Montana Department of Corrections

...making our communities safer

2017 Biennial Report
Montana Department of Corrections

2017 Biennial Report

to the people of Montana

Governor Steve Bullock
Interim Director Loraine Wodnik

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2017 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 staff enhances public safety, supports the victims of crime, promotes positive change in offender behavior, and reintegrates offenders into the community.

Our Goals

For offenders, to increase public safety through reduced recidivism.

For victims, to increase victim safety and peace of mind by providing accurate, timely information and support.

For the public, to inform and educate through effective communication.

For department employees, to increase pride through increased professionalism.
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Executive Summary

Over the 2015-16 biennium, the Montana Department of Corrections has moved forward on a number of fronts.

With the continued involvement and guidance of the Statewide Reentry Task Force, the department’s commitment to reentry planning and to supporting the success of offenders who return to Montana communities has gained momentum. The department has partnered with a number of local reentry coalitions that are doing groundbreaking work in housing, employment and mentoring in Billings, Bozeman, Helena and Missoula. Community members in Butte, Great Falls, Havre and Kalispell have also expressed interest in forming similar groups to expand local reentry resources. The Director’s office has dedicated a position to support reentry at the state and local levels, and act as a communication hub for staff and others.

The past two years have also seen the remarkable development of the Core Management Team, a dynamic leadership group that now numbers some 150 staff representing every division within the department. The group meets quarterly to discuss major initiatives, trends and strategies. The individuals who participate bring their experience, a commitment to public safety, and a willingness to work for positive change. Their efforts have led to considerable progress on the department’s major initiatives, including reentry and the consistent, department-wide use of risk-and-needs assessments and case management.

Population challenges and the efficient use of state resources

The department faces two vastly different population challenges. While the facilities that house adults face unrelenting population pressure, routinely operating at or beyond full capacity, the state’s two designated youth correctional facilities have seen their numbers decline to record lows.

In the case of the Riverside facility in Boulder, the number of juvenile girls dropped as low as two in FY 2016, and at Pine Hills in Miles City, the number of juvenile males dropped to the low 40s. While this is good news for Montana families and communities, it presented the department with a dilemma in terms of our obligation to use taxpayer dollars efficiently.

At the same time, the number of adult offenders, both male and female, coming into the correctional system has continued to increase, paralleling the increase in criminal cases coming before district courts throughout Montana, many of them related to the increase in methamphetamine and alcohol addiction.

To help reduce the number of offenders being held in county jails while they await placement in a Department of Corrections or contracted facility or program, the department began two pilot programs at Riverside and Pine Hills. The pilots were designed to achieve two goals:

- to better meet the needs of specific groups of adult offenders, namely:
  - young men aged 18 to 24 years in need of continued education, including vocational education and life skills, and mental health treatment
  - women in need of intensive trauma-recovery and chemical dependency treatment
- to use taxpayer dollars in a cost-effective, responsible manner that increases public safety

More information about the success of these initial pilot programs is available on pages 37-39.
Medical and drug costs

As for many Montana citizens, managing medical care and medication costs for the offender population represents a significant budgetary challenge. To help offset the amount of state funding spent on these costs, the department has made a concerted effort to use Medicaid funding for eligible offenders. Over the biennium, the Clinical Services Division successfully applied for Medicaid reimbursement for 260 hospitalizations, 24 percent of which were for offenders with disabilities, and 13 percent for offenders over 65 years.

Clinical Services staff is also emphasizing a preventive approach to inmate health, initiating measures like bringing mobile mammogram screening to the Montana Women’s Prison for the first time, and educating inmates on how to do more to manage diabetes and other chronic medical conditions.

Future direction

Throughout the biennium, the department has worked closely with the bipartisan Commission on Sentencing, created by the 2015 Legislature, and the Council of State Governments, which undertook an in-depth analysis of Montana’s criminal justice system. The Commission has recommended a number of proposals designed to provide more services to people when they first enter the criminal justice system, and to make probation and parole supervision in the community more effective – with the ultimate goal of reducing the number of people who become career criminals and repeatedly cycle through correctional facilities and programs. Examples of specific proposals include:

♦ enhancing community-based care by creating a network of licensed peer support counselors to increase the availability of mental health support to offenders
♦ increasing the use of risk-and-needs assessments at the county, pretrial level
♦ increasing the grant funding available through the Board of Crime Control for drug courts

The Sentencing Commission also has proposed a number of measures to encourage greater consistency in sentencing statewide, and to focus the state’s resources on the crimes that pose the greatest threats to public safety. The department thanks Commission members and the Council of State Governments for the many, many hours they devoted to understanding the complex issues that face those who wish to reform Montana’s criminal justice system.

While the department faces many challenges, we have an abundance of dedicated and capable staff members who continually seek efficiencies in Montana’s correctional system. We will continue to strive to enhance public safety, increase victim safety, and focus on improving offender behavior to assist offenders in successfully integrating back into Montana communities.
Major Accomplishments

- As a result of a department-wide effort and the leadership and diligence of the Quality Assurance Unit, the department has achieved full compliance with the Prison Rape Elimination Act (PREA).
  - We conducted federal PREA audits at every correctional facility in the state, including those that operate under contract, and no insurmountable deficiencies were noted at any facility.
  - DOC now has three certified Prison Rape Elimination Act (PREA) auditors and is a member of the Western States Consortium.
- The Department substantially expanded the Victim Impact Panel (VIP) program from three sites to 11 locations within DOC and contracted facilities in FY 16. The panels allow victims to discuss the ripple effects of crime on their lives with offenders. Over 30 victim volunteers travel to panels throughout the state to share their experiences with offenders.
- The DOC Collections Unit collected and disbursed a total of more than $6.1 million in restitution to victims of crime for the biennium. This includes $3,322,000 in FY 2016 and $2,790,000 in FY 2015.
- DOC applied for and was awarded a $13,660 Montana Mental Health Trust grant to fund Crisis Intervention Team (CIT) training for probation officers statewide. CIT training, developed by the National Alliance on Mental Illness (NAMI), improves the outcomes of officer interactions with people living with mental illness and increases referrals to mental health services.
- Staff from the Clinical Services Division (CSD), Business Management Services and IT worked with the Department of Public Health and Human Services to join their contract for services to process and pay medical claims, which substantially reduced our third-party administrator costs for offender medical claims. The staff involved in this initiative received a 2016 Governor’s award for excellence in public service.
- Clinical Services staff participated in Project ECHO with the Billings Clinic. Each week, DOC providers join Billings Clinic staff online for instruction and case consultation. This has expanded professional relationships, allowed clinical staff to learn from other professionals, identified gaps in service and improved continuity of care for offenders.
- Clinical Services 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 59 screenings conducted found:
  - 5 abnormal screening results
  - 2 breast biopsies needed
  - 1 patient with breast cancer
- Clinical Services has introduced tele-psych clinics for inmates in the general population and locked housing at Montana State Prison and the Martz Diagnostic Intake Unit (MDIU).
Clinicians at MSP conducted a total of 19,844 patient visits in the clinic in CY 2015 and 18,311 patient visits from Jan. to Oct. 2016. In CY 2015, 6,880 patients received nursing assessments, and 2,365 received urgent/emergent care through the MSP medical department.

The Information Technology (IT) Division developed a Medicaid interface from our Offender Management Information System (OMIS) to the DPHHS computer systems to allow the efficient processing of Medicaid claims for eligible inmates.

IT shared the department’s OMIS database code with:
- DPHHS – using it as the base for a new case management system for child protective services
- Board of Crime Control – using it to replace one of its databases and also as a pilot for a jail management system the counties can utilize.

A collaboration between Montana Correctional Enterprises (MCE), the Dept. of Natural Resources & Conservation, and Montana Women’s Prison resulted in the development of a wildfire kitchen crew comprised of MWP inmates. The crew provides operational support to those fighting seasonal wildfires. The program teaches culinary skills, ensures proper food handling, and enhances employment opportunities upon reentry. Kitchen crews are responsible for providing large amounts of food on short notice to meet the high calorie intake needs of fire crews.

The Women’s Prison also collaborated with MCE and the MSU City College of Great Falls and City College of Billings, to provide a welding program for inmates. The 92-hour course is a non-credit vocational course designed to qualify inmates for certification in flux core welding under American Welding Society standards.

With Human Resources, the women’s prison implemented a workforce readiness program focused on teaching inmates with minimal or no employment experience, the skills they need to overcome employment barriers. Skills taught include writing resumes, interviewing, developing a positive work ethic, conflict resolution and problem solving. The intent is to remove barriers that may prevent otherwise qualified workers from being considered for employment when they reenter the community.

DOC’s American Indian liaison has continued to focus on establishing working relationships and communication channels with the eight established tribal councils in Montana. He has developed a strong partnership with the US Attorney’s Office to communicate the benefits of reentry coalitions and support reentry services on reservations.
Major Accomplishments, continued

- Montana Correctional Enterprises (MCE) 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
  - Washroom Technicians through American Linen Management
  - Pesticide Application through the Department of Agriculture
  - Artificial Insemination and Reproductive Management through Genex
  - Commercial Driver License training

- MCE’s fire crew provided 16,240 hours of community service to several western Montana communities and worked with DNRC on 21 wildland fires in Montana.

- Through MCE’s community worker program, 11 offenders provided over 40,000 hours of community service for local governments and nonprofits.

- MCE’s vocational education program, in partnership with Department of Labor and Montana State University Northern, developed a welding/fabrication pre-apprenticeship training program at Montana State Prison.

- MCE upgraded the license plate factory printer and software system, increasing plate font size and improving the plates’ resolution and readability.

- The Probation and Parole Division (PPD) reorganized the probation and parole regions to better align with Montana’s court jurisdictions.

- PPD created a statewide Transition Officer position to assist probation and parole officers, contracted facility staff and transport personnel track offender locations, screening outcomes and movement. The position helps:
  - ensure that offenders have a plan for placement, based on their sentence and individual risk and needs assessment
  - manage movement of state offenders being held in county jails

- Staff of the Treasure State Correctional Training Center redesigned its programming to emphasize evidence-based programming based on two-way communication that positively addresses the offenders’ thinking errors. Rather than simply gaining compliance, the new 120-day program focuses intensively on offender responsibility and self-discipline, and now includes a formal case management process.

- PPD restructured the probation and parole academy to better prepare new officers and increase consistency with the law enforcement officer basic course. This included:
  - extending the length of the training from 6 to 10 weeks
  - additional training in mental health, motivational interviewing, administering risk and needs assessments, and use of firearms
  - improved scenario-based training

- The Youth Services Division adopted a new risk and needs assessment for youth. The division transitioned from an older, less informative tool to a youth version of the assessment tools already used in Montana’s adult system. The Ohio Youth Assessment System (OYAS) was selected, all users trained, and the program automated in the electronic Youth Management database.
Pine Hills Correctional Facility strengthened vocational and job training for both the youth and young adult populations by adding new welding, construction and culinary arts programs.

Pine Hills also updated treatment programs using best practice research to guide two pilot projects that identified the reasons youth committed offenses and then targeted those specific areas in the youths’ individual treatment plans.

Riverside Correctional Facility developed and implemented the adult pilot program Riverside Recovery and Reentry Program for adult female offenders. The new program helps the women:

- heal from trauma and abuse (see discussion of Adverse Childhood Experiences, below right)
- learn new skills necessary to develop coping techniques
- understand, develop and implement positive aspects of self
- benefit from chemical dependency counseling

The goal is to help women return to the community as whole, productive, law abiding citizens, who are motivated to stay out of the corrections system.

The Pine Hills and Riverside infirmaries implemented an electronic medication administration record, known as Sapphire, to improve efficiency and inventory control, and reduce medication errors.

Nursing staff at Pine Hills began entering all vaccinations given to youth into the imMTrax state tracking system, the Vaccine for Children Program, to enhance continuity of care. This system is also used to track employee Hepatitis B vaccinations.

Adverse Childhood Experiences – ACEs

Scores range from 0-10. Each type of trauma counts as one. People with ACE scores of 4 are:

- twice as likely to be smokers
- 7 times more likely to be alcoholic
- 12 times more likely to commit suicide

People with high ACE scores are more likely to:

- be violent
- have more broken bones and autoimmune diseases
- suffer from depression

People with an ACE score of 6 or higher are at risk of their lifespan being shortened by 20 years.

Of the first 11 women in the Riverside Recovery & Reentry Program, 4 had ACE scores of 8 or 9. The average score for the group was 6.6.
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. It frequently represents the face of the department to the general public and is responsible for addressing major issues and questions raised by citizens, policymakers and reporters. 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, provides direct supervision of division administrators, 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. He is the point of contact for American Indian offenders and their families, and is the liaison between the department and the tribal councils. The liaison program is discussed on page 15.

The Victim Programs manager is the contact point for victims of crime and their families. The manager’s duties and the functions of that office are discussed on page 12.

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, and are responsible for reviewing agency contracts, administrative rules development 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 (MATIC).

During 2015 and 2016, the Office of Investigations worked jointly with the FBI on two investigations at Montana State Prison (MSP). Two drug smuggling operations, each involving a prison employee, were bringing drugs into the men’s prison. All six individuals, including the two MSP employees, have pleaded guilty in federal court to various drug distribution charges.

The Quality Assurance Office (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, policy and procedural management, and safety and risk management. 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.
The Office of Human Resources (OHR) serves the department’s 1,400 employees, 60 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 and the Training and Development Center in Deer Lodge, the Central Office in Helena, the Montana Women’s Prison in Billings, and Pine Hills Youth Correctional Facility in Miles City.

Human Resources professionals use a consultative approach to provide management programs and services, including recruitment, selection, on-boarding, employee and labor relations (including contract negotiations for the nine collective bargaining agreements and three unions), performance management (including appraisals and discipline), classification, compensation and workers compensation, as well as ensuring compliance with complex federal and state employment and civil rights laws.

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.

**OHR Mission:** “Delivering quality service; dedicated to employee success.”

**Corrections Employee Profile**

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*Department of Corrections victim impact panelist Holly Rowe speaks with inmates at Crossroads Correctional Center about how a crime affected her life and the life of her family.*

*Photo by Jamie Rogers*
Victim Program Manager: Jamie Rogers

The victim programs manager in the director’s office administers programs that inform, involve, educate and empower crime victims. The manager:

- provides victim and legal advocacy
- provides information and referral to local resources or other agencies
- coordinates victim volunteers
- provides crisis intervention and assistance with Orders of Protection
- recommends opportunities to assist in healing trauma

DOC’s Victim Services Program has expanded rapidly over the past year, offering more healing opportunities to victims and expanding the program’s focus to include reducing risk and promoting victim safety.

The manager 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. The manager acts as liaison for victims navigating the DOC system, helps victims compose Victim Impact Statements and attends parole hearings at the victim’s request. When possible, coordination with local and victim witness professionals is initiated to ensure victim safety and strengthen victim support within the community.

At least 245 victims per month request information about their offenders via letter, email and phone. 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.

DOC utilizes two forms of victim notification:

**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.

In 2015, VINE managed:

- 20,820 email events
- 4,820 text events
- 4,635 phone events
- 109,077 total phone calls

Inmate families, DOC staff, judges, prosecutors, attorneys, crime victim advocates, local advocates, law enforcement and the media also use VINE, which DOC purchases on contract from Appriss Inc. in Louisville, KY. Victim information contained in VINE is anonymous.

In addition to VINE, **DOC offers notification through Montana State Prison Records Department and the Montana Women’s Prison for direct victims of crime.** Victims are notified of the same events that trigger notification within the VINE system. The added benefits of DOC registration are a more personal approach between DOC staff and victims of crime, and the availability of victim contact information in DOC’s Offender Management Information System. Victim information is anonymous, used only by necessary staff, and provides empowering opportunities for the victim throughout offender placement and supervision. In many cases, having the contact information provides the victim the choice of being involved in decision-making processes. There are currently 3,126 victims registered directly with DOC.

Notification offers essential information to victims and promotes a sense of empowerment.

“I am always hopeful to make the connection with at least one offender about how their actions impact more than just direct victims and can have a longer lasting impact than they realize. I am hopeful it can help them have the moment of pause that can prevent further crime.”

Craig Crawford, a Helena principal whose school was burglarized
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 (VIP)** 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. This program was first initiated at Treasure State Correctional Training Center in Deer Lodge.

The VIP program has expanded rapidly in FY 16. This evidence-based program has expanded from three sites one year ago, to 11 different locations within DOC and contracted facilities. Thirty-three victim volunteers travel to panels to share their experiences with offenders.

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 identify critical thinking errors. It is a powerful restorative tool for victims and offenders.

A pilot project will be initiated in 2017 in local P&P offices. If successful, the program can be expanded to serve rural areas where resources for programming are scarce.

**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 apologize to 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 probation and parole officers, correctional officers, county victim/witness professionals, 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.
The Montana Board of Pardons and Parole is a seven-member, part-time citizen board appointed by the governor. 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. It also is responsible for handling parole revocations and applications for executive clemency (pardons and commutations). In FY 16, the board processed 44 applications for executive clemency.

The board carefully reviews 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 the community. In FY 16, the board released 329 offenders on parole supervision.

The board is administratively attached to the Department of Corrections for budgetary purposes. It operates as an autonomous agency with its own 11-member staff of a director, five analysts, a media analyst and four 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.

In making parole decisions, the board conducts public hearings at which community members, including victims and criminal justice authorities, may express their opinion regarding parole release. Decisions in each case are tailored to the individual offender and are based on many factors including how an offender has adjusted while incarcerated, criminal history, the nature and severity of the crime, prior behavior in the community, and utilization of treatment and programming.

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.
American Indian Liaison

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.

Trombley was selected by the Attorney General to serve on the Native American Fatality Review Team (NAFRT). The team studies domestic violence homicides in Indian Country in an independent, confidential and culturally sensitive manner and makes recommendations for system and societal change. Since his first meeting in April 2015, he has attended meetings on the Fort Peck, Northern Cheyenne and Confederated Salish and Kootenai Reservations. Trombley also participates in the Vision 21: Linking Systems of Care for Children and Youth project sponsored by the Montana Board of Crime Control to improve responses to child and youth victims and their families by providing consistent and collaborative responses that address the presenting issues and the full range of victim’s needs.

Accomplishments

The liaison’s ongoing efforts and accomplishments over fiscal years 2015-16 also include:

- Establishing working relationships and communication channels with the eight established tribal councils in Montana.
- The liaison has developed a strong partnership with the US Attorney’s Office to communicate the benefits of reentry coalitions and support reentry services on reservations.
- Identifying American Indian cultural needs in department programs and facilities, and their impact on correctional practices and policies.
- Communicating with inmates and their families, crime victims and others who have questions or concerns about American Indian culture and correctional practices.
- Providing training and information to corrections staff on American Indian culture in relation to correctional practices.
- Assisting in promotion, recruitment and retention of American Indian employees within the department including participating in tribal college fairs and coordinating with the Department of Administration State Diversity program coordinator.
- Working with Montana’s US Attorney’s Office to coordinate presentations on federal firearms laws in secure facilities to ensure inmates are aware of federal firearms restrictions upon their release from prison.

With the support of Crossroads Correctional Center in Shelby, in 2015, several tribal members from the Northern Cheyenne travelled to Shelby to talk with American Indian inmates about their traditions and ceremonies. Volunteers included Northern Cheyenne Vice President Winfield Russell, Hubert Blackwolf, Calvin Brady Sr. and Frank Long Jaw Sr. The cloth ceremony is a cleansing ceremony similar to a smudging ceremony, but it uses several different colors of cloth.
The Business Management Services Division is responsible for managing the department’s $220 million annual budget and providing fiscal-related support services to all programs. The division ensures the accuracy, integrity and timeliness of department-wide financial information by promoting fiscal accountability, compliance and sound financial management that benefits department employees, crime victims and all Montana taxpayers.

After consolidating contracting and budgeting functions, the division now has two bureaus.

**Budget and Contracts Management** is responsible for tracking expenditures and ensuring that spending falls within allocated appropriations. The bureau works with division staff to make budgetary decisions and prepare for the executive planning process and the legislature. Clear and constant communication is key in working with the various department programs. 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.

**The Financial Services Bureau**'s four units are 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**

- Disbursed a total of more than **$6.1 million in restitution to victims of crime** for the biennium. This includes $3,322,000 in FY 2016 and $2,790,000 in FY 2015.

“This check means so much to me because it is the only physical evidence I have that they believe this really happened to me.”

Domestic violence victim whose partner assaulted her and threw a brick through her car windshield as she escaped.
BMS Accomplishments, continued

- Reorganized the Business Management Services Division by consolidating contract and budgeting responsibilities. This increased the efficiency in the division’s business processes and allowed staff resources to be moved to areas of emerging needs, including a new statewide reentry program manager position and additional support in the legal unit.
- Worked with the Department of Public Health and Human Services to join their contract for services to process and pay medical claims, which substantially reduced our third-party administrator costs for offender medical claims. The staff involved in this initiative received a 2016 Governor's award for excellence in public service.
- Implemented the statewide eMACs procurement management system to streamline the department’s procurement process. The new electronic system was used for purchases including the consultants on the MSP prison perimeter fence, video and audio recording equipment for the Board of Pardons & Parole, janitorial services at Pine Hills, and badges for probation officers throughout the state.
- Tracked and accurately projected expenditures for a more than $220 million annual budget for FY 16.
- Applied for and were awarded a number of grants, including:
  - Continued funding for an intelligence analyst position assigned to the Montana All Threat Intelligence Center (MATIC)
  - Continued funding through the Adult Basic Literacy Education (ABLE) program, a $46,600 grant to teach adult basic literacy at Montana State Prison
  - Rural Education Achievement Program (REAP), a $15,800 grant for books, computers and other teaching supplies for youth in correctional facilities
  - Loss mitigation grant from Risk Management and Tort Defense, a one-time $25,760 grant for a spark detection and extinguisher system in the Montana Correctional Enterprises furniture shop
  - National Criminal History Improvement Program (NCHIP), a $650,100 grant to upgrade the DOC Offender Information Management System (OMIS) to allow more effective sharing of information and automation of manual processes for pre-sentence investigation (PSI) data, offender case plans, and Board of Pardons and Parole (BOPP) decisions and recommendations.
  - Montana Mental Health Trust, a $13,660 grant to fund Crisis Intervention Team (CIT) training for probation officers statewide. CIT training, developed by the National Alliance on Mental Illness (NAMI), improves the outcomes of officer interactions with people living with mental illness and increases referrals to mental health services.
The Clinical Services Division oversees all medical, mental 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, an increased focus on cost containment and greater support for the high professional standards of the department’s clinical staff.

Montana State Prison (MSP) provides comprehensive medical, mental 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. A clinic in the Montana Women’s Prison provides comprehensive services for female offenders. All in-patient medical care is provided in community hospitals. The Pine Hills and Riverside correctional facilities also have onsite staff to meet the medical and mental health needs of the adolescents and adults in their care.

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 bills. 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.

The Department of Corrections has implemented a leadership initiative 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. The initiative includes:

- continued management of contractor performance
- partnering with community resources to ensure offender access to health insurance upon their release
- identifying gaps in service delivery in the community
- assessing and implementing telemedicine and alternative means for providing medical and mental health care at MWP and MSP
- considering community-based mental health solutions
- maximizing the use of Medicaid funds

With the assistance of state and contracted facilities, community members and service providers, CSD 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 upon their release.

A physician assistant and registered nurse review a patient’s medical records at the Montana State Prison infirmary.
Mental Health Services Bureau

Over the past biennium, the Mental Health Services bureau has shifted its focus from crisis management to prevention and wellness, by emphasizing:

- early identification of offenders with mental health needs
- timely referral to mental health services
- treatment programming based on individual needs
- collaboration among team members to develop an appropriate plan of care

The bureau reviewed the mental health screening and referral process to make it consistent throughout department facilities statewide. Bureau staff has also developed relationships with other state agencies and community providers to improve the continuity of mental health care for offenders during their reentry into the community.

Other significant changes undertaken include:

- increasing the number of psychiatric clinics provided at the facilities
- improving ease of access to clinics by using transportable tele-psych equipment
- researching and purchasing evidence-based programming that offers a variety of topics and delivery options

Accomplishments

- Consistently offset state medical costs with Medicaid funding where appropriate.

<table>
<thead>
<tr>
<th></th>
<th>FY 2015</th>
<th>FY 2016</th>
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<td>Total inmate hospitalizations</td>
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<tr>
<td>Pregnant inmates</td>
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<td>15</td>
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<tr>
<td>Affordable Care Act*</td>
<td>64</td>
<td></td>
</tr>
</tbody>
</table>

* Medicaid expansion began 1/1/16

- With the passage of Medicaid expansion, which went into effect Jan. 1, 2016, Clinical Services staff were part of the DOC team that went above and beyond to ensure a smooth transition as the new rules were implemented. They assumed an enormous workload without additional help, and worked diligently to ensure the timely processing of Medicaid applications and claims.
Clinical Services Division Accomplishments, continued

Mental Health Services Bureau

- Participated in Project ECHO, which has expanded professional relationships, allowed clinical staff to learn from other professionals, identified gaps in service and improved continuity of care.
- Developed a new program that focuses on addressing trauma and resilience in the young adult females served by a pilot program at the Riverside Correctional Facility.
- Introduced the New Freedom curriculum, which addresses co-occurring mental health and chemical dependency diagnoses for young men aged 18-24 in the new pilot program at Pine Hills.
- Introduced tele-psych clinics for inmates in the general population and locked housing at Montana State Prison and the Martz Diagnostic Intake Unit (MDIU), and evaluated the appropriateness of the New Freedom curriculum for MSP inmates with mental health needs.
- Increased the number of patients seen each week for psychiatric medication monitoring at the Montana Women’s Prison, and selected a gender-specific curriculum to address a variety of mental health needs.
- Held the first CSD Mental Health Conference in April 2016 for clinical services staff throughout DOC and our contract facilities. Topics covered included Adverse Childhood Experiences (ACEs), Medicaid expansion, Project ECHO and gender differences related to violence.

Montana Women’s Prison

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

“We would not be an overstatement to say with extreme gratitude that the entire medical staff “saved my life.” I was ready to refuse the offer of help in the form of a mammogram. At first I didn’t sign up…If it hadn’t been for the firm, but concerned insistence of Ms. Kauffman, Ms. Holm and others, I probably wouldn’t have made time. Thank God I listened and had the procedure. It turned out to be a diagnosis of breast cancer. Caught in time this news was attended to, acted upon immediately and I was treated expertly.”

Excerpt from letter from Women’s Prison inmate

- Contracted with a private laboratory for lab draws twice a week, reducing the need to transport inmates to appointments, and freeing nursing time to provide more patient care to inmates.
- Worked closely with case managers at Billings Clinic and St. Vincent’s hospitals to provide better continuity of patient care. Upon discharge of offenders from a hospital, the MWP Health Services Manager meets with the case manager to ensure offenders have the services they need upon their return to prison.
- Instituted medication pill boxes, which saves medical staff time and teaches offenders accountability in managing their medications and taking them each day as they would outside of the prison.
- During FY 2016, MWP has had four healthy babies born to offenders housed at the facility.
- Initiated a diabetes education program to teach diabetic inmates the importance of exercise and diet; started working with diabetes educators in the community to provide the best possible resources.

Montana State Prison

- Joined a network of state corrections agencies and the Centers for Disease Control to focus on meeting the ever growing needs for infection prevention in correctional settings. The department’s infection prevention manager will help inform all DOC facilities.
- Installed a new dental chair at the Work and Reentry Center to provide increased on-site services to offenders housed outside of the secure compound.
The MSP Infirmary staff worked with a talented offender to create murals for all the patient rooms within the infirmary.

The infirmary implemented onsite mobile X-rays, resulting in more efficient and timely services to patients.

Medical staff consistently attended and participated in treatment and programing meetings to support reentry efforts for inmates who are discharging from prison.

Clinical staff were added to the Code Red system that will notify staff of a large scale emergency or mass casualty disaster and request their services to provide medical care.

Clinicians at MSP conducted a total of 19,844 patient visits in the clinic in CY 2015 and 18,311 patient visits from Jan. to Oct. 2016.

- In CY 2015, 6,880 patients received nursing assessments, and 2,365 received urgent/emergent care through the MSP medical department.
- In Jan. to Oct. 2016, 6,010 patients have received nursing assessments, and 1,884 received urgent/emergent care through the MSP medical department.

Pine Hills Correctional Facility

- Nursing staff at Pine Hills had approximately 28,400 patient encounters with residents and staff during CY 2015. This includes medications, treatments, blood draws, vaccinations, assessments, injuries and sick call.
- The Pine Hills Infirmary implemented an electronic medication administration record, known as Sapphire, to improve efficiency and inventory control, and reduce medication errors.
- Nurses implemented a 12-week parenting class for the young male adults incarcerated at Pine Hills. The evidence-based program for incarcerated fathers, Inside Out Dad, is designed to increase the proportion of children growing up with involved, responsible fathers. It is currently being used in 25 states.
- Nursing staff began entering all vaccinations given to youth into the imMTrax state tracking system, the Vaccine for Children Program, to enhance continuity of care. This system is also used to track employee Hepatitis B vaccinations.

Riverside Correctional Facility:

- In FY 16, Riverside’s Clinical Services staff transitioned from serving juveniles to a pilot program that focuses on providing trauma-informed care to adult women.
- Enhanced training and weekly team meetings continue to assess and refine programming as Riverside crafts an outstanding program to meet the recovery and reentry needs of the women placed at the facility. Holistic services include mental health interventions, chemical dependency treatment, educational opportunities, women's health care needs and parental skill-building.
- Implemented an electronic medication administration record.
The Information Technology Division provides the leadership, guidance and expertise necessary to gather, store, protect, interpret, improve and present information critical to the department’s mission. The division manages technology applications and databases, and interacts with other public and private agencies and interests to meet technology demands. Division staff ensures department employees have the tools to find, use and provide the accurate and timely information necessary to manage offenders, staff and public inquiries.

The division administrator provides leadership, direction and assistance in developing long-range plans related to using technology to advance the department’s goals. He ensures the plans are consistent with state government’s overall strategic plan and with the goals of the department and state government. He also participates on multiple state, inter-agency and national information technology projects, committees, councils and technology working groups. He serves on the executive board of the Corrections Technology Association, is a member of the IJIS Corrections Advisory Committee, and has been appointed by the Governor to serve on the state Information Technology Managers Council executive board and Information Security Advisory Committee.

The 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.

The 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.

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.

The emergency preparedness and planning manager facilitates implementation and testing of the department’s emergency operation plan to ensure the department is ready to adequately respond to emergencies that could potentially arise in corrections, helping to protect the safety of the public, as well as the staff and offenders in correctional facilities. He is also the department’s point of contact for continuity of operations planning.

**Accomplishments**

- Implemented a virtual network for managing inmate work and educational computers utilizing the State of Montana Data Center. This includes expanding educational networks and reentry efforts at the Pine Hills and Riverside correctional facilities.
- Migrated all department-hosted Oracle services to an enterprise-hosted solution, which completed the convergence of all DOC computer systems to the enterprise in alignment with state and department goals.
- **Medicaid Interface** -- Developed an interface from our Offender Management Information System (OMIS) to the DPHHS computer systems to allow the efficient processing of Medicaid claims for eligible inmates.
- **Shared our Offender Management Information System (OMIS) with:**
  - DPHHS -- using it as the base to develop a new case management system for child and protective services
  - Board of Crime Control -- using it to replace one of its databases and also as a pilot for a jail management system the counties can utilize.
- Participated on a national committee that developed the **Corrections Information Sharing (CIS) standard** for use as an information exchange with law enforcement and community partners. The standard is now being piloted in Illinois, Iowa and Tennessee. It is anticipated that this standard will be adopted as a national standard following a successful outcome of the pilots.
- Participated on the committee that issued the Common Business Functions for Correctional Management Systems, which aids state and local correctional agencies in assessing their needs and capabilities in relation to offender management systems.
Montana Correctional Enterprises

Administrator: Gayle Butler

The Montana Correctional Enterprises (MCE) Division provides vocational education, on-the-job training and work experience to inmates in industry, vocational and agricultural programs. Inmates training through MCE develop marketable job skills, life skills, 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 their 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. And they 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 2016, the programs generated revenue to cover 95 percent of the division’s $18.1 million budget. The general fund budget of $899,000 covers the vocational program’s educational component and the salaries of the three civilian staff working in the canteen.

The division employs 79 civilians and provides daily training for 450 inmates at Montana State Prison and the Montana Women’s Prison.

For six months, inmates in five different MCE programs worked to restore a 55-year-old Chevy fire truck donated to the Southwest Montana chapter of Pink Heals by the City of Sheridan. Pink Heals is a nonprofit that raises money for Montanans who are fighting cancer.

Accomplishments

- MCE programs reduced recidivism by 26 percent for inmates who were involved in the programs for one year or longer (31.3% versus 42.2% overall recidivism rate for FY 2013)
- Vocational Education, in partnership with Department of Labor and Montana State University Northern, developed a welding/fabrication pre-apprenticeship training program.
- Expanded the lumber repurposing and blue pine furniture program to Crossroads Correctional Facility in Shelby, providing an additional training program to inmates at this contracted facility.
- Added eight beds at the Work and Reentry Center to assist Montana State Prison with the number of men waiting in county jails for a prison bed.
- Upgraded the license plate factory printer and software system, increasing plate font size and improving the plates’ resolution and readability.
- Began assisting the Department of Justice Motor Vehicle Division by shipping supplies & equipment for their driver licensing stations in areas where MCE trucks delivered license plates & other products.
- In conjunction with the Department of Natural Resources and Conservation (DNRC), developed a Wild Land Fire Kitchen Crew Program at Montana Women’s Prison and Passages Prerelease Center.
- Provided 16,240 hours of community service to several western Montana communities and worked with DNRC on 21 wildland fires throughout Montana.
MCE Accomplishments, continued

- MCE opens its ranchlands to archery and rifle hunting. 513 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 $263,000 to the state’s economy.**

Economic impact:
- resident hunters $103,403
- non-resident hunters $160,027
Total FY 2015 and FY 2016 $263,430

- 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

- Collected $4,056 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:
  - 798 birth certificates
  - 979 State of Montana identification cards
  - 529 Social Security cards
  - 150 Class D driver licenses and 21 Commercial driver licenses

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MCE Programs

- **Agriculture**
  - Range Cattle
  - Crop Production
  - Dairy Cattle
  - Milk Processing Plant
  - Lumber Mill & Processing
  - Wildland Fire Fighting
  - Community Work Program
  - Reclaimed & Repurposed Wood Furniture

- **Industries**
  - Furniture & Upholstery
  - 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

- **License Plate Factory**
  - Plate Production for counties
  - Novelty and Specialty Products
  - Graphic Design

- **Food Factory**
  - Cook Chill
  - Bakery

- **Operation of Inmate Hobby Store**
Montana State Prison

Warden: Leroy Kirkegard

Montana State Prison is the largest correctional facility and only maximum custody facility for male inmates in the state, housing nearly 1,500 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, close custody inmates on the High Side, 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 administrative housing for pre-hearing confinement, detention and ongoing or serious behavior management problems.

Montana State Prison is a familiar symbol of corrections in Montana and houses the most violent offenders in the state. However, the prison accounts for only about one out of every 10 offenders under Department of Corrections supervision. The average cost per day to house an inmate at the prison in FY 16 was $117.16.

The prison, located west of Deer Lodge, opened in 1977 with room for 334 inmates and was already too small to meet demand. The 1977 Legislature authorized construction of two high-security housing units, but the 192 additional beds were inadequate for the growing population.

A series of further expansions in the 1980s and 1990s added about another 900 beds. Another 108 beds at the Work and Reentry Center were added in 2008. In 2016, an additional eight beds in the Work Reentry Center increased the prison’s operating capacity to 1,493.

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 four associate wardens for security, programs, 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.

The Contract Placement Bureau manages and monitors contracts with two regional prisons and a private prison. In cooperation with these partners, the department operates an efficient network of secure facilities that provides 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 administrative segregation population. Corrections Corporation of America owns and operates the 17-year-old facility that houses about 600 state inmates.
The department also contracts with Dawson County for operation of a 144-bed regional prison in Glendive and with Cascade County for a 152-bed regional prison in Great Falls. The average cost per day for an offender at the two regional prisons and Crossroads in FY 16 was about $82.

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.

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.

Accomplishments

♦ Prepared for and completed MSP’s federal Prison Rape Elimination Act (PREA) audit in May 2016. The prison was certified as fully compliant in October 2016.

♦ Over the past two years, training staff instructed 20 New Employee Orientation (NEO) classes, totaling 800 hours of training for new staff, including 255 uniformed officers and 153 support staff.

♦ In June 2016, the MSP Infirmary began using on-site medical X-rays rather than transporting inmates to outside medical facilities, saving transportation costs and improving security and public safety.

♦ The Transportation Department, which transports inmates from county jails, and to and from medical facilities, court appearances and other secure facilities, logged over 14,572 hours and 454,133 miles in Fiscal Year 2016 without any serious incidents.

♦ The Treatment department provided chemical dependency groups to 359 offenders in fiscal year 2016; 265 inmates (74%) successfully completed the program.

♦ Education services made HiSET and Adult Education classes available to inmates at all custody levels:
  ⇒ 160 inmates received their HiSET in the past two years
  ⇒ Offered Life Skills and Parenting classes
  ⇒ Provided Career and Post-Secondary Counseling to help inmates achieve better paying jobs and move onto post-secondary education

In addition, Montana State University offers a college class in liberal arts, free of charge, to low side inmates and college correspondence courses are available at the inmate’s expense.

♦ Religious activities -- 259 active volunteers participated in pastoral care, communal activities and faith-based reentry mentoring programs.
  ⇒ Each week, an average of 437 inmates participated in an activity at the Religious Activity Center.
  ⇒ Each month, volunteers made approximately 42 pastoral visits.

♦ Improved the MSP Food Service -- the food rating based on the annual MSP inmate survey went up and is now halfway between “satisfactory” and “good.”
Montana State Prison Accomplishments, continued

Completed a number of significant maintenance projects:

- Installed a new radio tower to improve radio communication across the prison and Montana Correctional Enterprise (MCE) operations
- Upgraded the intercom systems in Housing Units A, B and C
- Extended the waterline to the new Montana Correctional Enterprises office building
- Re-roofed the Religious Activities Center and Housing Units A, B and C
- Replaced the entire heating system in the Religious Activity Center
- Completed phase 1 of a lighting upgrade project, which involved replacing all exterior fixtures and bulbs; replacement of interior lights is ongoing
- Purchased a new generator for back-up power supply to Locked Housing Unit Two
- Installed a new water telemetry system to control water flow and monitoring, replacing a failing 40-year-old system
- Continued upgrades to camera systems for greater security and PREA compliance

- Emergency Preparedness completed updates to the facility’s fire plan and conducted:
  - A Locked and Loaded exercise
  - Limited scope exercises to test the efficiency of contraband searches within the High Side Compound
  - Monthly training for Special Response Team, Fire Brigade, Crisis Negotiation Teams, and Local Emergency Planning Commission
  - Annual firearms qualifications for 334 officers

For related statistical information, see Appendix C
Montana Women’s Prison

Warden: Joan Daly-Shinners, MS, LCPC

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 194-bed facility operated by the Montana Department of Corrections. The prison routinely operates at or over capacity, typically housing approximately 205 inmates. MWP has a staff of 67, plus 11 contracted personnel.

Joan Daly-Shinners, MS, LCPC, has served as the Warden of Montana Women’s Prison since June 2013. Previously, she was MWP’s Deputy Warden of Treatment Services. Prior to joining the Department of Corrections, Daly-Shinners was the Associate Hospital Administrator at Montana State Hospital.

Recovery and Reentry Program

Montana Women’s Prison supports public safety and addresses the needs of incarcerated women through a process of Recovery and Reentry case planning. Because life experiences and pathways into the criminal justice system differ between genders, these factors are important when planning how to improve outcomes for successful reentry into the community.

Women’s involvement in the legal system frequently begins with personal histories that include trauma, poverty, lack of educational opportunities, addictions and mental health concerns. For more than 75 percent of women incarcerated at MWP, one or more of these factors contributed to their criminal behavior. In Montana and nationally, incarceration rates for women are increasing faster than for men, and the offender population is aging. In 2017, criminal offenders are much more likely to be female and/or elderly than in the 1970s.

Both female and elderly inmate populations require specialized services and resources. Recovery and Reentry Case Planning is designed to address these areas of need and thereby decrease criminal recidivism.

According to the federal Substance Abuse and Mental Health Services Administration (SAMHSA), “Recovery is a process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential.” MWP inmates have defined recovery and reentry more personally:

"We strive for positive change, personal growth and accountability in recovery. We embrace hope, healthy relationships, and faith in ourselves as we re-enter our communities as strong, respectful, responsible women."

Because a meaningful reentry program starts at a woman’s entry into the prison, staff:

♦ assess each inmate’s 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
♦ coach the inmate in developing personal strengths and motivation

Due to the prevalence of co-occurring substance use and mental health disorders among incarcerated women, MWP offers a range of evidence-based addiction treatment and mental health treatment services.

Treatment programs include:

♦ psychiatric assessment and medication management
♦ group therapy
♦ relapse prevention

MWP inmates in the embroidery program created custom upholstery for a 55-year-old Chevy fire truck that was completely restored for the Southwest Montana chapter of Pink Heals. Pink Heals is a nonprofit that raises money for Montanans who are fighting cancer.
individual coping plans to encourage long-term recovery

parenting

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

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

♦ apparel print-screening, direct-printing, design work and embroidery
♦ the Prison Paws dog training program
♦ a 92-hour flux core welding program
♦ an administrative assistant course

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. Incarcerated women are more likely to come from single-parent homes and to have at least one family member who has been incarcerated. Almost 17 percent lived in foster care or group homes at some period during their youth.

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 support through adolescence -- designed to prepare women for healthy family reunification upon reentry.

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 victim awareness.

Crime victims who participate in restorative justice programs such as victim awareness panels often experience healing. The experience also strengthens inmates’ accountability and understanding of the harm their crimes created. These programs encourage positive change in inmates and provides prosocial ties to the community.

Accomplishments

♦ More than 90 percent of all inmates at Montana Women’s Prison are involved in educational, vocational and recovery/reentry programming, which is correlated to successful community reentry and reduced recidivism.

♦ Achieved full compliance with federal Prison Rape Elimination Act (PREA) standards. Following a compliance audit, MWP became the first state correctional facility to be certified as fully compliant.

♦ Conducted an emergency preparedness and planning drill in collaboration with Riverstone Public Health to validate plans associated with managing a closed Point of Distribution (POD) -- a site where medications or vaccinations can be mass distributed to large numbers of people in the event of a naturally occurring disease outbreak or a bioterrorist event. MWP’s Emergency Preparedness staff then participated in a community-wide POD exercise and planning event, “Operation Coyote.”
• **Expanded Licensed Addiction Counselor services** to supplement chemical dependency treatment and more effectively address the significant addiction needs of female inmates.

• **Sage-grouse habitat project** – In Spring 2016, MWP inmates sowed 25,000 native sagebrush seeds as part of an effort to improve the habitat vital for sage grouse, mule deer and other wildlife species. The project was a combined effort with the Institute for Applied Ecology in Corvallis, Oregon, and the U.S. Bureau of Land Management. Inmate gardeners provided daily care for seedlings that, when mature, were planted on public lands damaged by wildfire.

• A collaboration between Montana Correctional Enterprises, the Dept. of Natural Resources & Conservation, and Montana Women’s Prison resulted in the **development of a wildfire kitchen crew comprised of MWP inmates**. The crew provides operational support to those fighting seasonal wildfires. The program’s goals are to teach culinary skills, ensure proper food handling, and enhance employment opportunities upon reentry. Kitchen crews are responsible for providing large amounts of food on short notice to meet the high calorie intake needs of fire crews.

• Through Billings Adult Education, **began an Administrative Assistant program for inmates**. Seven inmates are working toward that education goal (two of the nine who initially entered the program were released). The program teaches foundation skills for business personnel – office procedures, computer applications and written communication.

• Collaborated with MCE and the MSU City College of Great Falls and City College of Billings, to **provide a welding program for inmates**. The 92-hour course is a non-credit vocational course designed to qualify inmates for certification in flux core welding under American Welding Society standards.
Implemented a new Family Advocacy Program designed to help families better understand their roles and responsibilities as they improve communication and collaboration to ultimately benefit their children and families. Issues addressed include the criminal justice system, dynamics of child abuse, crisis intervention and resolution methodology, effective listening techniques, the impact of trauma on a child, and cultural considerations.

Offered parenting programs, monthly Kids’ Day visits and an annual Family & Friends’ Day which encourage inmates to build and develop stronger relationships that support reunification during reentry. In FY 16, 68 inmates and 187 visitors participated in Family & Friends’ Day activities at the prison.

With Human Resources, implemented a workforce readiness program focused on teaching inmates with minimal or no employment experience the skills they need to overcome employment barriers. Skills taught include writing resumes, interviewing, developing a positive work ethic, conflict resolution and problem solving. The intent is to remove barriers that may prevent otherwise qualified workers from being considered for employment when they reenter the community.

Promoted opportunities for inmates to give back to their communities by doing community service projects and fundraising to support charitable causes. Boxes of crocheted and beaded items were donated to the YWCA Gateway House and Rocky Mountain Tribal Leaders Council Wellness Programs on the reservations. Inmates’ fundraising drives raised a total of $1,632 to support four nonprofit organizations.

Continued to encourage in-reach and out-reach programs with community entities to help those who are incarcerated or have completed prison sentences reintegrate into Montana communities. While the majority of female inmates are at a low risk to recidivate, they have high needs. They typically need medical and mental health care, treatment, housing and clothing assistance. Meeting these basic needs can promote success in reintegration.

In collaboration with the Billings Symphony Orchestra/Chorale and the Yellowstone Art Museum, volunteers offer arts education (four 10-week guitar lessons and lessons in different art mediums every other month), which teaches participants how to work with focus and discipline and other life skills, such as learning from mistakes, sense of purpose, personal insight, and social stability.

With MCE and the Motor Vehicle Division, the prison helped inmates get state identification cards and their Class D noncommercial driver licenses, including taking the road test in the Billings area.

The prison’s Human Resources department partnered with Inmate Services to create an in-house job fair for inmates. With applications, references and cover letters in hand, inmates indicate their interest in applying for open inmate-worker positions. MWP hosts monthly job fairs to provide a true job application and interview experience that prepares inmates for competitive job hunting when they reenter their communities.

For related statistical information, see Appendix C.
Probation and Parole

Administrator: Kevin Olson

The Probation and Parole Division 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 the Department of Corrections’ jurisdiction. These include offenders on community supervision and in community-based facilities. The division’s goal is to help offenders avoid prison and become prepared to live successfully in Montana communities as productive, law-abiding citizens.

The division is comprised of the Eastern and Western Regional P&P bureaus, each with three regions, and the Programs and Facilities Bureau. This structure aids staff in managing the increasing offender population with a variety of specialty programs designed to offer options to incarceration and to address the individual needs of offenders through treatment, programming and other services aimed at reducing recidivism.

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 assessment tools are used to determine these offenders’ risks and needs and, if necessary, whether to place them in prerelease programs and treatment facilities.

Probation and Parole has 153 officers who supervise approximately 9,100 offenders in communities throughout Montana. The division has 23 field offices and eight offices in correctional facilities. Officers have an average caseload of 75 offenders, although some 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
- Treasure State Correctional Training Center graduates
- offenders convicted of felony drunk driving
- reentry services
- Intensive Supervision program (ISP)
- Day Reporting program
- treatment courts

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

The Program and Facilities Bureau is responsible for overseeing the Interstate Compact Section, Treasure State Correctional Training Center, Missoula Assessment and Sanction Center (MASC), and managing department contracts for:

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

The Adult Interstate Compact Section coordinates the movement and data tracking of approximately 1,000 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.

A P&P officer comforts a child whose father was taken into custody on charges of dealing drugs out of the vehicle.
Treasure State Correctional Training Center in Deer Lodge offers a valuable alternative to prison for both male and female offenders. Offenders must volunteer to participate in the program that focuses on offender responsibility and self-discipline and offers 120 days of intensive programming in victim impact, criminal thinking errors, parenting, anger management, substance abuse treatment and academic schooling. The 90- to 120-day aftercare program at the Great Falls prerelease center helps offenders return to the community by providing employment and housing.

The Missoula Assessment and Sanction Center (MASC) operates under a cooperative agreement between Corrections and the Missoula County Detention Facility. With 144 beds for male offenders, MASC determines 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, chemical dependency 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. About 77 percent of offenders entering MASC are diverted from prison to community-based programs.

Prerelease centers provide a place for 873 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.

The department contracts with all prerelease centers to provide the transitional living program (TLP) for offenders transitioning from the center to the community. The 60-day program is mandatory for offenders who plan to remain in the same community as the prerelease center they are leaving and allows them to live in their own residences while still reporting to the prerelease center.

The department also contracts with the prerelease centers to provide the enhanced supervision program (ESP) to 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.

Montana’s prerelease centers are in the following communities:

- Butte – 120 men, 55 women, 20 TLP (transitional living), 12 ESP (enhanced supervision)
- Bozeman – 34 men, 5 TLP, 12 ESP
- Billings – 165 men, 74 women (Passages PRC), 48 TLP, 40 ESP
- Great Falls – 138 men, 34 women, 34 Aftercare, 10 TLP, 14 ESP
- Missoula – 90 men, 20 women, 12 TLP, 12 ESP
- Helena – 103 men, 6 Aftercare, 10 TLP, 6 ESP
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 and Revocation Center (ASRC) – 50 female offenders
- Passages Alcohol and Drug Treatment (ADT) program – 45 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 60- to 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, 115 male offenders
- WATCH East – Glendive, 50 male and female offenders

Connections Corrections Program (CCP) is a 60- to 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 Butte – 52 male offenders
- CCP Warm Springs – 52 male offenders

Elkhorn Treatment Center, located in Boulder with 42 beds for female offenders, and Nexus Treatment Center, located in Lewistown with 48 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. This includes behavioral therapy, parenting, anger management, criminal thinking errors classes, high school courses, self-improvement, criminal conduct and substance abuse treatment. Program graduates continue their transition to the community with placement at a prerelease center for an additional 200 days to complete the 15-month program.

The Sanction, Treatment, Assessment, Revocation and Transition (START) facility, located 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.
**Probation & Parole Division Accomplishments**

- **Reorganized the probation and parole regions** to better align with Montana’s court jurisdictions.
- **Created a statewide Transition Officer position** to assist probation and parole officers, contracted facility staff and transport personnel track offender locations, screening outcomes and movement. The position helps:
  - ensure that offenders have a plan for placement, based on their sentence and individual risk and needs assessment
  - manage movement of state offenders being held in county jails
- **Redesigned the Treasure State Correctional Training Center program** to emphasize evidence-based programming based on two-way communication that positively addresses the offenders’ thinking errors. Rather than simply gaining compliance, the new 120-day program focuses intensively on offender responsibility and self-discipline, and now includes a formal case management process.
- **Restructured the probation and parole academy** to better prepare new officers and increase consistency with the law enforcement officer basic course. This included:
  - extending the length of the training from 6 to 10 weeks
  - additional training in mental health, motivational interviewing, administering risk and needs assessments, and use of firearms
  - improved scenario-based training
- **Continued partnership with the Montana Department of Justice on use of the 24/7 Sobriety program** for felony DUI offenders.
- Using the Second Chance Act and the SMART Probation Grant:
  - completed a **workload study of probation and parole** officers to identify opportunities for efficiency and to address projected caseload increases
  - provided **training for trainers in conducting sex-offender-specific risk assessment** as part of the Women’s Risk and Needs Assessment (WRNA)
- **Obtained a grant from the Montana Mental Health Trust to provide Crisis Intervention Training** for probation and parole officers around the state.
- **Obtained a grant from the Montana Department of Transportation to implement a DUI-specific risk assessment tool.**
- **Partnered with the U.S. Marshals** for task force participation of probation and parole officers to locate and apprehend fugitives
- Partnered with the Clinical Services Division, the Billings Clinic and contract facilities on **Project ECHO**, an addiction and behavioral health collaborative that connects local clinicians with a team of specialists for case staffing and information sharing to provide better care for offenders who are incarcerated or transitioning back into the community.
- **Continued the partnership with the Center for Children and Families** to provide reentry services designed to engage the families of female offenders at Passages.
- **Women participating in the Passages Culinary Arts Program** catered a dinner for legislators in the Capitol Rotunda during the 2015 session and catered a 2016 event for the Governor’s Office of Economic Development.
- **Participated in the Commission on Sentencing** that reviewed Montana's criminal justice system and identified strategies to safely reduce incarceration, promote the use of evidence-based practices, and reduce recidivism.
Youth Services

Administrator: Cindy McKenzie

Over the past two fiscal years, the Youth Services Division (YSD) has seen a steady decline in the committed youth population, mirroring the decline of youth in juvenile justice systems across the nation. This is good news for Montana’s youth and their families.

As a result of this sustained decline, about half of the 96 beds at Pine Hills Youth Correctional Facility and 75 percent of the beds at the Riverside female facility were empty. After monitoring this trend to make sure it wasn’t a short-term anomaly, in Spring 2016, both facilities began admitting adults into new pilot programs, while continuing to provide services to youth. This adjustment provided resources for adult offenders who would otherwise be held in county jails or other facilities with fewer programs available.

With other DOC divisions, Youth Services developed programs for specialized adult populations in the empty wings of the two facilities.
- Infrastructure was updated to ensure sight and sound separation of youth and adults.
- Staff received training in working with adults.
- Positions were reclassified to provide the necessary skills for each program’s focus.

As youth services in Montana continued to evolve, by the end of fiscal year 2016, the division included:
- Pine Hills Correctional Facility for boys and adult males aged 18-24 in Miles City
- Riverside Correctional Facility for girls and women in Boulder
- Youth Transition Center for boys in Great Falls
- Juvenile Parole supervision across the state
- Interstate Compact on Juveniles Unit and youth transportation
- fiscal services specific to the juvenile system

Pine Hills Correctional Facility is a 96-bed, secure-care facility with 76 beds for males aged 10-17 years old and 20 beds for males 18-24 years. The pilot program for young adult men sentenced to the department (“DOC commits”) focuses on low and medium risk first-time offenders. The program’s goals include helping the 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

Treatment – Pine Hills treatment staff worked with a nationally recognized curriculum developer to craft a specialized curriculum containing evidence-based, age- and gender-appropriate learning units for the adult program and to augment the youth program. The program offers one-on-one and group counseling, as well as treatment programs for chemically dependent and sex offenders.

Wellness Days, conducted quarterly, significantly augment programming for American Indian youths. 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 – The facility offers a year-round, accredited educational program for youth and any eligible adults to obtain either a high school diploma or HiSET equivalency certificate. It also offers vocational certificates in a variety of skills such as carpentry, basic welding, master gardening and Serve-Safe; spiritual activities; daily recreation; and life skills and work restitution programs.
Pine Hills is a member of Performance-based Standards (PbS) for Youth Correction and Detention Facilities, a research-based, data-driven improvement model that holds juvenile justice agencies, facilities and residential care providers to the highest standards for operations, programs and services.

Riverside Recovery & Reentry Program – The Riverside correctional facility has transitioned to a 20-bed program for adult females sentenced to the department, known as “DOC commits.” The pilot program’s primary focus is treatment for chemical dependency and the lifelong impacts of childhood trauma. The goal of the Recovery & Reentry Program is to provide a safe, secure and trauma-informed environment.

Education -- A fulltime educator develops an education plan that assists residents in need of either a high school diploma or HiSET equivalency certificate, physical education and career aptitude testing. The program also provides a parenting skills curriculum and a restitution work program.

Treatment -- The licensed addictions counselor and clinical social worker work together to deliver the specialized treatment curriculum and therapy. They provide one-to-one and group counseling.

Youth Transition Center in Great Falls is a 7-bed group home licensed through the Dept. of Public Health and Human Services. The program offers an alternative to sending boys back to a correctional facility on parole revocations for minor offenses, as well as for boys whose family placements have failed. The center also provides a place for boys coming directly from Pine Hills Correctional Facility for whom there are no other appropriate placements, particularly youth committed to DOC as sex offenders. With around-the-clock staffing, the center provides supervision and life skills enhancement.

Each youth is expected to either work, go to school, or both. Through contracts with community providers, youths have access to mentors, health care and outpatient treatment for mental health (including family therapy), continued sex offender treatment and chemical dependency counselling.

Youth Community Corrections Program includes one aftercare coordinator/juvenile parole officer at Pine Hills Correctional Facility, 8 juvenile parole officers and one youth transportation officer.

The aftercare coordinator focuses on reentry needs. This involves coordinating community services for youths preparing for their return to the community and facilitating reentry team meetings.

Juvenile parole officers are assigned to youths when they enter a secure facility. Parole officers are responsible for coordinating with facility staff, parents and community providers to develop a parole plan. The parole officer provides supervision, supportive services and community resource connections for youths and their families.

As their caseloads have declined, juvenile parole officers have expanded their services to work with adult offenders under Probation & Parole Division supervision:

- writing pre-sentence investigation reports (PSIs)
- conducting disciplinary hearings at contracted adult community treatment facilities

Financial and program services includes two staff members who collect and track all court-ordered parental contributions for youth committed to the department. This includes mandated cost-of-care parental support and Social Security payments for youth.
Accomplishments

- **Adopted a new risk and needs assessment for youth** – Transitioned from an older, less informative tool to a youth version of the assessment tools already used in the adult system. The Ohio Youth Assessment System (OYAS) was selected, all users trained, and the program automated in the electronic Youth Management database.

- **Improved the reentry process for youth by working with their families earlier** – Revised a longstanding contract for youth reentry services. The contract now includes services of therapists who work with families while the youth are in the secure facilities, and help with reentry challenges after youths are back in the home.

**Pine Hills Correctional Facility**

- **Strengthened vocational and job training** for both youth and young adult populations by adding new welding, construction and culinary arts programs.

- **Updated treatment programs** using best-practice research to guide two pilot projects that identified the reasons youth committed offenses and then targeted those specific areas in the youths’ individual treatment plans.

- **Reduced injuries to both staff and youth** by implementing training on building positive mentoring relationships between staff and youth, and early crisis intervention for youth who are struggling.

**Riverside Correctional Facility**

- **Developed and implemented the adult pilot program Riverside Recovery and Reentry Program** for adult female offenders. The new program helps the women:
  - heal from trauma and abuse
  - learn new skills necessary to develop coping techniques
  - understand, develop and implement positive aspects of self
  - benefit from chemical dependency counseling

Women are able to return to the community as whole, productive, law abiding citizens, motivated to stay out of the corrections system.

**Youth Transition Center**

- The vast majority of youth placed at YTC work at various jobs in the community and are attending either high school or participating in adult education. In FY 16, 73 percent of youth at YTC worked at a job in the community, and 77 percent attended high school or adult education.

**Juvenile Parole**

- **Implemented Effective Practices for Juvenile Supervision (EPICS), an evidence-based model for effectively supervising delinquent youth.**

**Financial & program services**

- Developed and implemented a youth module to add to the adult restitution accounting system, allowing the transition from an unsupported database to a more efficient and stable system.

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For related statistical information, see Appendix D
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, its seven members are appointed by the governor to staggered four-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.

**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 Corrections Corporation of America 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.

MSP – Montana State Prison located outside Deer Lodge. It houses about 1,500 felony male offenders.

MWP – Montana Women’s Prison in Billings, which houses about 190 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 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 a 45-bed drug-treatment program.

Pine Hills Youth Correctional Facility – A secure, 96-bed facility for males ages 10 through 17, in Miles City.

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 Youth Correctional Facility – A 20-bed secure facility for girls ages 10-17, located in Boulder.

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.

Treasure State Correctional Training Center – Located near the Montana State Prison at Deer Lodge, this 60-bed correctional facility is also called a “boot camp.” It is based on a military format of discipline and treatment. Programs employed during a trainee's 90- to 120-day incarceration include victimology, criminal thinking errors, anger management, substance abuse treatment and academic schooling. Successful completion can result in a reduced prison term.

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, transition centers, 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.
*Director’s Office includes:
- Executive Office
- Human Resources & Professional Development
- Investigations Office
- Legal Office
- Quality Assurance Office
Montana’s incarceration rate is 13% lower than the national average

*Average per 100,000 residents*

Eight of the top 10 adult conviction offenses that result in Department supervision from 2010 through 2016 were for nonviolent crimes for both men and women.
4,098 - The number of sentences handed down by judges in 2016 that placed individuals in the Department’s custody

Sentencing trends significantly influence who the Department supervises

Nearly all conviction types are increasing in number, but from FY 2012 to 2016 we saw these sentencing trends

Proportionally, more men and women are being sentenced as DOC Commits* with no time suspended

Proportionally, fewer men and women are being sentenced to deferred sentences

*Note – one offender may have sentences that fall within multiple categories, so the number of sentences is typically more than the number of offenders

Other sentences have remained relatively stable over the last four years, varying around 2-4%

*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
<table>
<thead>
<tr>
<th>Offense</th>
<th>Total</th>
<th>Deferred Sentence</th>
<th>Suspended Sentence</th>
<th>Prison Sentence with Partial Suspended</th>
<th>Prison Sentence with No Suspended</th>
<th>DOC Commit with Partial Suspended</th>
<th>DOC Commit with No Suspended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aggravated Assault</td>
<td>252</td>
<td>57 23%</td>
<td>63 25%</td>
<td>34 13%</td>
<td>26 10%</td>
<td>62 25%</td>
<td>10 4%</td>
</tr>
<tr>
<td>Aggravated Kidnapping</td>
<td>15</td>
<td>1 7%</td>
<td>0 0%</td>
<td>6 40%</td>
<td>6 40%</td>
<td>2 13%</td>
<td>0 0%</td>
</tr>
<tr>
<td>Arson</td>
<td>43</td>
<td>9 21%</td>
<td>8 19%</td>
<td>5 12%</td>
<td>8 19%</td>
<td>13 30%</td>
<td>0 0%</td>
</tr>
<tr>
<td>Assault</td>
<td>133</td>
<td>53 40%</td>
<td>46 35%</td>
<td>1 1%</td>
<td>4 3%</td>
<td>16 12%</td>
<td>13 10%</td>
</tr>
<tr>
<td>Assault On Peace Officer</td>
<td>206</td>
<td>72 35%</td>
<td>46 22%</td>
<td>18 9%</td>
<td>17 8%</td>
<td>38 18%</td>
<td>15 7%</td>
</tr>
<tr>
<td>Assault With A Weapon</td>
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<td>151 32%</td>
<td>156 33%</td>
<td>35 7%</td>
<td>23 5%</td>
<td>86 18%</td>
<td>25 5%</td>
</tr>
<tr>
<td>Bail Jumping</td>
<td>172</td>
<td>15 9%</td>
<td>86 50%</td>
<td>3 2%</td>
<td>9 5%</td>
<td>24 14%</td>
<td>35 20%</td>
</tr>
<tr>
<td>Burglary</td>
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<td>480 42%</td>
<td>271 24%</td>
<td>73 6%</td>
<td>49 4%</td>
<td>186 16%</td>
<td>73 6%</td>
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<tr>
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<td>1,712</td>
<td>840 49%</td>
<td>510 30%</td>
<td>34 2%</td>
<td>44 3%</td>
<td>196 11%</td>
<td>88 5%</td>
</tr>
<tr>
<td>Criminal Mischief</td>
<td>323</td>
<td>165 51%</td>
<td>107 33%</td>
<td>4 1%</td>
<td>5 2%</td>
<td>30 9%</td>
<td>12 4%</td>
</tr>
<tr>
<td>Deceptive Practices</td>
<td>176</td>
<td>67 38%</td>
<td>68 39%</td>
<td>5 3%</td>
<td>6 3%</td>
<td>17 10%</td>
<td>13 7%</td>
</tr>
<tr>
<td>Deliberate Homicide</td>
<td>38</td>
<td>0 0%</td>
<td>0 0%</td>
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<td>33 87%</td>
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<td>0 0%</td>
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<tr>
<td>Distribution of Drugs</td>
<td>1,434</td>
<td>630 44%</td>
<td>402 28%</td>
<td>56 4%</td>
<td>18 1%</td>
<td>236 16%</td>
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<tr>
<td>Escape</td>
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<td>36 29%</td>
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<td>140 44%</td>
<td>112 35%</td>
<td>7 2%</td>
<td>7 2%</td>
<td>36 11%</td>
<td>16 5%</td>
</tr>
<tr>
<td>Incest</td>
<td>64</td>
<td>1 2%</td>
<td>14 22%</td>
<td>36 56%</td>
<td>11 17%</td>
<td>2 3%</td>
<td>0 0%</td>
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<tr>
<td>Intimidation</td>
<td>66</td>
<td>24 36%</td>
<td>23 35%</td>
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<td>4 6%</td>
<td>10 15%</td>
<td>3 5%</td>
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<tr>
<td>Issuing Bad Checks</td>
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<td>231 52%</td>
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<td>1 0%</td>
<td>20 4%</td>
<td>16 4%</td>
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<td>3 23%</td>
<td>1 8%</td>
<td>7 54%</td>
<td>1 8%</td>
<td>0 0%</td>
</tr>
<tr>
<td>Mitigated Deliberate Homicide</td>
<td>16</td>
<td>0 0%</td>
<td>0 0%</td>
<td>6 38%</td>
<td>10 63%</td>
<td>0 0%</td>
<td>0 0%</td>
</tr>
<tr>
<td>Negligent Homicide</td>
<td>44</td>
<td>5 11%</td>
<td>8 18%</td>
<td>14 32%</td>
<td>4 9%</td>
<td>13 30%</td>
<td>0 0%</td>
</tr>
<tr>
<td>Partner/Family Member Assault</td>
<td>426</td>
<td>90 21%</td>
<td>197 46%</td>
<td>14 3%</td>
<td>19 4%</td>
<td>53 12%</td>
<td>53 12%</td>
</tr>
<tr>
<td>Possession of Deadly Weapon by Prisoner</td>
<td>15</td>
<td>0 0%</td>
<td>0 0%</td>
<td>4 27%</td>
<td>5 33%</td>
<td>2 13%</td>
<td>4 27%</td>
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<tr>
<td>Possession of Drugs</td>
<td>2,419</td>
<td>1,163 48%</td>
<td>682 28%</td>
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<td>57 2%</td>
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<td>316 13%</td>
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<td>Robbery</td>
<td>233</td>
<td>37 17%</td>
<td>28 13%</td>
<td>48 22%</td>
<td>31 14%</td>
<td>66 30%</td>
<td>13 6%</td>
</tr>
<tr>
<td>Sexual Abuse of Children</td>
<td>68</td>
<td>8 12%</td>
<td>24 35%</td>
<td>19 28%</td>
<td>10 15%</td>
<td>7 10%</td>
<td>0 0%</td>
</tr>
<tr>
<td>Sexual Assault</td>
<td>249</td>
<td>24 10%</td>
<td>65 26%</td>
<td>86 35%</td>
<td>25 10%</td>
<td>45 18%</td>
<td>4 2%</td>
</tr>
<tr>
<td>Sexual Intercourse Without Consent</td>
<td>203</td>
<td>25 12%</td>
<td>38 19%</td>
<td>72 35%</td>
<td>19 9%</td>
<td>43 21%</td>
<td>6 3%</td>
</tr>
<tr>
<td>Stalking</td>
<td>50</td>
<td>23 46%</td>
<td>17 34%</td>
<td>1 2%</td>
<td>0 0%</td>
<td>6 12%</td>
<td>3 6%</td>
</tr>
<tr>
<td>Theft</td>
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<td>805 47%</td>
<td>490 29%</td>
<td>42 2%</td>
<td>56 3%</td>
<td>204 12%</td>
<td>111 6%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>14,484</strong></td>
<td><strong>5,118</strong></td>
<td><strong>5,718</strong></td>
<td><strong>721</strong></td>
<td><strong>593</strong></td>
<td><strong>3,244</strong></td>
<td><strong>1,090</strong></td>
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</table>

Totals do not include 29 offenders who received life sentences or 61 offenders who received a DPHHS Commit.

Source: DOC Offender Management Information System
### Average Sentence Length in Months for Selected Conviction Offenses and Type of Sentence, FY-2012 to FY-2016

<table>
<thead>
<tr>
<th>Offense</th>
<th>Average Deferred Sentence</th>
<th>Average Suspended Sentence</th>
<th>Average Prison Sentence with Partial Suspended</th>
<th>Average Prison Sentence with No Suspended</th>
<th>Average DOC Commit with Partial Suspended</th>
<th>Average DOC Commit with No Suspended</th>
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<tr>
<td></td>
<td>Total Term</td>
<td>Net Prison Term</td>
<td>Suspended Term</td>
<td>Total Term</td>
<td>Net DOC Commit</td>
<td>Suspended Term</td>
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<tr>
<td>Aggravated Assault</td>
<td>50</td>
<td>78</td>
<td>241</td>
<td>134</td>
<td>107</td>
<td>218</td>
</tr>
<tr>
<td>Aggravated Kidnapping</td>
<td>36</td>
<td>0</td>
<td>420</td>
<td>192</td>
<td>228</td>
<td>500</td>
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<tr>
<td>Arson</td>
<td>60</td>
<td>106</td>
<td>228</td>
<td>96</td>
<td>132</td>
<td>150</td>
</tr>
<tr>
<td>Assault</td>
<td>37</td>
<td>54</td>
<td>45</td>
<td>30</td>
<td>15</td>
<td>60</td>
</tr>
<tr>
<td>Assault On Peace Officer</td>
<td>36</td>
<td>67</td>
<td>117</td>
<td>64</td>
<td>53</td>
<td>142</td>
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<tr>
<td>Assault With A Weapon</td>
<td>40</td>
<td>78</td>
<td>203</td>
<td>98</td>
<td>105</td>
<td>183</td>
</tr>
<tr>
<td>Bail Jumping</td>
<td>37</td>
<td>48</td>
<td>108</td>
<td>52</td>
<td>56</td>
<td>53</td>
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<tr>
<td>Burglary</td>
<td>41</td>
<td>75</td>
<td>205</td>
<td>91</td>
<td>115</td>
<td>125</td>
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<tr>
<td>Criminal Endangerment</td>
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<td>64</td>
<td>107</td>
<td>54</td>
<td>53</td>
<td>95</td>
</tr>
<tr>
<td>Criminal Mischief</td>
<td>45</td>
<td>58</td>
<td>93</td>
<td>37</td>
<td>56</td>
<td>103</td>
</tr>
<tr>
<td>Deceptive Practices</td>
<td>43</td>
<td>73</td>
<td>106</td>
<td>35</td>
<td>71</td>
<td>90</td>
</tr>
<tr>
<td>Deliberate Homicide</td>
<td>0</td>
<td>0</td>
<td>600</td>
<td>379</td>
<td>221</td>
<td>932</td>
</tr>
<tr>
<td>Distribution of Drugs</td>
<td>39</td>
<td>72</td>
<td>174</td>
<td>81</td>
<td>93</td>
<td>128</td>
</tr>
<tr>
<td>Escape</td>
<td>0</td>
<td>55</td>
<td>85</td>
<td>42</td>
<td>43</td>
<td>39</td>
</tr>
<tr>
<td>Felony DUI</td>
<td>6</td>
<td>58</td>
<td>196</td>
<td>89</td>
<td>107</td>
<td>108</td>
</tr>
<tr>
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<td>73</td>
<td>163</td>
<td>77</td>
<td>86</td>
<td>81</td>
</tr>
<tr>
<td>Incest</td>
<td>72</td>
<td>186</td>
<td>450</td>
<td>264</td>
<td>186</td>
<td>867</td>
</tr>
<tr>
<td>Intimidation</td>
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<td>78</td>
<td>120</td>
<td>42</td>
<td>78</td>
<td>96</td>
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<tr>
<td>Issuing Bad Checks</td>
<td>40</td>
<td>59</td>
<td>126</td>
<td>60</td>
<td>66</td>
<td>60</td>
</tr>
<tr>
<td>Kidnapping</td>
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<td>70</td>
<td>120</td>
<td>84</td>
<td>36</td>
<td>120</td>
</tr>
<tr>
<td>Mitigated Deliberate Homicide</td>
<td>0</td>
<td>0</td>
<td>364</td>
<td>198</td>
<td>166</td>
<td>480</td>
</tr>
<tr>
<td>Negligent Homicide</td>
<td>58</td>
<td>108</td>
<td>206</td>
<td>126</td>
<td>80</td>
<td>240</td>
</tr>
<tr>
<td>Partner/Family Member Assault</td>
<td>35</td>
<td>49</td>
<td>103</td>
<td>61</td>
<td>42</td>
<td>64</td>
</tr>
<tr>
<td>Possession of Deadly Weapon by Prisoner</td>
<td>0</td>
<td>0</td>
<td>165</td>
<td>84</td>
<td>81</td>
<td>125</td>
</tr>
<tr>
<td>Possession of Drugs</td>
<td>33</td>
<td>49</td>
<td>130</td>
<td>67</td>
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<td>57</td>
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<tr>
<td>Robbery</td>
<td>42</td>
<td>79</td>
<td>211</td>
<td>95</td>
<td>116</td>
<td>169</td>
</tr>
<tr>
<td>Sexual Abuse of Children</td>
<td>54</td>
<td>107</td>
<td>496</td>
<td>175</td>
<td>321</td>
<td>314</td>
</tr>
<tr>
<td>Sexual Assault</td>
<td>56</td>
<td>139</td>
<td>375</td>
<td>164</td>
<td>211</td>
<td>473</td>
</tr>
<tr>
<td>Sexual Intercourse Without Consent</td>
<td>48</td>
<td>122</td>
<td>381</td>
<td>184</td>
<td>197</td>
<td>604</td>
</tr>
<tr>
<td>Stalking</td>
<td>34</td>
<td>47</td>
<td>60</td>
<td>36</td>
<td>24</td>
<td>0</td>
</tr>
<tr>
<td>Theft</td>
<td>44</td>
<td>68</td>
<td>145</td>
<td>65</td>
<td>80</td>
<td>91</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>39</td>
<td>66</td>
<td>248</td>
<td>119</td>
<td>129</td>
<td>212</td>
</tr>
</tbody>
</table>

**Source:** DOC Offender Management Information System

*Totals do not include 29 offenders who received life sentences or 61 offenders who received a DPHHS Commit.*
Montana’s most populous counties contribute the largest number of offenders to the corrections system

The five counties with the largest populations were responsible for 57% of all individuals sentenced in Montana in 2016
The Department is experiencing shifts in the composition of individuals under supervision. Since 2008, the number of women in prison has grown 34% while youth populations have declined dramatically. While all Department facilities are at or near capacity, Montana Women’s Prison has experienced growth beyond the capacity and design of the facility. MWP has added beds to meet the demand but, unfortunately, this growth compounds the pressure experienced at local county jails where state offenders wait for an available facility bed.

Based on self-reporting, Montana adult offenders are 80% Caucasian and 17% Native American. The majority of Native American offenders identify themselves with a Montana tribe, but many do not indicate a tribal affiliation.

Non-Montana tribes reported include Choctaw (4), Apache (4), Cherokee (7), Navajo (8), Cheyenne (9), Turtle Mountain (10) and 19 other non-Montana tribes (3 or fewer).
The majority of Montana’s daily adult offender population is under probation and parole supervision
16,200 offenders under DOC jurisdiction on June 30, 2016

- Probation & Parole: 9,703
- Treatment, Prerelease and Sanction: 2,978
- Prison: 2,604
- Other Jurisdiction: 1,479

Used more frequently than any other type of supervision, probation and parole are also the most cost effective form of supervision
Prison remains the most expensive form of supervision

- Prison: 54% of the Budget, 21% of the Population
- Treatment, Prerelease & Sanction: 28%, 14%
- Probation & Parole: 9%, 64%
- Youth: 8%, 1%
Adult male sexual offenders have the longest average length stay in any facility and have recently experienced an increase from 50 months in 2012 to 65 months in 2016.

Longer length of stay for sex offenders is a driving factor in prison and jail population increases.

In a trend that has been steady for years, the majority of individuals entering facilities due to revocations and convictions result in placements at alternative facilities rather than prison. The alternative facility placements can include prerelease centers, treatment centers or sanction facilities and are often a mix of individuals coming out of prison and entering after failing in lower levels of supervision.
Admissions to correctional facilities continue to outpace releases resulting in a growing correctional offender population.

57% of adult offenders released in 2013 did not return for any reason to any correctional program.

For those who returned within three years...
- 90% of females and 84% of males returned within the first two years
- they were increasingly placed into sanction and prerelease centers rather than prison

Return rates measure the frequency offenders return to any correctional program within three years of release - this differs from recidivism, which only applies to those who return to prison within three years.
The Department is primarily funded through the general fund and spends 94% of the $198M budget from the general fund on direct services - administrative costs make up only 6%.

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secure Custody</td>
<td>$83,542,002</td>
</tr>
<tr>
<td>Probation and Parole Division and Community Corrections Contracts</td>
<td>$66,935,075</td>
</tr>
<tr>
<td>Clinical Services</td>
<td>$21,338,978</td>
</tr>
<tr>
<td>Administration</td>
<td>$12,354,242</td>
</tr>
<tr>
<td>Youth Services</td>
<td>$12,303,075</td>
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<tr>
<td>Board of Pardons &amp; Parole</td>
<td>$1,013,865</td>
</tr>
<tr>
<td>Montana Correctional Enterprises</td>
<td>$899,216</td>
</tr>
</tbody>
</table>

$34.5 Million in restitution has been collected from offenders and returned to innocent victims since FY 2004 by the Department’s restitution unit. The unit has also collected $4.3 million in court-ordered fees for a total of $38.8 million.
Department expenditures have grown since FY12 due mostly to increases in medical and county jail costs.

Outside medical expenditures are rising for the Department with an all-time high of $8.8 million in fiscal year 2016 - offset, in part, by Medicaid funding.

Many inmates have more medical problems than individuals in the general population due to drug use, lack of previous care, prevalence of communicable diseases and higher rates of mental illness.
Department expenditures on pharmaceuticals have also increased significantly in recent years - a 45% increase in cost since 2010. Approximately 34% of pharmaceutical expenditures at Montana State Prison and Montana Women’s Prison are for medications related to psychiatric care.

The expansion of Medicaid availability in the 2015 Legislative Session has offset a portion of the cost of medical care provided by the Department as more individuals receiving treatment have become eligible. Increased eligibility has allowed the Department to leverage federal dollars to decrease the portion of tax payer dollars spent on 63 individuals requiring medical care who now qualify for Medicaid.
Probation and parole offices, caseloads and number of officers

Juvenile parole officers and caseloads are not included
The total number of adults under supervision of probation and parole officers increased by nearly 800 individuals from 2012 to 2016 - in the same time period, the number of supervising officers decreased from 180 to 170.

The increase has resulted in high case loads for probation and parole officers.

Montana also transfers more offenders to other states than it accepts through Interstate Compact agreements - in FY2016, 439 individuals were accepted into other states for supervision and Montana accepted 264.

Releases from probation or parole supervision remain relatively steady with 2,182 in 2016.

The rate of revocations from community supervision to a higher level of custody has not increased at the same rate as the population.

The average cost of probation and parole is low and the cost of specialized supervision remains below the cost of any other form of supervision.

<table>
<thead>
<tr>
<th>Supervision Type</th>
<th>Avg. Daily Population</th>
<th>Offender Cost Per Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialized</td>
<td>553</td>
<td>$22</td>
</tr>
<tr>
<td>Adult P&amp;P</td>
<td>8,353</td>
<td>$4</td>
</tr>
</tbody>
</table>
Although the cost per day for county jails was capped during the 2015 Legislative Session, the average daily population is rising—making county jail costs a significant portion of the Department’s budget at $9 million.

<table>
<thead>
<tr>
<th>Avg. Daily Population</th>
<th>Offender Cost Per Day</th>
<th>Offender Costs Per Stay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td></td>
<td></td>
</tr>
<tr>
<td>279</td>
<td>$76</td>
<td>$2,430</td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td></td>
</tr>
<tr>
<td>103</td>
<td>$76</td>
<td>$2,904</td>
</tr>
</tbody>
</table>

The average county jail population per day for 2017 (to date as of 11/2016) is set to be the highest ever experienced by the Department.

The average number of beds occupied by individuals sentenced to the Department has been rising steadily for several years beyond the budget allocated by the legislature resulting in supplemental budget requests. The slight decrease in 2015 was the result of emergency resolutions which are still in place, but are not impactful enough to reduce the overall pressure on county jails.
State-owned and contracted correctional facilities

Facility | Capacity
--- | ---
Missoula Assessment & Sanction Center (MASC) | 144
Missoula Prerelease Center | 110
Treasure State/Boot Camp | 40
WATCH West | 115
Chemical Dependency Treatment (CCP West) | 52
Sanction, Treatment, Assessment & Revocation Center (START) | 138
Butte Prerelease Center | 175
Chemical Dependency Treatment (CCP East) | 52
Bozeman Prerelease Center | 34
Riverside Correctional Facility | 19
Elkhorn Meth Treatment | 42
Helena Prerelease Center | 109
Great Falls Prerelease Center | 206
Nexus Meth Treatment | 84
Billings Prerelease Center | 239
Assessment, Sanction & Revocation Center (ASRC) | 50
Passages Alcohol & Drug Treatment (ADT) | 45
Pine Hills Correctional Facility | 20
WATCH East | 50

B-4
The state-operated Missoula Assessment and Sanction Center is a facility that provides rigorous assessment of and placement for male individuals committed to the Department of Corrections.

In 2016, most male offenders sentenced as a DOC commit and assessed at the Missoula Assessment and Sanction Center were placed in a contracted, chemical dependency treatment facility.
The state-operated Treasure State Correctional Training Center has a lower cost per stay than prison and offers treatment and programming for up to 40 individuals at a time.

<table>
<thead>
<tr>
<th>Avg. Daily Population</th>
<th>Offender Cost Per Day</th>
<th>Offender Costs Per Stay</th>
</tr>
</thead>
<tbody>
<tr>
<td>36</td>
<td>$161</td>
<td>$13,564</td>
</tr>
</tbody>
</table>

2% of the 1,065 offenders who participated in the challenging Treasure State Correctional Training Center Program since 2012 faced a new conviction and 8% were returned to a higher level of supervision for a violation or revocation.
The Department receives contracted services from community corrections providers to provide sanctions programs, treatment facilities and prerelease centers for a total of 21% of the general fund budget.

- **Sanction Programs**: $11,729,766
- **Treatment Facilities**: $15,334,809
- **Prerelease Centers**: $19,668,927

The Department contracts with six prerelease centers that screen offenders for transition services for those who are serving all or a portion of their sentence within the community including some who are still considered inmates, pending parole from prison.

### Offender Costs

<table>
<thead>
<tr>
<th>Avg. Daily Population</th>
<th>Offender Cost Per Day</th>
<th>Offender Costs Per Stay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>$64</td>
<td>$11,223</td>
</tr>
<tr>
<td>Female</td>
<td>$74</td>
<td>$12,186</td>
</tr>
<tr>
<td>651</td>
<td>184</td>
<td>184</td>
</tr>
</tbody>
</table>
In 2016, 81% of male offenders placed through Sanction, Treatment, Assessment, Revocation & Transition (START) were placed in facilities or programs other than prison.

Individuals are placed in START with the intention of diverting individuals from prison.

START allows for shorter stays and an additional sanction option for those not in compliance with supervision.

<table>
<thead>
<tr>
<th>Facility/Program</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discharged</td>
<td>33</td>
</tr>
<tr>
<td>WATCH</td>
<td>37</td>
</tr>
<tr>
<td>NEXUS Meth Treatment</td>
<td>72</td>
</tr>
<tr>
<td>Treasure State Correctional Training Center</td>
<td>148</td>
</tr>
<tr>
<td>Probation and Parole</td>
<td>206</td>
</tr>
<tr>
<td>Prison</td>
<td>438</td>
</tr>
<tr>
<td>Connections Corrections</td>
<td>542</td>
</tr>
<tr>
<td>Prerelease</td>
<td>1,032</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Avg. Daily Population</th>
<th>Offender Cost Per Day</th>
<th>Offender Costs Per Stay</th>
</tr>
</thead>
<tbody>
<tr>
<td>START</td>
<td>142</td>
<td>$107</td>
</tr>
</tbody>
</table>
In 2016, 70% of female offenders sentenced as a DOC commit and assessed at the Passages Assessment, Sanction & Revocation Center were placed in other contracted treatment facilities.

- Riverside: 2
- Probation and Parole: 27
- WATCH: 31
- Prison: 61
- Elkhorn Treatment Center: 145
- Prerelease: 250
- Alcohol & Drug Treatment Center: 720
The Department contracts for in-patient chemical dependency treatment programs with community corrections providers that vary in length of stay and cost depending on the contractor, the treatment model used and the client demographics. These contracts supplement the chemical dependency treatment provided in secure care and offer a more intensive treatment than is available through out-patient community providers.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Avg. Daily Population</th>
<th>Offender Cost Per Day</th>
<th>Offender Costs Per Stay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elkhorn</td>
<td>42</td>
<td>$152</td>
<td>$32,693</td>
</tr>
<tr>
<td>Nexus</td>
<td>85</td>
<td>$136</td>
<td>$26,168</td>
</tr>
<tr>
<td>WATCH (Female)</td>
<td>25</td>
<td>$121</td>
<td>$21,005</td>
</tr>
<tr>
<td>WATCH (Male)</td>
<td>144</td>
<td>$92</td>
<td>$14,106</td>
</tr>
<tr>
<td>Passages</td>
<td>95</td>
<td>$97</td>
<td>$4,846</td>
</tr>
<tr>
<td>Connections</td>
<td>107</td>
<td>$84</td>
<td>$4,951</td>
</tr>
</tbody>
</table>

4% of the 337 female offenders who participated in the Elkhorn Treatment Center since 2012 faced a new conviction and 26% were returned to a higher level of supervision for a violation or revocation.

Light grey indicates individuals who did not complete the program or have not yet been released.

Completed: Returned for Violation, Sentence Expired or Deceased 23%
Completed - New Drug Conviction 4%
Completed - On Supervision, Non-Drug Conviction 26%
2% of the 3,014 offenders who participated in the Connections Corrections Program since 2012 faced a new conviction and 28% were returned to a higher level of supervision for a violation or revocation.

Light grey indicates individuals who did not complete the program or have not yet been released.

2% of the 707 offenders who participated in the Nexus Treatment Center since 2012 faced a new conviction and 28% were returned to a higher level of supervision for a violation or revocation.

Light grey indicates individuals who did not complete the program or have not yet been released.
4% of the 2,007 offenders who participated in the Warm Springs Addiction Treatment & Change (WATCh Program) since 2012 faced a new conviction and 13% were returned to a higher level of supervision for a violation or revocation.

2% of female offenders who participated in the Passages Alcohol, Drug & Treatment Center since 2012 faced a new conviction and 23% were returned to a higher level of supervision for a violation or revocation.
7 of every 10 male inmates were in prison for sexual or violent crimes in 2016 compared to 4.5 of every 10 in 2010.

The composition of Montana’s prison is increasingly violent as the Department adopts a risk-based model and focuses community resources on those who pose the least threat to public safety.

Assault is the most frequent crime for incarcerated men with 505 individuals serving time in prison for the crime.

Deliberate homicide/mitigated homicide is the second most frequent crime with 276 individuals serving for the crime.
3 of every 10 female inmates were in prison for violent crimes in 2016 compared to 1 of every 10 in 2008.

The composition of Montana’s prison is increasingly violent as the Department adopts a risk-based model and focuses community resources on those who pose the least threat to public safety.

Criminal Possession of Dangerous Drugs is the most common crime committed by women in prison with 47 individuals serving time in prison for the crime.

Assault is the second most frequent crime with 30 individuals serving for the crime.
The cost per day at state prisons is higher on average due to the availability of medical care, treatment and vocational programs. Lewistown Infirmary is the most costly form of secure care with services tailored to the aging and chronically ill offender population. The average offender cost per stay in secure care confinement is $80,798 for men and $57,780 for females.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Avg. Daily Population</th>
<th>Offender Cost Per Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lewistown Infirmary</td>
<td>23</td>
<td>$282</td>
</tr>
<tr>
<td>Montana Women's Prison</td>
<td>206</td>
<td>$115</td>
</tr>
<tr>
<td>Contracted Prison Beds</td>
<td>888</td>
<td>$82</td>
</tr>
<tr>
<td>Montana State Prison</td>
<td>1452</td>
<td>$117</td>
</tr>
</tbody>
</table>

Male sexual offenders are serving more time in prison, an average of 63.4 months in 2016.

Inmates in general are also spending more time in prison, up from 24 months in 2012 to 26.4 in 2016.

Sexual and violent offenses are defined on the Department of Justice Sexual or Violent Offender Registry website. OMIS data extracted 7/12/2016.
Women are spending less time in prison - the average length of stay has decreased sharply from a high of 36 months in 2015 to 21 months in 2016.

The prison population is primarily Caucasian, but minority populations comprise a higher proportion of the offender population than Montana’s general population.

**Male**

- 77% Caucasian
- 20% American Indian
- 3% African American

**Female**

- 63% Caucasian
- 34% American Indian
- 1% African American
- 2% Other minority

Violent offenses are defined on the Department of Justice Sexual or Violent Offender Registry website. There are too few female sex offender releases to calculate a length of stay. OMIS data extracted 7/12/2016.
Men in prison are getting older on average - the average age of male prison inmates is rising with only 197 individuals aged 16-24, down from 311 in 2010. Individuals aged 25-44 remain the most represented with 1,264 men.

As with men, the most represented age range with female inmates is aged 25-44 with 134 individuals in 2016. Young women aged 16-24 and older women over age 60 have declining populations while the age range 45-59 spiked significantly in 2016 to 55 women.
In 2016, Hepatitis C, one of the most expensive and controversial chronic conditions to treat ranged among the most common chronic illnesses in Montana prisons.

**Hepatitis C cases were 20% of male chronic illnesses**

The number of chronic cases is increasing with 939 illnesses identified in 2010 and 1,324 in 2016.

![Graph showing the distribution of chronic illnesses with Hepatitis C cases highlighted.

Hepatitis C cases were 27% of chronic care cases at Montana Women’s Prison.

![Graph showing the distribution of chronic care cases with Hepatitis C cases highlighted.](C-6)
66% of those who are released from prison do not return to prison within three years. Of those who do return, only 5% of men and 2% of women are charged with a new crime.

Individuals who participate in Montana Correctional Enterprises training programs are more likely to succeed in the community and not return to a secure care setting than an individual released from prison who did not participate.

Montana Correctional Enterprises is 96% self-supporting and provides valuable training that instills offenders with job skills, a work ethic and interpersonal communication skills.
Montana’s secure care facilities for juveniles are becoming available for adult populations due to the number of juveniles in secure care declining - a trend that is affecting all juvenile levels of supervision. In part due to early intervention and investment in diversion programs, the admission rate is now lower than the release rate or nearly even for both males and females.

![Graph showing male admissions and releases from 2012 to 2016]

Male releases, 83
Male admissions, 72

Female admissions, 11
Female releases, 9

Overall, the number of juveniles under parole supervision is declining. No juvenile on parole was revoked for new felonies in 2015 or 2016 and, after a peak in 2014, revocations for violations are declining as well.

![Graph showing parole data from 2012 to 2016]

Discharged, 43
On supervision, 41
Violation revocations, 32
The cost per stay rose to unprecedented levels at juvenile facilities as individuals released outpaced admissions - the Department repurposed space for young adult offenders in need of programming and education and to partially mitigate the cost of county jails although the cost per stay reduction will not be fully realized until the end of FY17

$59,000 - Restitution collected at Pine Hills Youth Correctional Facility from male juveniles in FY2015 and FY2016

$2,153 – Restitution collected at Riverside Youth Correctional Facility from female juveniles in the same time period

$2,015 – Restitution collected at Great Falls Youth Transition Center from male juveniles in the same time period

d-2
Of juveniles who are admitted to secure care, the majority are for new crimes and the second most common reason for secure care placement is parole revocation. In addition to the more common reasons for juvenile admission to secure care since 2012, placements and returns from mental health facilities have each comprised 1-3% of secure care admissions.

Although the number of juveniles admitted to secure care facilities is decreasing, the average number of days spent in secure care is beginning to trend upward because the secure care youth population now requires greater treatment and programming as individuals with lower risk and fewer needs are placed in the community.
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