



**MONTANA DEPARTMENT OF
CORRECTIONS**
DIRECTOR'S OFFICE

Greg Gianforte, Governor | Brian M. Gootkin, Director

Feb. 20, 2023.

Members of the Interim Budget Committee Section D,

The Montana Department of Corrections respectfully submits the following information related to its strategic planning efforts over the last biennium.

July 2021

Objective: Reduce recidivism and save taxpayer dollars through education, efficiencies, and programs

Goal: Expand two or more evidence based, educational and vocational programs at MWP and CC

Horizon June 2021 – December 2021:

Strategy	Initiative	Who?	Measure	
Reduce Recidivism	Implement Prison Program at CCC in Shelby	Cynthia/Pat Smith	Site visit in late Aug/early Sept.	●
	Improve education services at MWP (Terminate contract 2.5 Teachers)	Marissa	Complete: new staff onboarded	●
	Establish The Last Mile and expand vocational programs at CCC	Cynthia / DLI	In process	●
	Establish pheasant program at MSP	Gayle / FWP	In process	●
Improve Department Efficiencies & Effectiveness	Develop targeted plan with goals to improve employee engagement in underperforming work groups	Mike w/ Managers	Scheduled	●
	Hire CFO & Public Safety Chief	HR / Me	In process	●
	Evaluate program effectiveness and renegotiate contracts	RC / Cynthia / Me	In process	●
	Restructure data team	John	Complete	●
	NIC staffing analysis for MSP, Pine Hills	PSC	Awaiting onboarding	●
	Rx Program Assessment with OBPP, DPHHS & DOA	Connie	In process	●
	Work with OBPP, DPHHS & DOA on 1115 waiver and 340 B \$	Cynthia / RC	In process	●
	Create customer service liaison (Ombudsman) position	Carolynn	Complete	●
	Finalize Reorganization	Me/Cynthia	Complete	●

December 2021

Objective: Reduce recidivism and save taxpayer dollars through education, efficiencies and programs

Goal: Expand two or more evidence based, educational and vocational programs at MWP and CC

Horizon June 2021 – December 2021:

Strategy	Initiative	Who?	Measure	Status	
Reduce Recidivism	Improve education services at MWP (Terminate contract 2.5 Teachers)	Marissa	Complete : New Staff onboarded	●	
	Start Prison Fellowship at Shelby-Tier 1 or 2 Program	Charlie/Anita/Andres	December 31	●	
	Evaluate Prison Seminars Fellowship at MSP	Jim / Gayle	Can't Find An Institute	●	
	Establish The Last Mile and expand vocational programs at MSP	Cynthia / DLI	Class Starting	●	
	Develop targeted plan with goals to improve employee engagement in underperforming work groups	Mike w/ Managers	Scheduled	●	
	Establish pheasant program at MSP	Gayle / FWP	September 30	●	
	Scope vocational/PELL programs at DCRP, CCC & MWP	Cynthia	October	●	
	Improve Department Efficiencies & Effectiveness	Finalize Reorganization	Me / Cynthia	Complete	●
		Hire CFO & Public Safety Chief	HR / Director	Complete	●
		Evaluate program effectiveness and renegotiate contracts	Megan/Natalie	In process	●
Restructure data team		John	Complete	●	
NIC staffing analysis for MSP, PHCF		PSC	Awaiting Onboarding	●	
Rx Program Assessment with OBPP, DPHHS & DOA		Connie	In process	●	
Work with DPHHS on efficiencies		Cynthia / RC	Scheduled Meeting w/ Adam	●	
Create customer service liaison (Ombudsman) position		Carolynn	Complete	●	

January 2022

Objective: Measure recidivism, expand education, and improve DOC culture

Goal: Partner with MDOJ on data, double education opportunities, measure and reduce attrition.

Horizon: June 30, 2022

Strategy	Initiative	Who?	Measure	Status
Measure Recidivism	Work with MDOJ to collect DOC offender arrest data	Cynthia/John	Access to CJIN	●
	Recidivism definition	Brian/Cynthia	GOV approval/LJIC	●
	Begin to measure recidivism with new definition	John	3 Dashboards	●
Expand Education	Improve technology to reach more offenders	John/RPC	RFP	●
	Use current teachers and resources	RPC/Gayle	Communicate by 4/1	●
	Evaluate new programs and propose implementation	Cynthia/RPC	Proposals due 6/1	●
	Develop budget for technology and programs	Natalie	Due 6/1	●
	Establish an education team	Brian/RPC	4/1	●
Improve DOC Culture	Develop and implement new officer hiring standards	Jim/John	Policy by union Contract	●
	Contract for CO and P&P psychological	Jim/Natalie	Complete by 4/1	●
	Create MSP attrition dashboard	John/Jim	6/1	●



July 2022

Objective: Improve DOC infrastructure, enhance staff training & inmate programming

Goal: Implement 6-month OGSM activities

Horizon: December 31, 2022

Strategy	Initiative	Who?	Measure	Status
Infrastructure	HB 5 proposals submitted through EPP	Cynthia	Submit to OBPP	●
	Update recidivism measurement	John	Publish on website	●
	Scope new offender management system	John	Sign vendor contract	●
DOC Culture (Recruitment & Retention)	Collaborative safety science training/culture	Cynthia	Hold training	●
	Develop agency wide training plan	Jim	Draft plan	●
	Establish quarterly steering committee meetings & annual leadership meetings	Cynthia	Schedule dates	●
System improvement (Programs & Services)	Draft Agency-wide Education Plan	Scott	Draft plan	●
	Implement Integrated Corrections Program Model (ICPM)	Scott	Adopt curriculum	●

January 2023

Objective: **Improve DOC Infrastructure, enhance staff training & inmate programming**

Goal: **Implement 6-month OGSM activities by June 20, 2023**

Strategy	Initiative	Who?	Measure
Infrastructure	<ol style="list-style-type: none"> 1. Fund critical public safety infrastructure in the corrections system 2. Procure new offender management system 3. Bring Acadia building online 	<ol style="list-style-type: none"> 1. Cynthia 2. John 3. John 	<ol style="list-style-type: none"> 1. Support legislative budget process, HB 5 & 10 (winter/spring 2023) 2. Draft RFP by 6/1/23 3. Work w/ A&E to support infra repairs
DOC culture (recruitment & retention)	<ol style="list-style-type: none"> 1. Collaborative safety science training/culture 2. Develop agency wide training plan 3. Establish quarterly steering committee & leadership meetings 	<ol style="list-style-type: none"> 1. Cynthia 2. Jim 3. Cynthia 	<ol style="list-style-type: none"> 1. Hold 2nd Leadership Labs, onsite training at MWP & Pine by 6/23 2. Plan drafted and finalized by 6/23 3. First annual Steering Committee retreat scheduled June 2023
System improvement (program & services)	<ol style="list-style-type: none"> 1. Draft agency-wide education plan 2. Implement Integrated Corrections Program Model (ICPM) 	<ol style="list-style-type: none"> 1. Scott 2. Scott 	<ol style="list-style-type: none"> 1. Plan drafted and finalized by 6/23 2. Begin implementation of comprehensive programming by 6/23

Please let us know if you have any questions or concerns.

Respectfully Submitted,

Brian M. Gootkin, Director