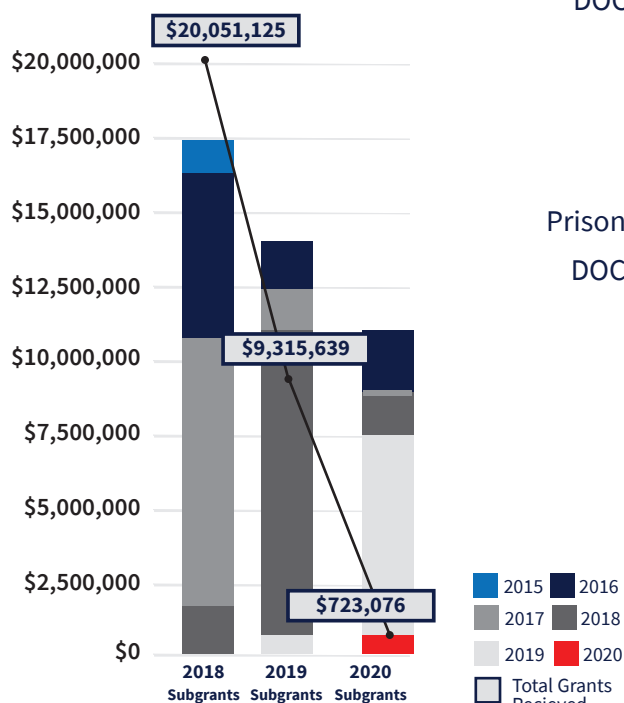
2020 Budget Distribution to Programs (Actual Expenses)



Budget Expenditures by Offender Supervision Program



Montana Board of Crime Control Pass-through Grants (By Fiscal Year)



Pass-through grants managed by the Montana Board of Crime Control are often multi-year awards, so the chart illustrates the flow of those grants as they are dispersed over time. The graph above does not represent distributions that occurred in FY21, including Coronavirus Emergency Supplemental Funding. Also note, the chart represents a decrease in the amount of federal funds available for disbursement through MBCC.

County Jail Average Cost Per Stay

	Female FY19	Female FY20	Male FY19	Male FY20
Prison Commit	\$2,651	\$3,614	\$851	\$1,414
DOC Commit	\$1,092	\$1,257	\$851	\$864

County Jail Cost Per Day

	Female FY19	Female FY20	Male FY19	Male FY20
Prison Commit	\$77.98	\$78.57	\$77.36	\$78.58
DOC Commit	\$77.98	\$78.57	\$77.36	\$78.58

Cost per day in the above charts includes not only the per diem rate set by the Montana Legislature (\$69 in FY19, \$69.31 in FY20), but also administrative costs and outside medical costs



Managing Corrections During a Pandemic

It wasn't a question of if COVID-19 would reach Montana; it was when. As soon as headlines from throughout the world began to indicate the virus would not bypass the United States, DOC staff focused attention on what measures could be implemented to ensure the health and safety of staff and offenders. Fortunately, the department's mobilization to manage the crisis was swift, and the effects of COVID-19 have been less damaging within Montana's offender population than they were for departments of corrections in other states.

Proactive Measures

Recognizing its population at greatest risk from the virus was offenders in Montana prisons, the DOC invested significant effort to keeping COVID-19 out of those facilities. The department looked to its Clinical Services staff, the Montana Department of Public Health and Human Services (DPHHS), local health departments, the Centers for Disease Control and Prevention's Interim Guidance on Management of Coronavirus Disease 2019 in Correctional and Detention Facilities, and other departments of corrections for best practices and advice in its virus response. Safety measures included:

- Ongoing education of staff and offenders about how to recognize the symptoms of COVID-19, and how to prevent the spread of the virus through good personal hygiene, social distancing, and use of personal protective equipment.
- Increased cleaning and disinfection efforts at facilities.
- Provision of cloth face masks for offenders and staff members to wear. Mandatory mask use for DOC employees inside secure facilities.
- Daily screening and temperature checks of staff members as they arrive at work.
- Suspension of in-person visitation.
- Sentinel and symptomatic testing for COVID-19.
- Directive from Governor Steve Bullock halting offender movement and requiring the DOC and Montana Board of Pardons and Parole to review cases of at-risk offenders meeting criteria for early release.

The department also took measures to protect its employees and offenders who did not work or reside within secure facilities. Office staff who could do so began working from home, where phone calls, Zoom meetings, and more became common methods to communicate with co-workers. Adaptability on the part of the department has been pivotal to managing this new correctional landscape.





Finding Solutions

There is no question COVID-19 brought a myriad of unique problems as it swept into Montana, affecting every facet of the way the department accomplished its daily work. Having the tenacity and vision to find solutions to those has been key to the DOC's success in responding to the pandemic.

"The department was proactive and aggressive in the very early stages when it came to developing a plan for COVID, which included early screening, education, testing and review of offender movement. The staff worked tirelessly to ensure the medical needs of the offenders were met and that staff members stayed healthy."

*– Connie Winner, Administrator,
Clinical Services Division*



COVID TIMELINE

March 2, 2020
COVID-19 education of staff, inmates begins

March 13, 2020
In-person visitation suspended

April 1, 2020
Governor suspends inmate movement, provides parameters for BOPP early release

April 22, 2020
Governor reopens state Phase 2

June 9, 2020
MWP inmate tests positive for COVID-19

October 15, 2020
MSP inmate tests positive for COVID-19

October 26, 2020
Montana Army National Guard begins deployment at MSP

March 10, 2020
Screening of arriving inmates begins, quarantine of out-of state arrivals

March 19, 2020
Daily staff screening at DOC facilities begins

April 2020
MCE begins manufacturing PPE

April 2020
MBCC begins taking applications for Coronavirus Emergency Supplemental Funding

May 2020
DOC begins sentinel testing of staff and inmates

June 2020
DOC receives CARES Act funding to assist with cost of managing COVID-19

October 24, 2020
MSP sees first COVID-19 -related inmate death

November 18, 2020
Montana Army National Guard concludes deployment at MSP



COVID-19

Continued



COVID-19 PPE PRODUCED

Production through FY20

PPE PRODUCT	# of items
Disposable Shoe Covers	1,450
Disposable Head Covers	1,675
Disposable Gowns	1,950
Face Shields	1,800
Inmate Sneeze Guards	9,331
Staff Sneeze Guards	4,700
N95 Fabric Covers	500
3D Masks	950
Social Distancing Floor Decals	250
Social Distancing Signs	150
Covid Plexi-Shields	150
Total PPE for FY20	22,906

Personal Protective Equipment PPE

The DOC was not immune from the global PPE shortage. Clinical Services staff worked closely with Montana Disaster and Emergency Services to obtain supplies and scoured the market for available PPE. Staff even connected with Montana schools with 3-D printers to purchase masks for use with N95 filters. To help meet the ongoing need for PPE, inmate workers at Montana Correctional Enterprises (MCE) rose to the occasion by shifting their production efforts to manufacturing cloth masks, face shields, shoe covers, head covers, gowns, mask covers, and even masks for use with N95 filters. Fulfilling the DOC's PPE needs was MCE's top priority; once that task was accomplished, the team turned its attention to producing PPE for health care centers, law enforcement, and more.

“Manufacturing utility PPE at our facilities seemed like a logical solution. We have knowledgeable staff, talented inmate workers, and the overall ability to be versatile in our operations.”

-Gayle Butler, Administrator, MCE



Managing offender movement

Defending against COVID-19 outbreaks in DOC-run and DOC-contract facilities was challenging on numerous levels. While Governor Bullock provided authority to the department through his April 1 directive to halt offender movement among facilities to protect staff and offender health, it didn't come without consequences. As the department ceased moving offenders from local detention centers, population numbers in those facilities continued to climb, pushing their capacity limits. While the department knew suspending transport was the correct choice and the best way to avoid introducing the virus into a facility, it couldn't be a long-term solution.

Through collaboration among department staff, the Montana Department of Public Health and Human Services, and local health departments, the DOC established a transport plan to help ease the pressure on county detention centers. The framework for that plan included availability of quarantine space at DOC facilities; investigation of virus activity in the community/detention center of origin; offender screening at the facilities of origin and on arrival at DOC facilities; and adherence to COVID-19-related transport protocols, including use of PPE. The DOC's Clinical Services staff played an integral role in this process by reviewing proposed transports prior to movement and placing holds on those determined to present an unacceptable level of risk. Addressing the challenge of decreasing the number of state offenders being held in local detention centers during this pandemic is ongoing, and the department appreciates the patience and assistance of Montana sheriffs in that process.

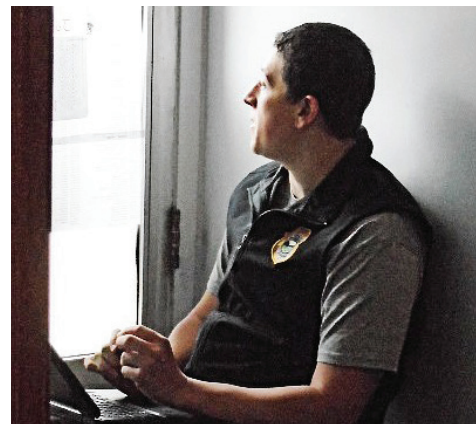
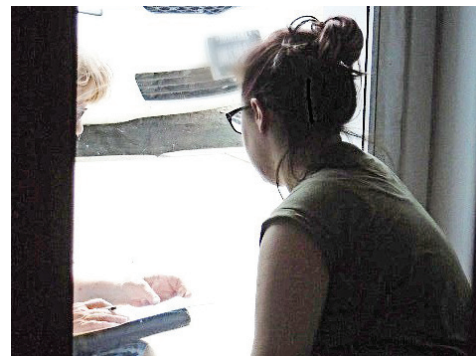
Impacts to community correctional facilities, residents

While offender populations at local detention centers hovered at capacity as transports halted, DOC-contracted treatment and prerelease facilities watched their populations decline. Also, as was the case with workers nationwide during the pandemic, some prerelease residents were laid off from their jobs in the community, leaving them without the necessary resources to make required payments to the facilities for room and board. To assist, the DOC's Programs and Facilities Bureau injected \$1.3 million (as of June 30, 2020) in subsistence payments through CARES ACT funding to the treatment and prerelease facilities to help those entities manage the revenue lost due to

the decline in offenders moving into the facilities. In addition, the department delivered \$59,523 to offenders throughout the system to help pay for room and board as they sought new employment.

Supervising offenders in the community

Despite the risk associated with COVID-19, the department's commitment to keeping members of the public safe remained paramount. Because Probation and Parole officers could no longer meet in their offices with offenders on community supervision, they adopted the same tools being used in offices everywhere to perform many of their duties — cell phones, Zoom and more. Offender tracking equipment also played an important role in this effort. Of course, nothing completely replaces face-to-face visits with offenders in need, or at risk of violating the terms of their supervision. As a result, the parole officers also took to the streets in their PPE to conduct regular socially distanced check-ins.



Probation and Parole officers at the Sidney office got creative when it came to COVID-19-compliant, face-to-face meetings with offenders under their supervision — they set up a drive-thru window.

COVID-19

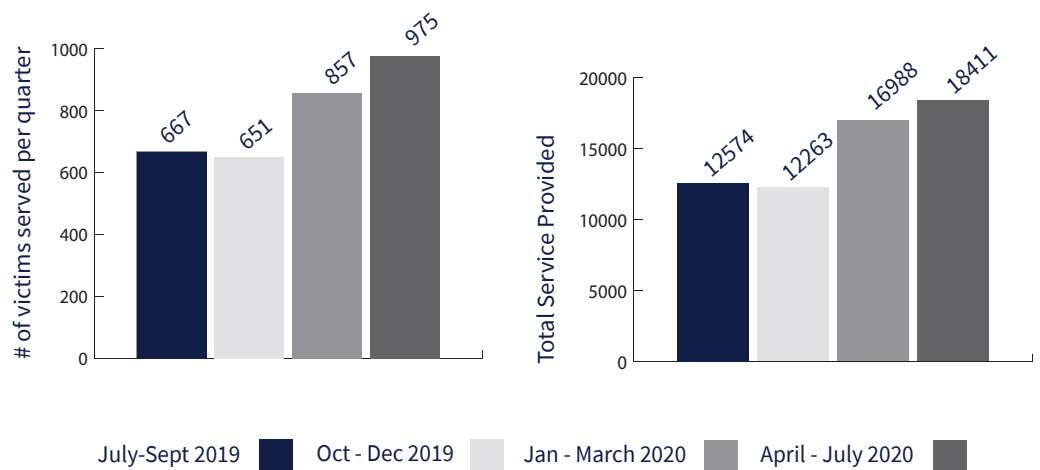
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A helping hand

At the same time as most Montanans struggled to adjust to the “new normal” presented to them by the COVID-19 pandemic, victims of crime also faced considerable uncertainty in their lives. While the DOC and Governor’s Office were inundated with calls from family and friends concerned about the health and safety of their incarcerated loved ones, the department’s victim liaisons managed a sharp increase in the number of requests for assistance they received from the victims of crime. For many victims served by the DOC, the possibility their offenders could be released from prison or prerelease early due to at-risk status related to COVID-19 resulted in new trauma. Fortunately, the DOC’s seven-person Victim Services team was on call and trained to help these victims through the crisis through phone calls, Face-Time, Zoom and more.



Victim Services Program Activity



The Victim Services program saw increased usage by Montana victims of crime whose offenders are under the supervision of the DOC, partially resulting from stress caused by COVID-19.

“Providing services to our victims of crime is always a fast-paced and stressful job but is also extremely rewarding. Through our work, we connect with so many courageous and resilient people who just need a little help to overcome their trauma. It’s our honor to help them in their time of need so they can regain control of their lives and successfully move forward.”

– Jamie Rogers, Program Manager, DOC Victim Services

COVID-19 Relief Funds

As to be expected, the pandemic placed significant pressure on the department's budget as employee overtime increased, equipment purchases jumped to allow employees to work from home, and more. When the CARES Act made COVID-19 Relief Funds available through the Governor's Office, the DOC received funds to boost the department's health emergency preparedness in the field and response at its state-owned and state-contracted facilities.

COVID-19 MITIGATION PURCHASES INCLUDED:

Whole-room disinfectant machines; standard disinfectant machines; telemedicine units; infrared, no-contact thermometers; handwash stations; remote blood pressure stations; transport vehicles for moving offenders among facilities (capable of isolating driver from patients); small transport vehicles for moving offenders from units to infirmary (capable of isolating driver from patients).



A correctional officer at MWP uses one of the handwashing stations purchased with COVID-19 Relief Funds.

COVID-19 Relief Fund Usage as of June 30, 2020



Personal Services - P&P Staff Pay
\$2,758,870



Cleaning & Disinfecting - Supplies
\$87,342



Personal Protective Equipment
\$87,342



Telework - Supplies
\$40,893



Contract Facility Subsistence Payments
\$1,300,641

Total Cost
\$4,323,308

COVID-19 Sentinel Testing Conducted at DOC Facilities (as of June 30, 2020)

Inmates: 659 Positive: 1

Staff: 179 Positive: 1

Sentinel testing (testing of asymptomatic individuals) started in secure DOC facilities in late May. That effort was, for a period of time, limited by availability of test kits and capacity at testing facilities.



JUSTICE REINVESTMENT

Implementing a New Vision of Criminal Justice for Montana

In 2017, the Montana Legislature passed a package of bills that reformed Big Sky Country's criminal justice system. The goals were to reduce future costs to state and local taxpayers and improve outcomes for individuals in the system while maintaining public safety in our communities. Like states across the country and the federal justice system, Montana found the status quo of expanding jails and prisons to be costly and less effective than thoughtful, targeted interventions aimed at ending the cycle of incarceration. But changing a system as large and complex as the justice system is not easy and is not done overnight. The policies affected every facet of the system, from creating a pre-trial diversion program aimed at reducing jail crowding, to professionalizing the Montana Board of Pardons and Parole to facilitate structured decision making. Many of the policies affected the Montana Department of Corrections and, almost three years into this effort, the department continues to make great strides in the implementation of key facets of the initiative.

SB59

- Create a pretrial program – Office of Court Administrator
- Create prosecution diversion grant program – Montana Board of Crime Control
- Establish Criminal Justice Oversight Committee – DOC
- Report on criminal justice reinvestment impacts - DOC
- Adopt a program evaluation tool, conduct evaluations – DOC
- Adopt an incentives, interventions grid to guide community supervision of offenders – DOC

SB60

- Revised presentence investigation laws to expedite presentence investigations and use of evidence-based practices in sentencing – DOC

SB62

- Certification of peer support specialists – increase the capacity of behavioral health care providers by certifying behavioral health peer support specialists – behavioral health providers

SB63

- Revised processes for supervising offenders in the community using sanctions and focusing probation resources on offenders who pose the highest risk of reoffending – DOC

SB64

- Established a professional parole board and instituted structured parole guidelines – DOC

SB65

- Increased access to housing for offenders returning to communities after incarceration by allowing the DOC to provide housing assistance, and creating a supportive grant program to be administered by the Montana Board of Crime Control – DOC, Montana Board of Crime Control

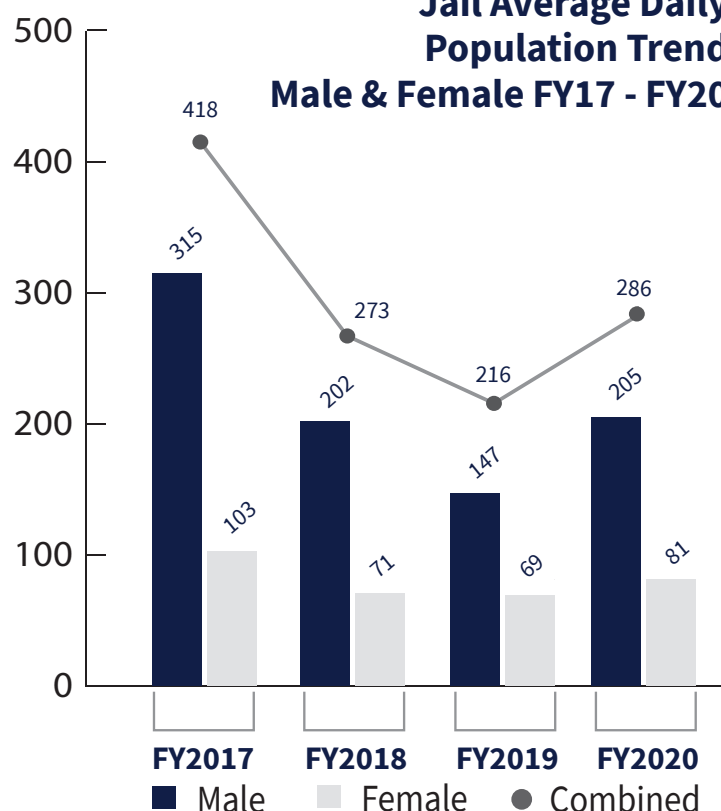
SB67

- Improved quality and quantity of services provided by domestic violence intervention programs through funding from the Montana Board of Crime Control to courts – Montana Board of Crime Control, courts

HB133

- Reduced penalties for some nonviolent offenses to allow additional use of pretrial services and deferred prosecution programs – Montana law enforcement, courts

**Jail Average Daily Population Trend
Male & Female FY17 - FY20**



Before the pandemic, and the resulting decline in prisoner movement, the DOC had drastically reduced the average daily population of sentenced felony offenders in county jails, leaving more room for local jail administrators to manage their own pre-trial populations.

The main policy goals of the 2017 Justice Reinvestment suite of bills were:

- To reduce jail populations in Montana
- Improve effectiveness of incarceration
- Support offenders in the community

There are many stakeholders across the criminal justice system involved in implementation of the statewide justice reinvestment initiative. DOC continues to work in partnership with the judicial branch, DPHHS, behavioral health providers, local jurisdictions, tribal entities, the Montana Board of Crime Control, the Montana Board of Pardons and Parole, and many others.

ASSESSING RISK AND NEEDS:

One size does not fit all

Crucial to Montana's justice reinvestment goals, an offender must receive the type of supervision and programming that provides the best outcomes possible for that individual. To establish a foundation for this work, the department partnered with the University of Cincinnati to identify appropriate tools for measuring an offender's needs and level of risk. The tools selected, the Montana Offender Reentry and Risk Assessment (MORRA) and Women's Risk and Needs Assessment (WRNA), are standardized and validated evidence-based instruments used to:

- Assess the probability of an offender recidivating
- Identify risk factors and criminogenic needs to guide and prioritize programming
- Enhance sharing of offender information
- Assist in the efficient allocation of resources while an offender is under department supervision.

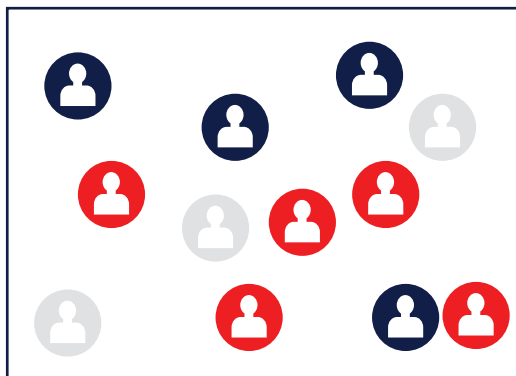
The MORRA and WRNA have been validated. The DOC will norm the tool on Montana's offender population once a statistically sufficient number of assessments have been performed in the state.

RECIDIVISM: *Recidivism is defined as a return to prison, for any reason, within three years of leaving.*

By using the MORRA and WRNA, the DOC can determine offenders' unique risks and needs and match them with programming targeted at addressing those issues, the level of supervision appropriate to help keep offenders on track, and ultimately, reduce their risk of recidivism. As an extension of these assessments, the DOC is able to better allocate resources, like probation and parole officers, based on level of risk for recidivism.

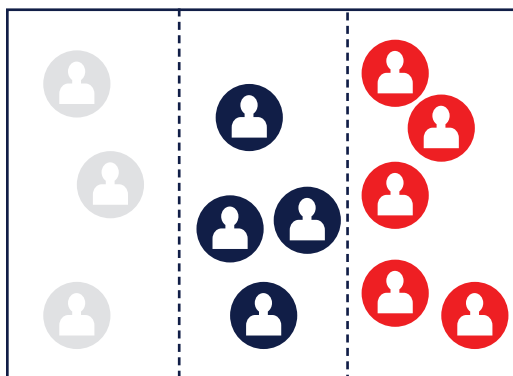
The Risk Principle - focus the most intensive resources on individuals most likely to commit crime to have the largest impact on recidivism

Without Risk Assessment...



All Risk Levels

With Risk Assessment...



Low Risk Medium Risk High Risk



JUSTICE REINVESTMENT

Continued

Evaluating effectiveness of programming

Essential to offender success is the efficacy of programming offered by the DOC and its partners. Research has shown that, absent an evidence-based intervention, an individual is no less likely to commit a crime upon his or her release from prison. Prison itself does not change behavior. As part of the department's shift to evidence-based programming, the DOC focuses on factors including meta-analysis from multiple studies, recommendations from national clearinghouses and program registries, and the Correctional Program Checklist (CPC), to ensure curriculum is rooted in proven best practices. The CPC, selected by the DOC as a measurement tool through consultation with the University of Cincinnati, considers the following components:

- Adherence to risk, need, responsivity
- Cognitive-behavioral programming
- Role playing to practice new skills
- Standard completion criteria

As part of its commitment to providing offenders with the most effective, evidence-based programming possible, the department has worked diligently to inventory programming at its facilities and those of its partners. Referring to the criteria above, the department's Evidence-Based Programming Committee, in cooperation with the DOC's Quality Assurance Unit, evaluates curriculum and determines whether it qualifies as evidence based. Currently, the department offers about 20 different, evidence-based programs at its facilities designed to address substance use disorders, anger management, cognitive restructuring and more.

Evidence-based programs (EBP) use research and the best available data to guide policy and practice decisions. By focusing on programs shown to be effective through research, the department can expect to improve outcomes for offenders and their victims. This ensures taxpayer resources are spent on the programs with the best outcomes.

To preserve the integrity of programming at DOC-run and contract facilities, the department's Quality Assurance Unit reviews programming on a regular basis. The unit enforces standards to ensure programs are using best practices for reducing recidivism, including focusing on highest-risk individuals, adhering to evidence-based or research-driven practices, and integrating opportunities for ongoing quality assurance

and evaluation. Training and evaluation of staff members who deliver the programming is ongoing to make certain DOC programming continues to meet the level of quality and fidelity necessary to facilitate offender success.

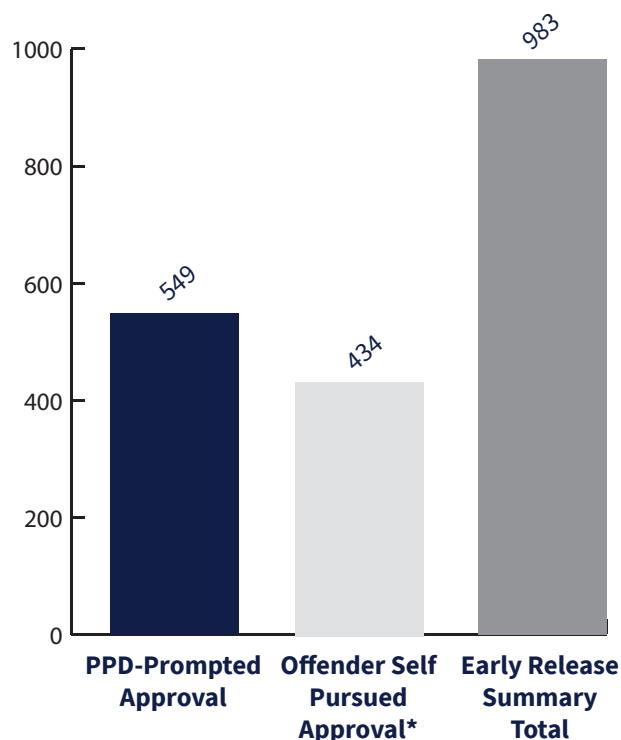
COMMUNITY SUPERVISION:

Incentives and interventions directed at offender success

The DOC has reshaped its community supervision structure to focus on individual case management rather than a one-size-fits-all philosophy. To accomplish this, the department:

- Assesses individuals based on their level of risk to re-offend and focuses supervision on the highest-risk offenders.
- Emphasizes the offenders' needs for programming as they relate to stressors that cause criminal behavior such as criminal history, antisocial attitudes, values and beliefs, substance use, and more.
- Evaluates offenders' responsivity to deliver programming based on their learning style, motivation and more.

Early Release Summary FY 2020



**Both CDFS and Early Termination*

Providing offenders with clear goals and consequences is as important when they are supervised in Montana communities as when they are incarcerated. By employing the use of the Montana Incentives and Interventions Grid (MIIG), officers in the DOC's Probation and Parole Division approach supervision of offenders in a consistent manner that encourages accountability and long-term behavioral change.

Incentives, as they pertain to the MIIG, are just that – acknowledgement and encouragement for adhering to requirements of supervision in the community. Those incentives may range from something as simple as a verbal acknowledgement by a Probation and Parole officer to an offender for attending a support group, to something as life-changing as having a Probation and Parole officer request a conditional release from supervision for an offender for demonstrating consistency in pursuing a recovery-oriented lifestyle. Interventions, on the other hand, serve as a tangible reminder to offenders that consequences exist for making bad choices. For example, an offender who gets terminated from employment may expect to receive a written reprimand from his or her supervising officer; whereas an offender who repeatedly violates the conditions of supervision would be placed on the intensive supervision program or have his or her parole revoked.

The responses to offender behavior, both positive and negative, are graduated and consider the offender's risk level for recidivating, as well as mitigating or aggravating circumstances. The MIIG provides Probation and Parole officers a roadmap to manage offender behavior in the community and incorporates a variety of options other than jail or prison, including increased drug testing and treatment. However, certain actions by an offender may have dire consequences; an officer who is supervising a sex offender who refuses to participate in sex offender treatment will request the county attorney to file a petition to revoke. The grid also directs officers to focus more staff resources on those individuals who are at the greatest risk of re-offending.

This shift in philosophy required a tremendous effort by department staff, and Montana communities are only just beginning to see the true benefit of this commitment to ensure the success of our offenders in supervisory environments best suited to their individual needs. An offender's success in the community is dependent on community resources including housing, transportation, employment, behavioral health treatment, and more. Maintaining these resources is critical. The DOC's Probation and Parole staff work diligently to maintain relationships with employers, landlords, and others in the community to help make re-entry as smooth as possible.



“The MIIG provides people on supervision a map of the positive and negative outcomes of behavior. The person can see the road they are on and choose a different outcome. The MIIG provides a common language for communication between probation officers and the people they supervise.”

Bureau Chief Kim Lahiff,

Probation and Parole, Regions 1, 3, and 5



PRE-SENTENCE INVESTIGATION (PSI) REQUESTS

All Regions

FY19	FY20	Total Requests
3612	2923	Complete
5	49	Overdue

FY19	FY20	Average Days
36	26	Complete
622	173	Overdue

The reduction in completion times for pre-sentence investigations over the biennium contributed to a decrease in jail hold populations. The most frequent factors contributing to overdue PSIs include non-compliance by the defendant (failing to appear for interviews or delays in returning necessary questionnaires). Also should an offender receive new charges, abscond, etc., the PSI request remains open, thus showing as overdue.

PAROLE BOARD MEMBERS:

Annette Carter (chairwoman), Renee Bauer, Kristina Lucero, Darrell Bell, Brad Newman

JUSTICE REINVESTMENT

Continued

MONTANA BOARD OF PARDONS AND PAROLE:

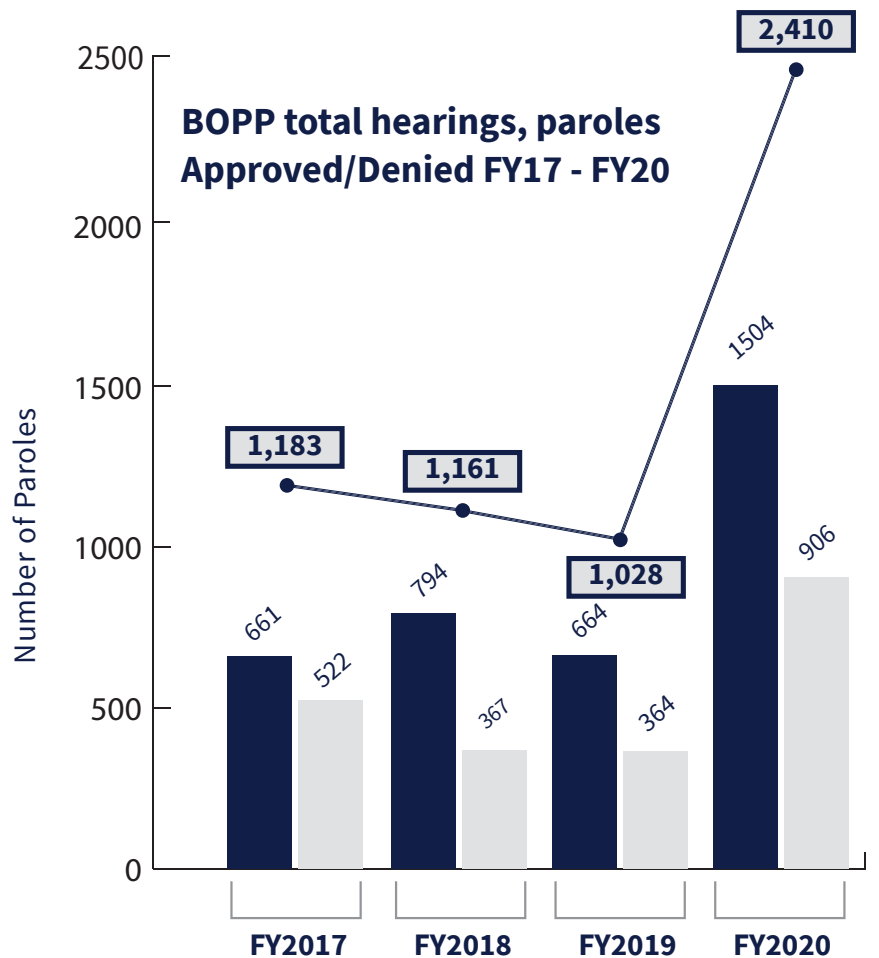
Keeping the system in motion

An important element of the justice reinvestment initiatives was to ensure movement of offenders in and out of prison occurs in a coordinated, consistent, and timely manner. To help accomplish that task, legislators determined the Montana Board of Pardons and Parole should be a professional, full-time board comprised of five members appointed by the governor.

With public safety as its overarching priority, the board developed administrative rules to structure and guide parole decisions and release conditions. The guidelines must include consideration of 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
- Offense severity

The board was also instrumental throughout the COVID-19 pandemic as it, with assistance from the DOC, reviewed the files of hundreds of offenders to determine whether they might qualify for early release as defined by Governor Steve Bullock in his April 1, 2020 directive. As of the end of FY20, four offenders had been granted early release related to COVID-19.



Total Hearings  Total Denied  Total Approved 

Statutes changed in 2017 to require all non-violent offenders be seen annually by the BOPP, accounting for some of the increase in number of hearings reflected on the chart. The professionalization of the board also contributed.

CRITERIA FOR CONSIDERATION FOR COVID-19 EARLY RELEASE

- Inmates age 65 or older
- Inmates with medical conditions that place them at high risk during this pandemic or who are otherwise medically frail
- Pregnant inmates
- Inmates nearing their release date

**Inmates considered must not pose a public safety risk and can have medical and supervision needs adequately met in the community.*



TRANSITIONAL ASSISTANCE, RENTAL VOUCHERS:

Providing stability for offenders in the community

One significant factor in individuals not being paroled is their inability to secure appropriate housing in the community. It is less costly for the taxpayer to help with housing transition for a limited time than it is to continue to pay for someone's continued incarceration at Montana State Prison at an average of \$114.53 a day. To assist with that transition, the DOC has two funds available to help eligible offenders with housing costs:

Transitional Assistance fund is used to provide offenders with financial assistance for expenses they will encounter as they transition to, or while they are on, community supervision. Eligible expenses include rental deposits, rent, transportation costs, treatment costs, emergency housing, and room and board assistance at prerelease centers for those offenders with specialized circumstances. These funds, \$400,000 annually, are available for any offender in DOC custody or under the department's supervision.

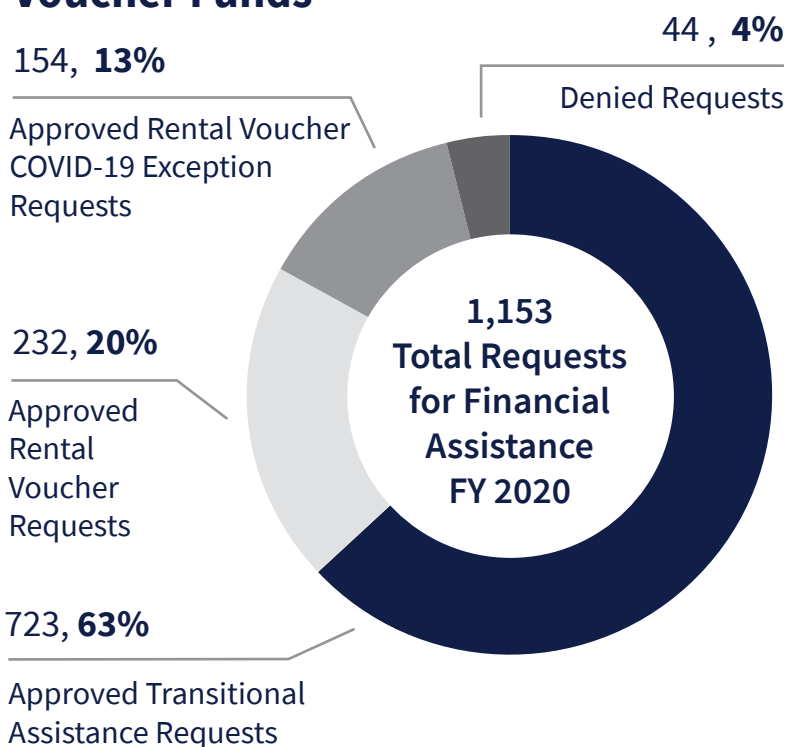
Rental Voucher fund is used to assist parolees with rent for a maximum of three months. The fund is codified in 46-23-1041, MCA, which was enacted during the 2017 Legislative Session. Although the fund was placed into law in 2017, it wasn't funded. As such, the department was unable to implement a rental voucher program at that time. In the 2019 session, however, the legislature provided \$200,000 per year for rental vouchers. The DOC adopted ARM 20.13.108 to clearly define offender eligibility and allowable expenses. The statute limits this type of assistance to parolees. However, as part of Governor Bullock's April 1, 2020 directive relative to the DOC and COVID-19, the governor allowed for the expanded use of rental voucher funds to assist with all housing-related expenses for offenders in all supervision categories. This directive indicated it would remain in effect for the duration of the state of emergency in Montana. Unfortunately, as has been the case nation-wide, offenders under the DOC's supervision, have been impacted by the pandemic, with many experiencing interruptions in employment.

Applications for both funds are processed through the Programs and Facilities Bureau by probation officers, institutional probation and parole officers, or case managers. To apply, offenders reach out to their supervising officer regarding application for funds. Eligibility

for funds is not mutually exclusive—it is possible for an offender to receive funds from the Inmate Welfare Program, Rental Vouchers, and Transitional Assistance, depending upon their circumstances. The department works with offenders on housing plans, so they can afford housing once rental voucher assistance expires. Restrictions exist related to how funds are paid—for example, payments aren't made directly to offenders, and no offender family members are eligible to receive payment, unless they are a legitimate landlord.

The department considers the half a million dollars paid out to assist offenders with their rent, a wise investment that facilitates offender success in the community and avoids the costs associated with more parole revocations.

Transitional and Rental Voucher Funds



FY 2020 Funds Approvals/Expenditures

Fund Type	Approved	Paid Out
Rental Vouchers	\$175,424.09	\$138,123.84
Transitional Assistance	\$410,471.81	\$323,148.18
COVID-19 Rental Voucher Exception	\$70,027.59	\$59,523.04
TOTAL	\$655,923.49	\$520,795.06

In FY20, the DOC distributed \$520,795 in transitional and rental voucher funds. Of that, \$59,523 helped Montana offenders effected by COVID-19 to pay for their room and board.

CRIMINAL JUSTICE OVERSIGHT COUNCIL MEMBERS

Kurt Krueger - Chair

Nate McConnell

Keith Regier

Barry Usher

Ryan Lynch

Marty Lambert

Ross Canen

Reginald Michael

Cynthia Wolken

Andrew Huff

Annette Carter

Peter Ohman

Kelsen Young

SK Rossi

Melissa Kelly

Amy Tenney



DOC: *Sharing our progress*

As the DOC has worked to implement the changes included in the justice reinvestment package, the department remains vigilant in its commitment to report that progress to legislators and all Montanans. Throughout the legislative interim, the DOC appeared regularly before the Montana Law and Justice Interim Committee to share information, as well as with the Criminal Justice Oversight Committee, the body created through the justice reinvestment legislation.

In addition, the DOC has expanded its methods for delivering information about the department's efforts to members of the public. Those include:

- Installation of a public-facing dashboard on the website. This dashboard allows members of the public to view daily population reports, and obtain general data related to offenses and sentences.
- Increased use of social media. Greater investment in the development of the department's Facebook, Twitter, LinkedIn and YouTube pages has increased opportunities for the DOC to share information about the good work the department does with a larger, varied audience.
- Redesign of the website (ongoing). The intent of this redesign is to make the website more user friendly by making regularly searched information easily accessible to visitors to the site. Also, improved esthetics, streamlined, organized content, and more, make the website more effective overall.
- Webmaster/Digital Content manager hired. This position allows the department to expand its communications opportunities farther into video and dynamic social media content to share the department's story with the public.
- Repurposed an existing FTE for use as a research analyst. The research analyst will focus on research, analysis, and evaluation services to deliver reports on program outcomes, population forecasts, and other processes for use by the department in planning, evaluating program effectiveness, and managing population trends.
- The department's Offender Management Information System (OMIS) was updated to capture new data related to these initiatives. This occurred over a period of time as policies, procedures, and processes were first developed and documented and delivered to IT for implementation. Some changes did not take long to implement while others are complex and will require more time.

As the department nears the end of its third year of implementing and operating under the direction provided through the justice reinvestment legislation, it is heartening to see its efforts falling into place and influencing positive outcomes for offenders. While there is more work to be done, and plenty more data to be collected to measure the department's success, it's clear we are building the foundation for a new era in corrections.

“We are proud to be making solid advancements toward breaking the cycle of incarceration and we fully expect this progress to continue. Our leadership and staff are invested, and we want to make a difference.”

– DOC Director Reginald D. Michael



JUSTICE REINVESTMENT

Continued

CAMPP MT: Evidence-based programming making a difference

While the Connecting Adults and Minors through Positive Parenting (CAMPP) experience at Montana State Prison looked different during a pandemic than when the idea was originally conceived, the program helped make valuable connections between children and their incarcerated parents.

“The goal of CAMPP is to help children cope with the challenges they face having an incarcerated parent, and to provide incarcerated fathers with a meaningful relationship with their children,” said Marisa Britton-Bostwick, education director at Montana Correctional Enterprises. “We are still working toward that goal, but because of the risk presented by COVID-19, we’re going about it virtually.”

Funded through a grant from the U.S. Department of Justice, the CAMPP’s evidence-based curriculum provided incarcerated fathers with instruction to develop parenting skills, better understand adverse childhood experiences and more. Children — many of whom are in foster care — also received support throughout the program to ensure positive reunification with their incarcerated parent if appropriate. Originally, CAMPP was scheduled to culminate with a counselor-led, three-day, family camp experience to be hosted on the Montana Correctional Enterprises ranch near Montana State Prison.

“We proceeded with most of our activities like guided letter writing and having the fathers record books that were sent to their children,” Britton-Bostwick said. “We also had supervised video visits with fathers and children. Some of them had never met until these visits.”

CAMPP organizers mailed curriculum boxes to participating children, and they had the opportunity to put the materials to use at “virtual camp” the week of Aug. 10-17, 2020. Fathers and children received matching boxes, so they could participate in activities together, facilitating the reunification process.

The children and fathers connected via Zoom to create vision boards, craft “All About Me Posters,” write in journals, learn how to garden (using a pot, soil, and seeds included in their curriculum boxes), and even performed in a virtual recital at the end of the week.

Fifteen families, including 36 children, participated in the CAMPP program.

Partners including the Montana Office of Public Instruction, Montana Department of Public Health and Human Services, Big Brothers and Big Sisters, and the University of Montana assisted with the program.

“I’ll tell you what it’s done for me and my kids. It’s given us a second chance at being a family.”

*—Jesse Harrison,
MSP inmate and father.*



RESTRICTIVE HOUSING

Expanding Offender Opportunities

As was the case in prisons throughout the nation, and in fact, the world, locked housing or solitary confinement was used throughout the decades as a means of managing the most dangerous and violent offenders in Montana prisons. Times have changed and Big Sky Country is making strides to transform its use of restrictive housing as punishment, to instead provide offenders the opportunity to influence their own circumstances while incarcerated.

Restrictive Housing: A placement that requires an inmate to be confined to a cell at least 22 hours a day.

HB763

Passed by the 2019 Montana Legislature, HB763 defined procedures and placed limits on secure housing for inmates who require separation from the general inmate population. The legislation stated secure housing may be used:

- as a response to the most serious and threatening behavior;
- for the shortest time possible; and
- with the least restrictive conditions possible.

The bill also delineated requirements for restrictive housing including admission and release, health and mental health treatment, staffing, step-down programs and more. The legislation included a one-time, \$150,000 appropriation from the state's general fund to support a portion of costs related to construction needs, along with an additional, \$50,000 appropriation from the general fund to implement data tracking related to the use of restrictive housing.

SETTING THE FOUNDATION

Following the passage of HB763, the DOC established a multi-disciplinary team to spearhead the physical and philosophical shift related to locked housing. That team is comprised of DOC staff members whose expertise includes law,



The recreation area above was constructed at MSP to allow inmates in RHU to spend time outdoors.

security, behavioral health, compliance, policy and procedures, and more. While some initial work on the restrictive housing issue occurred in early 2019 at Montana Women's Prison, the establishment of this team solidified the effort and ensured forward momentum for this project on a department-wide basis.

Among the team's first tasks was to assess, update, and develop procedures for the management of security and behavior for those offenders who would be housed in restrictive housing.

Reasons inmates may be placed in restrictive housing include:

- Administrative segregation – non-punitive housing status whose continued presence in the general population may pose a serious threat to life, self, other inmates, and more.
- Disciplinary detention – separation from the general population because the inmate has committed a serious violation(s) of conduct regulations.
- Protective custody – separation from the general population for an inmate who requests or requires protection from other inmates for reason of health or safety.

RESTRICTIVE HOUSING MULTI-DISCIPLINARY TEAM MEMBERS

CENTRAL OFFICE

Cynthia Wolken, Deputy Director
Colleen Ambrose, Chief Legal Counsel
John Daugherty, Administrator
Kathy Ralston, Project Manager

CLINICAL SERVICES DIVISION

Steffani Turner, Bureau Chief,
Behavioral Health

INFORMATION TECHNOLOGY

Jon Straughn, CIO

MONTANA WOMEN'S PRISON

Jennie Hansen, Warden
Alex Schroeckenstein, Associate
Warden
Mike Moorman, Associate Warden

MONTANA STATE PRISON

DJ Godfrey, Associate Warden
Chris Lamb, Chief of Security
Sara Smathers, Project Manager
Heidi Crowe, Contract Placement
Marisa Britton-Bostwick, MCE
Education Director

PINE HILLS CORRECTIONAL FACILITY

Teza Holland, Compliance Specialist

- Temporary/pre-hearing confinement – short-term, non-punitive housing status used to safely and securely control high-risk or at-risk inmates.
- Step-down program

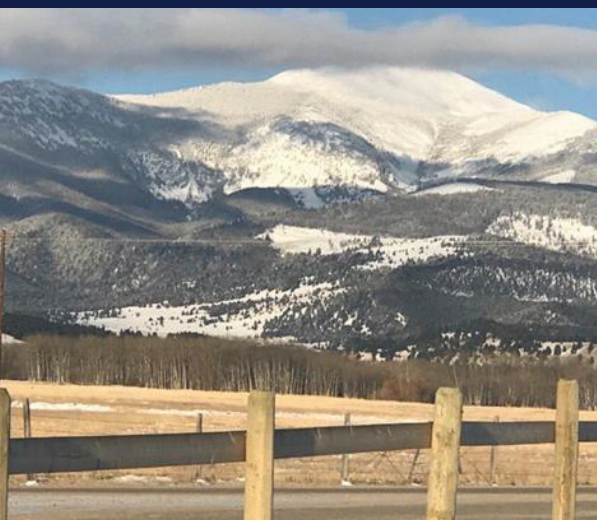
The team recognized early in its consideration of restrictive housing that it was not appropriate to place inmates with severe mental illness with inmates whose activities were being restricted for other reasons. While many of the behaviors exhibited by both groups present similar risk to staff and other inmates, the underlying reasons for the behavior are different, and need to be treated as such.

Severe Mental Illness (SMI) – A substantial organic or psychiatric disorder of thought, mood, perception, orientation or memory which significantly impairs judgment, behavior or ability to cope with the basic demands of life. Intellectual disability, epilepsy, other developmental disability, alcohol or substance abuse, or brief periods of intoxication, or criminal behavior do not, alone, constitute severe mental illness.

As a result, the DOC elected to separate those populations into two housing units — Restrictive Housing Unit (RHU) and the Secure Adjustment Unit (SAU). Those inmates housed in SAU receive intensive programming related to their mental illness in an environment that minimizes risk to themselves and others. This programming is delivered through Qualified Mental Health Professionals (QMHPs). Inmates housed in RHU also participate in programming, but it is more directly related to encouraging inmates to take responsibility for their own circumstances within the facility.

INFLUENCING THEIR OWN OUTCOMES

While inmates in restrictive housing for disciplinary detention are not there by choice, they do have the ability to influence how long they will stay and their circumstances while they are there. Inmates who are recommended for placement in RHU are assessed and provided with a restrictive housing status review plan that identifies steps and goals that must be reached in order to return to the prison's general population. All arrivals in RHU are placed in the lowest level (0) with the least amount of privileges. Through good behavior, participation in required programming, and other defined activities, the inmates can raise their level and earn incentives along the way, such as personal property, additional recreation time, and more. The goal of the system is for inmates to achieve the highest level in the RHU structure — level 5 — at which point they may return to general population upon completion of the targeted items in the restrictive housing status plan. With the warden's approval, inmates may bypass levels by exhibiting certain behavior; however, disciplinary infractions may move the needle in the opposite direction. Confinement in restrictive housing beyond 30 days requires approval of the warden.



RESTRICTIVE HOUSING

Continued

BRICKS, MORTAR AND MORE

Just as important as having the procedural framework in place to sustain the restrictive housing plan, was having the physical infrastructure in place to support it. While compliance with the new regulations for restrictive housing at MWP and Pine Hills Correctional Facility was mainly policy related, MSP required significant changes to its infrastructure. The DOC modified the existing structure by constructing programming tables, erecting barriers, repairing electrical systems, installing cameras, and more. New construction was also associated with that effort including building an outdoor recreation yard conducive to preserving the health and safety of the population it was meant to serve, and a fence around the area.

In addition, to ensure data could be accurately maintained, the department acquired new tracking software — the Guard1 system. This system allows for staff members to quickly log inmate activity electronically, efficiently recall that information through the system, and share the data as needed within the DOC.

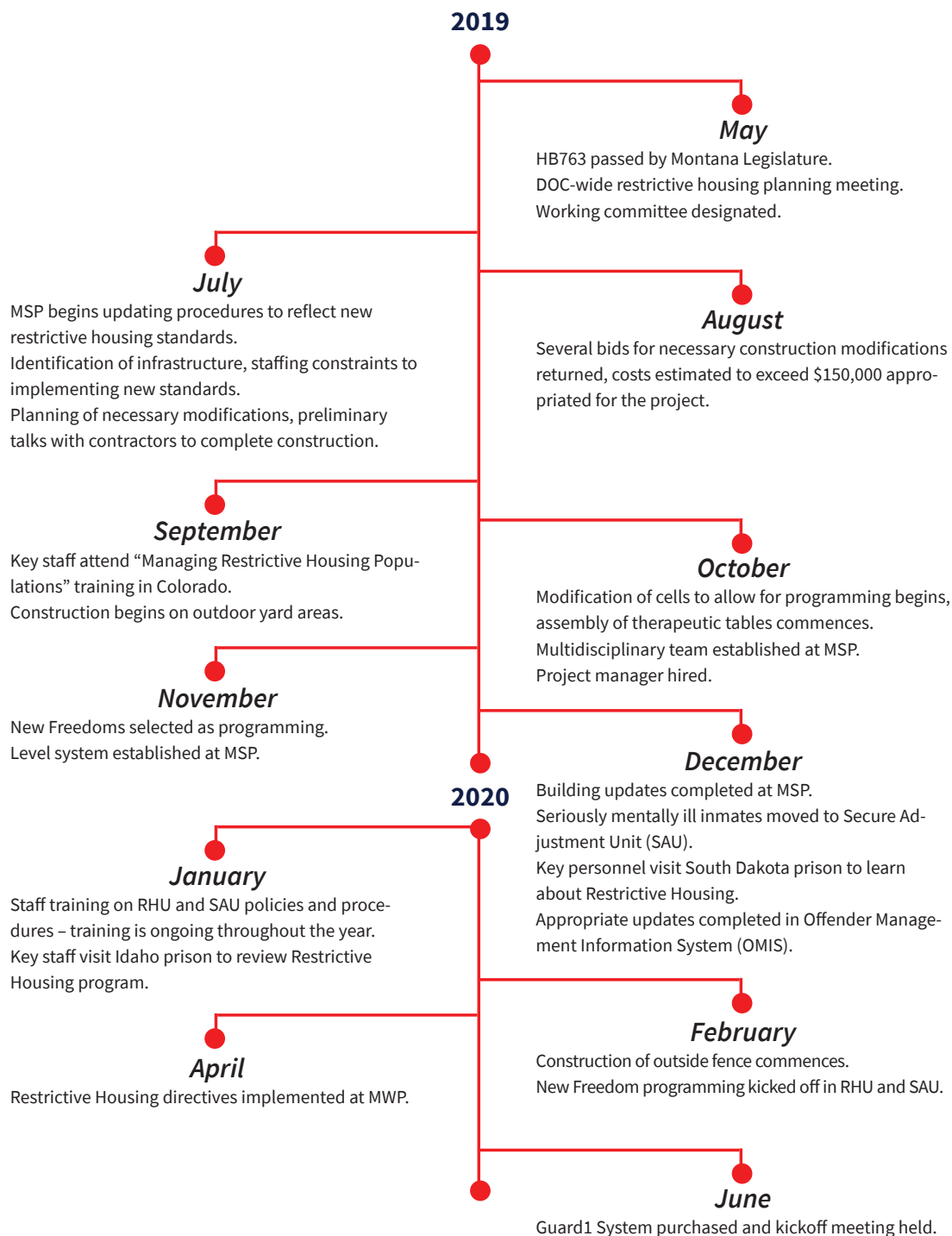
Finally, ensuring staff members were properly trained to implement the changes identified in HB763 was imperative to the ultimate success of the effort. While the DOC would always prefer to have the same employees working in restrictive housing, staffing levels often don't allow for that level of specification. As such, numerous staff members have received training in Mental Health First Aid, Management of Aggressive Behavior, verbal de-escalation and more.

Total cost as of June 30, 2020 = \$175,248

Admissions to RHU have decreased by more than half since January 2019



RESTRICTIVE HOUSING TIMELINE



MEDICATION-ASSISTED TREATMENT

Researching the Right Way to Support Offenders

To help offenders with substance use disorders address their addiction and more effectively transition when released from secure facilities, the Montana Department of Corrections (DOC) is collaborating with community partners to find ways to introduce medication-assisted treatment (MAT) to DOC programs.

These fact-finding and strategic development efforts are funded through a \$1.3 million grant from the U.S. Department of Justice's Office of Justice Programs. So far, the grant has allowed the DOC to hire a consultant to help DOC staff develop its MAT implementation, and to host collaborative work sessions in Deer Lodge and Billings.

"The department is committed to moving forward with developing a plan to implement medication-assisted treatment (MAT) in the correctional setting. Research shows that a combination of medication

and counseling can successfully treat people struggling with addiction which, in turn, will increase their chance of succeeding when they reenter the community." said DOC's Clinical Services Administrator Connie Winner.

The DOC has developed a long list of partners in its development of a MAT strategy, including the Montana Department of Public Health and Human Services (DPHHS) and other departments of corrections from across the country.

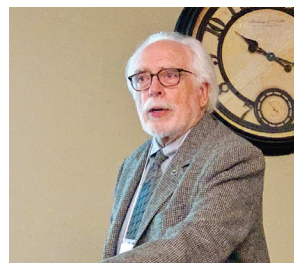
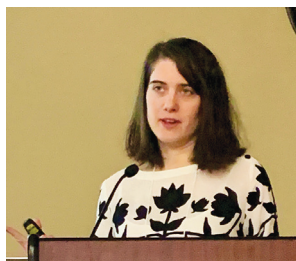
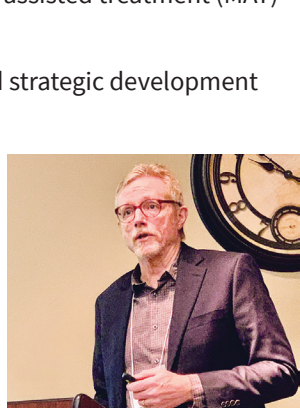
The DOC hopes to have a comprehensive MAT plan developed and in place by mid-2021.

The DOC's Clinical Services Division coordinated forums in Deer Lodge and Billings to educate and receive feedback from stakeholders regarding the implementation of a medication-assisted treatment program in DOC facilities.

Medication-assisted treatment (MAT) 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.

Studies show that MAT reduces drug use, disease rates, and overdose events, as well as, promotes recovery among individuals with opioid use disorders. Across the criminal justice system, MAT has been found to reduce criminal activity, arrests, as well as probation revocations and reincarcerations.

– SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION (SAMHSA)



Clockwise from the top: Debbie Daniels, RN, Connecticut DOC, Dr. Dan Nauts, consultant, FASAM, Dr. Greg Holzman, medical officer, Montana DPHHS, Victoria Troeger, epidemiologist, Montana DPHHS, Dr. Kathleen Mauer, former director of Health and Addiction Services, Connecticut DOC, and Dr. Robert Sherrick, regional medical director, CMS. Center: Jose Feliciano, warden, Connecticut DOC.

Partnering to Reduce Recidivism, Improve Outcomes on Community Supervision

Reducing the revocation rate for offenders on community supervision emerged from the justice reinvestment effort as an important goal for the DOC. To that end, the department partnered with the Crime and Justice Institute (CJI) to continue working on ways to help offenders be successful in the community and prevent their return to prison.

In addition, the department is working with CJI to develop a deeper understanding of why a disproportionate number of American Indians are involved in the criminal justice system relative to the overall population of the state, and how the state can better address the needs of this population.

“Both these issues are unacceptable for Montana,” said DOC Director Reginald D. Michael. “This important work will contribute greatly to the department’s ongoing efforts to reduce recidivism and improve outcomes on community supervision. We believe the data-driven, evidence-based approach of this project is integral to helping us reach our goals.”

Nonprofit CJI is a division of Community Resources for Justice. The group works with local, state, and national criminal justice organizations to improve public safety and the delivery of justice. CJI is conducting similar projects in four states with funding provided by Arnold Ventures.

Department data shows that in 2017, 41 percent of prison admissions were due to supervision violations, 30 percent of which were for technical violations of probation or parole conditions. In addition, from 2009 to 2015, revocation arrests in Montana increased 109 percent, failure to appear arrests increased 189 percent, and parole violations increased 241 percent. Because recidivism is defined by an individual’s return to prison within three years, it is still too soon to tell what the impact of the 2017 justice reinvestment policies have been on recidivism rates. However, the department is continuously looking for ways to identify and address offender needs in the community.

DOC statistics also demonstrate that while American Indians make up only 7 percent of Montana’s population, the female parole and probation population is 21 percent American Indian, and the male parole and probation population is 15 percent American Indian. Twenty-seven percent of all failure to appear and supervision violation arrests are of American Indians

In this project, CJI will:

- Analyze Montana’s community supervision policies and practices intended to identify the factors driving revocations to prison, including an in-depth assessment of organizational culture;
- Develop a report outlining the institute’s qualitative and quantitative assessment findings and recommended policy and practice changes to safely reduce revocations; and
- Help the DOC to implement priority policy and practice changes, including assistance with developing an implementation plan and targeted training and technical assistance.

CJI is in the data collection and review phase of the project, with an anticipated project conclusion in June 2021. Implementation is expected to begin at the DOC in that same timeframe.



Inmates at MWP make preparations for a Native American ceremony.

“At the DOC, we are always trying to identify areas where we could do better and seek solutions. We’re looking forward to seeing what CJI suggests, implementing those recommendations, and finding out how they improve outcomes for Montana offenders, and ultimately, our communities.”

Kevin Olson, Administrator of the DOC’s Probation and Parole Division

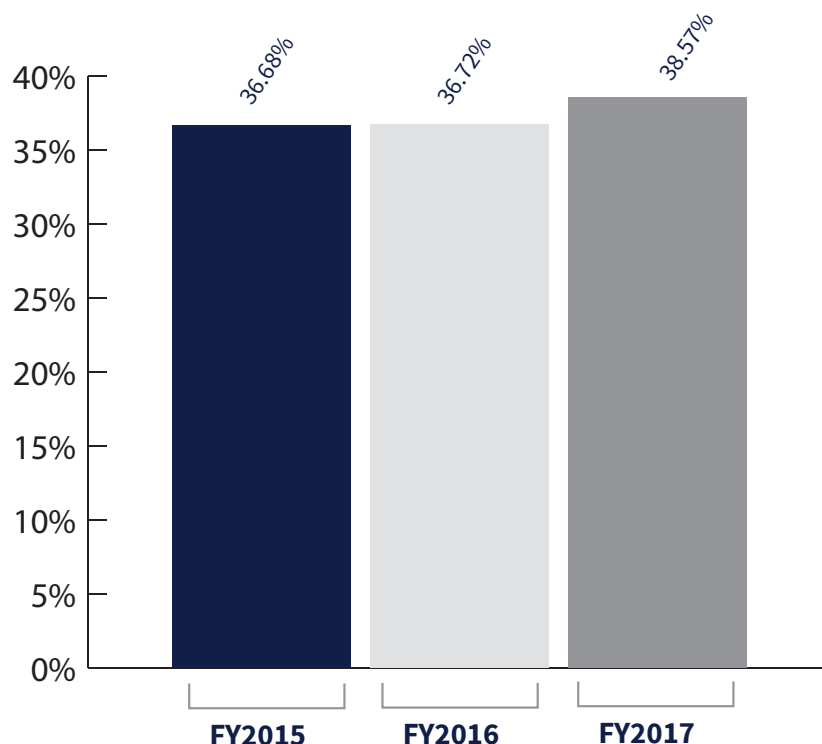
THREE-YEAR PRISON RECIDIVISM RATE PER FISCAL YEAR

Release FY2015 -FY 2017

	Female FY15	Male FY15	Female FY16	Male FY16	Female FY17	Male FY17
Total Recidivism Rate	24.4%	38.6%	27.9%	38.2%	32.2%	39.5%
Violation	21.9%	33.7%	20.8%	31.0%	24.5%	27.3%
New Crime	2.5%	4.9%	7.1%%	7.1%	7.7%%	12.2%

OVERALL RECIDIVISM RATE PER FISCAL YEAR

Combined Male and Female



The most common violations associated with return to prison include possession of a firearm; stalking, harassing or threatening behavior toward a victim; absconding; failure to enroll in, or termination from, sexual or violent offender treatment programs; and termination from a prerelease or Substance Abuse Disorder Treatment program.



BIENNIUM

in Photos



Inmates from Montana State Prison and Montana Correctional Enterprises were on the front line during fire season this year. The crew worked with DNRC on eight wildland fires and logged 25,689 hours of community service. Photos by Mike Livermore.



Staff at MSP participated in a mass casualty training exercise as part of the DOC's work to maintain accreditation through the National Commission on Correctional Health Care. Exercises like these ensure our team is prepared to protect the health and safety of staff and inmates in any emergency situation. Photos by Amy Barton.



Employees from Montana State Prison, DOC Probation & Parole, and other law enforcement agencies participated in firearm instructor training. Photos by Dave Garcia.

BIENNIUM

in Photos Continued



Thank you!

The Montana Army National Guard was deployed to Montana State Prison in late-October 2020 to assist with operations during a COVID-19 outbreak at the facility. Soldiers helped with laundry, food service, infirmary and more. (Photos courtesy of the MTANG.)



“Similar to other prisons across the country, we are in need of additional staffing support at MSP. This scenario is a part of our COVID-19 response plan, and this measure will allow our staff members to continue to do their important public safety work with aid from the MTARNG.”

*– DOC Director
Reginald D. Michael*



To help families in need, employees from Great Falls Probation & Parole donated back-to-school backpacks and supplies to the Great Falls Rescue Mission, Cameron Family Center. Photo by Charlie Martin.



The Pine Hills Farm came back! 2020 was the first time in 35 years the land was used for its purpose: to train residents, give them job skills, and prepare them for release. Through partnership and influence from Montana Correctional Enterprises, the job skills program at Pine Hills is greatly enhanced. Photos by Steve Ray.

Terry Leonard was recognized for his work "disrupting and dismantling" a complex drug trafficking organization encompassing California, Utah and Montana. Pictured left to right: Paul Szczepaniak, DOC; SA Jeremy Crowther; Terry Leonard, DOC; and DOC Director Reginald D. Michael. Photo by Melissa McEwen.

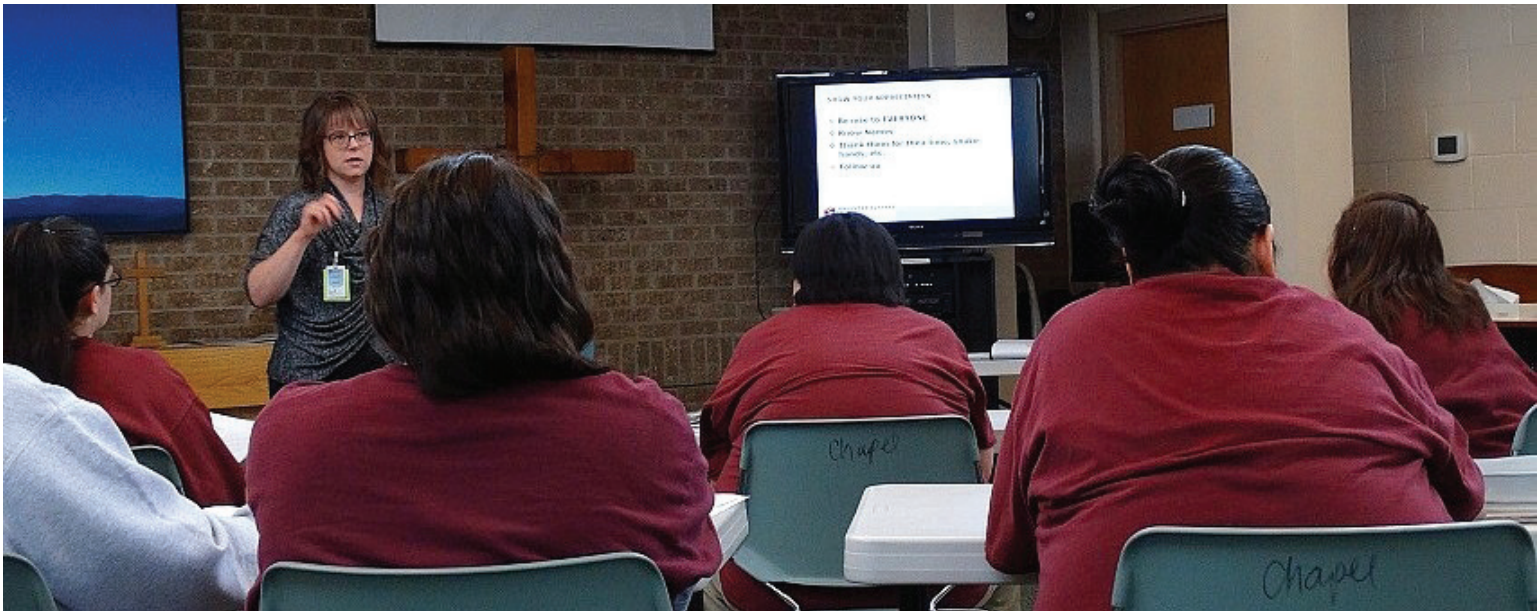


BIENNIUM

in Photos Continued



Offenders at Riverside Special Needs Unit in Boulder spent time gardening this summer, growing an abundant crop of tomatoes, radishes, strawberries, flowers, squash, carrots, and beans. Gardens and planters around the facility were a great source of pride for those who participated in this effort.



Pre-COVID-19, staff members from Dress for Success would visit MWP monthly to provide programming to inmates. In this session, participants learned how to make a strong first impression, how to communicate value and experience through the application process, and interviewing skills. Pictured, Brianna Rickman, executive director, Dress for Success.





Director Reginald Michael welcoming attendees to the Medication-Assisted Treatment forum.



Montana Correctional Enterprises inmates working cattle.

Montana Correctional Enterprises teaches life skills, work ethic, and gives a sense of accomplishment to offenders, through their general and vocational education, on-the-job training, and work experience in industry, vocational and agricultural programs. Photos by Gayle Butler and Nicole Chandler.



DOC's victim liaisons turned to technology to continue providing services to Montana victims and offenders during COVID-19. Here, a group of offenders from MWP participates in a Victim Impact Panel via Zoom during which victims share stories of how crime has affected their day-to-day lives.



*Pine Hills Correctional Facility
Photos by Matt Hanvold.*



The horse gentling program at Pine Hills Correctional Facility is extremely popular among students. Some of the young men say they compare their learning experience at Pine Hills to the horses on their journey to be tamed. Photo by Steve Ray.



A group of correctional officers and Probation and Parole officers graduate from the Montana Law Enforcement Academy in 2019.



GOVERNOR'S AWARDS 2020

CLINICAL SERVICES DIVISION:

Todd Boese
Sara Boutilier
Tonya Dempster
Jeanine Ford
Benjamin Fry
Cindy Hiner
Alishia Jamieson
Sherri Monson
Heidi Obie
Stephany Pasha
Anita Thorpe
Connie Winner

MONTANA STATE PRISON:

Billie Reich
Terrie Stefalo

MONTANA STATE PRISON RECORDS:

Laurel Curran
Kristin Fitzgerald
Susan Gliko
Monica Goosey
Amy Maki
Carla Martenson
Kathy McElderry
Michele McKinnon
Renee Reistad
Susan Schimming
Vicki Squires
Melissa Streicher
Donna Zawada

INDIVIDUAL:

Mike Moorman





MONTANA DEPARTMENT OF CORRECTIONS

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**BIENNIAL
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2021**

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