



Montana Department of Corrections Correctional Signpost

2012
No. 2



Restorative justice in the spotlight

By Sally K. Hilander
Victim programs manager

The Law and Justice Interim Committee, which deals with the Department of Corrections and other criminal justice agencies, has intensively studied victim impact panels, victim-offender dialogues, and similar programs in recent months to gauge their potential to reduce recidivism and prevent future victims.

Various panels composed of representatives from local organizations promoting restorative justice efforts and restorative justice volunteers from around Montana shared with the lawmakers how offender attitudes change after they meet face-to-face with victims to hear how crimes disrupt entire communities. Victims also came forward to tell the com-



Mark Umbreit, national expert on restorative justice, talks with Montana corrections officials in February.

mittee how speaking on victim impact panels gives them hope that they can help reform at least one offender.

Victim impact panels and other programs that allow facilitated contact between victims and offenders are part of “restorative justice,” a criminal justice model that downplays retribution and focuses on rehabilitation and healing for everyone harmed by crime, offenders and their families included. Victim restitution is another important component of the model.

Department of Corrections officials testified before the legislative committee last fall about lives changed for the better through

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What's all this about reentry?

Nine months ago, the Montana Department of Corrections launched its reentry initiative. Since then, “reentry” has become one of the most frequently used words in the agency.

Reentry, reentry, reentry.

Reentry has become the dominant focus of the department.

But that doesn't mean it's new. Reentry has been around for decades. The word refers to more than the process of inmates leaving prison and reentering communities. It encompasses a broad array of services and programs that the corrections system provides offenders to help their transition go smoothly and be successful.

The initiative is spearheaded by a 28-member task force is designed to enhance existing reentry services and improve coordination among corrections professionals.

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Justice

FROM Page 1

victim-offender dialogues in cases of deliberate homicide, aggravated assault, incest, negligent (drunk driving) homicide, and assault on children. Agency representatives also reported on the department's accountability letter program, which gives adult offenders an opportunity to apologize if their victims want to hear it.

The program for adult offenders that captured the most attention, however, reaches the most offenders – victim impact panels.

Such panels, or VIPs, debuted in the Montana corrections system about 1997 when the Great Falls Prerelease Center and Treasure State Correctional Training Center (boot camp) both introduced victim impact panels as part of offender programming.

VIPs are composed of victims from the community who volunteer to speak to a group of offenders about the effects of crimes ranging from burglaries and theft to sexual assaults and homicides. The Helena Prerelease Center introduced a VIP in 2009, followed by Montana Women's Prison in February of this year. The Elkhorn Treatment Center in Boulder hosted its first VIP on April 9.

Mark Umbreit, founder of the Center for Restorative Justice and Peacemaking at the University of Minnesota, believes Montana is on the right track. Umbreit visited Helena in February and told the Law and Justice Committee that restorative justice is “common sense” and may be more successful – and much less expensive – than traditional criminal justice programs.

“If you kept five or 10 guys out of prison for 60 to 90 days, it would easily pay for a restorative justice program,” he said.

Umbreit also conducted victim-offender dialogue facilitator training for 20 volunteers and program staff with the Lewis and Clark County juvenile probation department, which funded his trip with a federal grant, and DOC, which hosted the training at central office.

Restorative justice has roots in ancient Chinese, Canadian and American Indian cultures, but can be a hard-sell in modern criminal justice systems that tend to focus on retribution. Umbreit is optimistic, however, that Montana lawmakers found his arguments credible and will not be tempted to dismiss restorative justice as a liberal concept.

“Restorative justice gives moral authority back to victims, families and communities instead of to the state,” he said. “It is like going back to the future. How is that a liberal idea? It's common sense. It's fiscally responsible.”

Interim studies at the Montana Legislature sometimes result in proposed statutory changes and funding. Legislative response to restorative justice will occur when lawmakers convene for the next session in January.

Montana Department of Corrections Mission

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

(Related story on page 4)

Signpost to publish quarterly

The Department of Corrections newsletter is changing the timing of publication.

Two years ago, the Department of Corrections changed the frequency of publishing the agency's newsletter, *Correctional Signpost*, from once every three months to every other month.

The goal of that change was to provide more timely information to department staff and other readers of the newsletter.

Since then, the department began making greater use of the DOC's intranet page for sharing information on corrections-related issues, events and news media coverage with department staff between newsletter editions.

A side effect of the more frequent publication was to create more demand on already busy staff to provide information and regular features for the newsletter. It seemed like staffers just finished supplying

articles for one edition when they were reminded of the looming deadline for the next edition.

The DOC management team has endorsed a return to publishing the *Signpost* quarterly. The change will begin following publication of this issue.

The goal of the newsletter will continue to be providing the kind of information about the corrections system in Montana that will allow regular readers to understand the philosophy, goals, direction and achievements of the Montana Department of Corrections.



McKenzie

McKenzie chosen as youth services head

Cindy McKenzie, with 23 years' experience in juvenile corrections, is permanent administrator of the Youth Services Division. Director Mike Ferriter selected her for the position in late February.

McKenzie, who has been superintendent at Riverside Youth Correctional Facility since 2002, was acting division administrator for several months.

McKenzie appointed Dan Kissner, operations manager at Riverside for 11 years, as acting superintendent of the Boulder program.

A Montana native, McKenzie attended schools in Alder, Bozeman, Helena and Columbia Falls.

McKenzie began her youth corrections career in 1989 as a cottage life attendant at Mountain View School, the forerunner to Riverside. She worked as housing unit supervisor/weekend supervisor, case manager and correctional treatment specialist during her time at Mountain View.

When the Helena facility closed in 1995, she became program coordinator for the state phase of the state/private joint venture called Montana Youth Alternatives. The program changed in 1997 when the Legislature revived a secure facility for girls in the state and the program became Riverside Youth Correctional Facility.

McKenzie became director of treatment services for that program and took over as superintendent 10 years ago. At the same time, she obtained a master's degree in social work through Walla Walla College's satellite program in Missoula.

Kissner, 41, is a Minnesota native and earned a bachelor's degree in criminology from the University of Minnesota in 1993. He has been involved in juvenile programs for almost 20 years.

Following graduation, he became a counselor for troubled youth in a Texas wilderness camp program called Hope Center and later worked for a short time as a youth probation officer in Minnesota.

He moved to Montana in 1995 and became a correctional counselor in the now-defunct Montana Youth Alternatives program for two years. After that program transformed into Riverside, he worked for three years as a unit supervisor before becoming operations manager in 2000.

In addition to Riverside, the division oversees Pine Hills Youth Correctional Facility for boys in Miles City, Youth Transition Centers in Great Falls, juvenile parole officers and community services for youthful offenders.



Kissner

High Court: prison board operates legally

The Montana Supreme Court has upheld a lower-court ruling that said meetings of the Prison Issues Board have not violated the public's right to know, participate in or attend the meetings.

The unanimous decision by a five-judge panel rejected claims by a Montana State Prison inmate and his wife, and concluded that a trial was not needed in the suit. Like the lower court, the Supreme Court justices said the couple failed to present any disputed facts that would warrant a trial.

The high court also said the district judge was correct in concluding that the board did not violate any applicable open-meeting and public-participation requirements in Montana law.

The couple provided "no legal authority for their claims that they are entitled to participate in any number of MDOC (Montana Department of Corrections) staff meetings concerning such matters as visitor-inmate visitation privileges, inmate classification determinations, and inmate transfers," Justice Beth Baker wrote for the court.

Restorative justice programs benefit all

By Linda Gryczan

Montana spends more than \$34,000 per year to incarcerate a man in Deer Lodge and more than four out of 10 will be back within three years after release.

Taxpayers are frustrated with the cost. Crime victims are too often left in the background. Communities question if this makes us safer. Many in the system recognize the limitations of a focus on “trail ’em, nail ’em, jail ’em.”

Restorative justice addresses these concerns by changing the focus from asking, “What law was broken, who did it and how should they be punished?” to a more victim centered, “Who was harmed, what are their needs and whose obligation is it to make things right?”



‘The worst thing about the meeting was having to look at and face the man I stole the bike from, but the best part was my friends and I got to help decide how to make it up to him.’

Restorative justice brings crime victims and their offenders together in a facilitated dialog. The intention is for victims to have their loss acknowledged, for offenders to understand and be accountable for the harm they caused and for the offender to as much as possible make things right. Sometimes, other people stand in for the victim in what is called a victim impact panel.

Restorative justice is not a new concept. Modern programs were developed during the 1970s in Mennonite communities. These programs owe a debt to Native communities of North America and New Zealand who have been using restorative justice for centuries.

There is a growing number of restorative justice programs in Montana for adults and juveniles across reservations and other jurisdictions in Montana, including community youth justice, victim-offender dia-

logue and victim impact panels.

In Lewis and Clark and Broadwater counties, certain first time offenders up to age 17, are offered an opportunity to instead of going before a judge, meet with the victim of their crime, his or her parents, community members and a trained facilitator. Victims are encouraged to describe the impact of the crime, offenders are held accountable, and the group decides how the offender will make amends.

One offender said, “The worst thing about the meeting was having to look at and face the man I stole the bike from, but the best part was my friends and I got to help decide how to make it up to him. After we gave his bike back we saved money and bought a bike to donate to kids.”

Some victims of felony crimes such as burglary, assault or homicide, want to meet with their offenders face-to-face to say how the crime has affected them and their loved ones and to ask questions only the offender can answer. After sentencing, the Montana Department of Corrections offers an opportunity for victim-offender dialogue in a safe setting after intensive preparation by trained facilitators. Meetings can only be initiated by the victim and are voluntary for both sides. While not receiving any tangible benefits from the process, offenders may want an opportunity to apologize as a way to make amends.

A woman who spent years fearing the man who assaulted her, learned when she met him face-to-face, that he was an old man dying of cancer. “Once I knew he would not come back to rape me again, I was able to begin the healing process.”

Court

FROM Page 3

The complaint had contended the couple was wrongly denied the opportunity to both attend and participate in the board’s meetings.

The board, composed of representatives from the department and contractors operating adult prisons in the state, meets quarterly to discuss and resolve issues related to secure facilities. The department determined in January 2009 that the board meetings were public meetings and began publishing agendas of upcoming meetings and minutes of past meetings on the DOC website.

MCE honored for role in garden project

Montana Correctional Enterprises received the 2012 First Lady Award for its role in a project designed to offer Montana fourth graders a hands-on gardening experience.

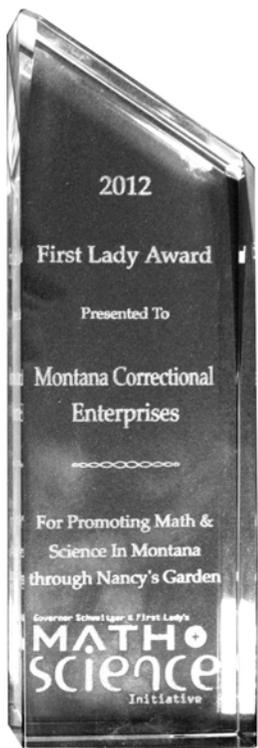
Andrew Olcott, MCE fiscal manager, accepted the award on behalf of the Department of Corrections division in late February.

MCE designed and built more than 1,500 planter boxes last year to be used in the statewide educational project spearheaded by Nancy Schweitzer, wife of Gov. Brian Schweitzer. Dubbed “Nancy’s Garden,” the project is part of the governor and first lady’s Math and Science Initiative. It involves providing the planter boxes to fourth graders across the state to teach them about growing food.

The project is continuing this year with MCE building more of the planters that utilize recycled materials – unused license plates and wood from beetle-killed timber. The plates form the sides and bottom of each planter while wood is used for the ends. The MCE print shop also printed the 19-page teachers’ guide for the gardening project.

Others receiving the award from Mrs. Schweitzer and Lt. Gov. John Bohlinger for their contributions to the project included the state Agriculture Department and the Montana State University Extension Service.

For MCE, License Plate Factory Supervisors Mandie Galindo and Wes Harr, print shop manager, coordinated the project with help from inmates in the plate factory, sign shop, print shop and lumber processing plant.



Wes Harr and Mandie Galindo show off the First Lady Award recognizing the work of Montana Correctional Enterprises in a project to expose Montana fourth graders to gardening. (Photos by Gail Boese)



Benefit

FROM Page 4

Victims who don’t want to meet directly with their offender can volunteer to speak as part of a victim impact panel (VIP) at one of the boot camps or prerelease centers. VIPs give victims an opportunity to tell their stories, meet other victims with

similar experiences and hold offenders accountable for their crimes.

Many offenders report that the VIP was the most important factor in their decision to take responsibility for their crimes, participate in treatment and change their lives.

One offender wrote: “The biggest lesson you have taught me is that my victims will be affected for the rest of their lives because of my actions but

it’s not too late to change what I do and to not hurt anyone ever again.”

EDITOR’S NOTE: This article, reprinted with permission, appeared in the March 14 edition of the Helena Independent Record. Linda Gryczan, a columnist for the newspaper, recently received training to become a facilitator for the Department of Corrections’ victim-offender dialogue program.

Explaining Montana corrections

Male prisons run as network

EDITOR'S NOTE: One of the most misunderstood features of the Montana corrections system is its prisons and how they work together as a network of facilities to complement the various facilities. Here is a summary of Montana's prisons, their differing roles and the needs they serve.

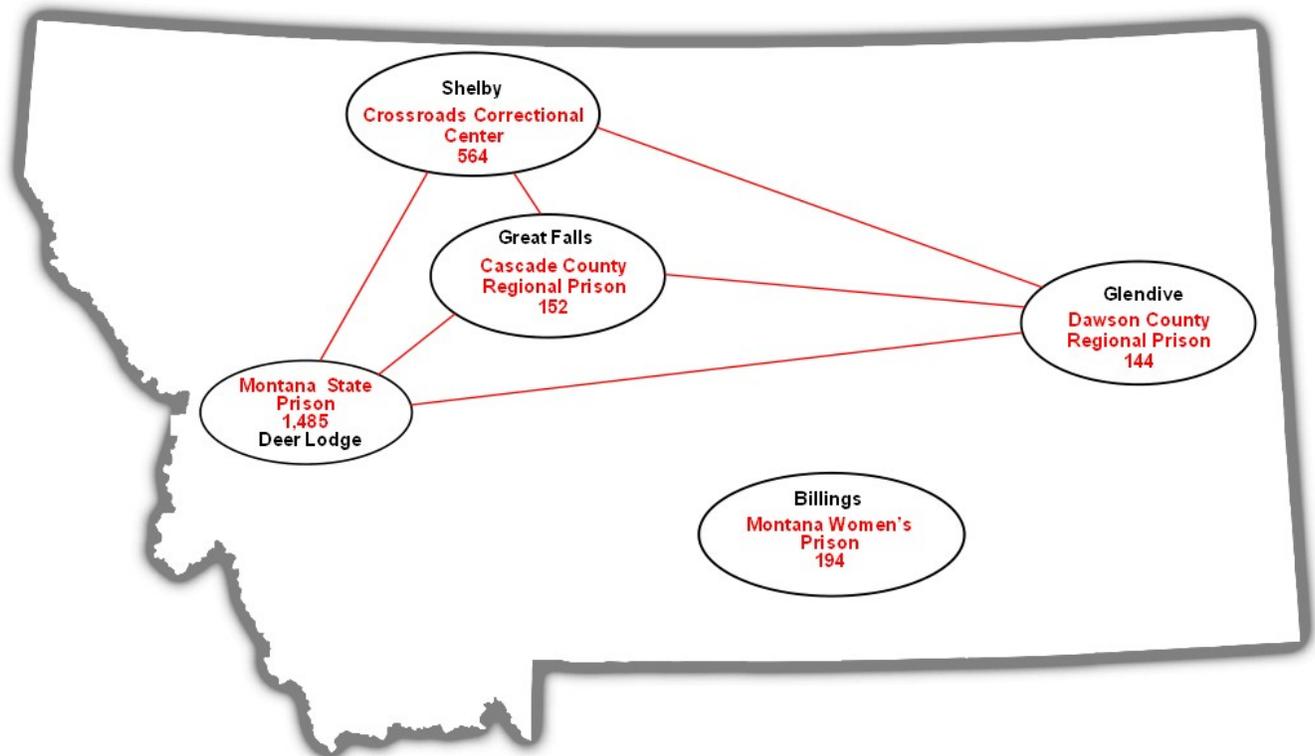
The Montana corrections system includes a network of five prisons that are an integral part of a coordinated effort to appropriately manage offenders in a way to make use of the resources available for meeting the needs of those offenders. The state has four prisons for male offenders and one for female offenders.

The male prisons are Montana State Prison (MSP) in Deer Lodge, Crossroads Correctional Center at Shelby, Cascade County regional prison in Great Falls and Dawson County regional prison at Glendive. MSP is operated by the state, the regional prisons are county-run, and Crossroads is the only privately operated prison in the state.

The prisons for males work in concert with one another to balance population with capacity and offender needs with available services. Inmates are moved among the four prisons to ensure that balance is maintained and those needs are met. Offenders sentenced to prison may spend time at two or more of the prisons during the course of their incarceration. It's not unusual for an offender to move multiple times to and from one or more of the prisons during his sentence.

Unlike prison systems in other more-populous states, Montana does not have multiple stand-alone prisons at which inmates are likely to spend their full incarceration. Montana State Prison, with nearly 1,500 inmates and staff of more than 600, is the flagship of the network, providing an array of services and programs not available at the other smaller facilities. Crossroads houses about 550 state inmates, the Great Falls prison has about 150 and the Glendive prison has

PRISONS, Page 9



The network of prisons for males is just one part of the Montana corrections system. Inmates frequently transfer among the facilities, which offer a varying array of services and programs.

FROM THE DIRECTOR

Mike Perita



On March 22, I received an e-mail from the Florida Department of Corrections. The e-mail announced that a correctional officer from the Columbia Corrections Institution died after being stabbed by an inmate. The message went on to say that the officer is survived by his wife, daughter and an unborn child.

On April 11, I learned about a fight at an Alabama prison involving inmates and staff. The incident involved cell phones and resulted in the prison's emergency response team being called in to take back a housing unit which was under control of the inmates.

Earlier this month, like many of you watching the "Final Four" NCAA basketball games from New Orleans, I was reminded of the disasters surrounding Hurricane Katrina. Only those of us in corrections will recall that more than 8,000 offenders were impacted by this natural disaster as the flooding and power outages left them stranded, evacuated or difficult to find. The result was chaos for both prison officials and community corrections officials.

These incidents are reminders of one of my basic beliefs when it comes to working in corrections: the importance of always being aware of the environment in which we work and the constant potential for violence and disruption of our normal routine.

I recognize that that most often I use this column to speak about change and better outcomes for offenders. But we must not forget that the foundation of our work is public safety. The "public" most definitely includes our valued and dedicated staff, not just citizens on the streets.

I am sure that I speak for others when I say that I do not look forward to discussing or addressing the topic of emergency preparedness. I also assume that training related to cell extractions, home searches or managing natural disasters are often brushed aside and viewed as boring or irrelevant.

But they are essential. Situations like the ones in Florida, Alabama and Louisiana should be enough reason for everyone in corrections to recognize the importance of such training and the value in recognizing the potential emergency events that we may encounter in our chosen vocation.

Thank you to all department staff and to those working in our contracted facilities for your attention to matters of public safety and awareness. Thanks for taking time to be better prepared for the emergencies that we hope will never occur in Montana. Also, please remember that many people in our state count on us to keep them safe and protected and that these citizens include your family, friends and neighbors.

Reentry

FROM Page 1

It involves everybody across the correctional spectrum: prison wardens, case managers, unit managers, correctional officers, information technology staffers, the Parole Board, probation and parole officers, and the staffs of prerelease centers and community treatment programs.

But it goes beyond the corrections world. Job Service offices able to help offenders find jobs, landlords willing to provide housing to offenders, law enforcement, family support groups, educators offering job-skills training, and public assistance programs have roles to play.

Every year in Montana, about 1,200 inmates are released from prison. What happens to them then is what reentry is all about.

The bottom-line for reentry is reducing the number of offenders failing in the community and returning to



Sam Casey
DOC Reentry
Program Manager

prison. Reducing this recidivism will mean Montana taxpayers will have to spend less on incarcerating offenders than they otherwise would.

So the department looked at statistics and determined inmate populations most at risk to return to prison. Those leaving prison when less than 25 years old or while living in higher-custody housing units have higher recidivism rates than other inmates. Those are the target populations.

The department wants the reentry initiative to cut the recidivism rate among those offenders from almost 43 percent to about 32 percent during the next three years. That means 49 fewer inmates ending up back in prison.

While that may not seem like a large number, the potential savings add up quickly given the cost of an average stay in prison.

How will this be accomplished?

The effort begins when an offender enters prison and continues through incarceration and supervision in community corrections programs. The idea is simple: Give offenders the tools to succeed.

The task force is focused on four initial priorities:

- Develop a uniform means of assessing the needs of offenders and their risk to re-offend.
- Encourage employers to hire offenders.
- Promote creation of more housing



opportunities for offenders.

- Improve relationships between offenders and their families.

Beyond that, corrections officials will concentrate more effort on the targeted populations, recognizing those offenders need more attention to increase their chances for success and decrease their likelihood for failure.

The Montana Reentry Initiative is not a fad and will not fade over time. Results won't occur overnight. The benefits will take time, but corrections officials are confident and committed to the effort.

So expect to hear the word "reentry" more. The changes it brings are here to stay.

For more information about reentry, visit the DOC's reentry website at <http://www.cor.mt.gov/reentry/>

Law, policy say report fraud, theft, waste

Stealing, defrauding, bilking, cheating – whatever the term, such actions are wrong and state government takes them seriously.

Both state laws and Department of Corrections policies make that abundantly clear.

Lawmakers long ago considered the issue so important that they passed a law telling the Legislative Audit Division to create a toll-free telephone line for Montanans to report instances of fraud, waste and abuse in state government.

The Corrections Department, more than a dozen years ago, adopted a policy mandating that agency employees and the staffs of contracted facilities immediately report any suspected or actual fraudulent acts involving state resources or programs.

The broad policy states department supervisors are expected to "detect and prevent fraudulent acts including misappropriation of resources and other improper activity."

Fraud

FROM Page 8

But they don't work alone. The policy states all department employees share the responsibility to report "suspected or actual fraudulent incidents that may involve other employees, consultants, vendors, contractors, or any other party engaged in department business."

All employees have this duty to be watchdogs.

The policy includes a special form for employees to use in filing reports of wrongdoing. Reports identify where the fraud or theft occurred within or outside the agency, who is responsible and the nature of the illegal act.

The department policy can be found at <http://www.cor.mt.gov/>

[content/Resources/Policy/Chapter1/1-2-19.pdf](http://www.cor.mt.gov/content/Resources/Policy/Chapter1/1-2-19.pdf)

Incidents should be reported to the Investigations Bureau (444-4761) or to the Legislative Audit Division's hotline (1-800-222-4446). Results of investigations are forwarded to the attorney general's office for possible prosecution.

But just what may constitute fraud, theft or waste? The list is long.

The DOC policy offers some examples of fraud: forgery or alteration of a document or account, check, bank draft or any other financial transaction; misappropriation of funds, supplies or other assets; improper reporting or handling money; falsification of timesheets; disclosure of confidential information; acceptance of items or value (worth \$50 or more) from someone doing business with the department; and unauthor-

ized removal of state furnishings, fixtures, records or equipment.

A good rule to follow: When in doubt, report it.

Beyond the laws and policy, the issue of theft and fraud is a matter of ethical behavior and standards. The department's Code of Ethics talks about the need for honesty, integrity and contains a promise to "report job-related illegal or unethical behavior to the appropriate authority."

In the end, reporting something that's wrong is simply a matter of doing what's right.



Prisons

FROM Page 6

about 140.

Each prison has its own warden, but all are managed under authority of the MSP warden. The Contract Placement Bureau plays an integral role in smooth operation of the prison system because it is responsible for managing inmate placement at the private and regional prisons.

Inmates move among the prisons for a number of reasons. An inmate could be moved from MSP to Crossroads or a regional prison because:

- MSP has reached capacity and another prison has some empty beds.
- An inmate does not have immediate needs for special services at MSP such as medical, dental, mental health and sex offender treatment.
- Separation needs; an inmate has problems getting along with other inmates at his custody level.
- An inmate at MSP should be at a lower custody level but no room at that level is available at MSP
- An inmate wants to enroll in a program offered elsewhere, such as the virtual welding course at Glendive or the dog-training program at Shelby.
- Moving an inmate will improve his behavior in relation to staff or other inmates.

An inmate might move to MSP because:

- He needs specialized treatment as a sex offender or for chemical dependency.
- He wishes to participate in an industries program.
- He needs medical attention available only through the infirmary.
- He requires placement in a higher custody level that is not available elsewhere.
- He requires more intense mental health treatment.

The cost per day at the prisons varies due to the disparity in the services and programming provided and the custody levels of the inmates housed there. The cost per day at Crossroads is \$63.98 for each inmate. The cost per day at Montana State Prison is \$94.19. The higher rate is because MSP functions, to a great extent, as a special-needs facility in the Montana prison network.

MSP has specialized programs and services that are not available elsewhere. It has:

- A full infirmary that is capable of providing inmates with extensive and chronic medical and dental needs
- Intensive treatment units for chemical dependent and methamphetamine-addicted inmates
- Sex offender treatment
- Treatment for inmates with serious mental health issues
- Capability of housing the highest-custody inmates, which requires higher staffer levels



Spotlight

Eunice Cole keeps infirmary humming

By Bob Anez
Communication Director

Eunice Cole has one ironclad policy at the Montana State Prison infirmary. No swearing. And few of the 60 or so inmate patients that pass by her desk each day dare violate that rule. “The majority are gentlemen,” says Cole, a licensed practical nurse at the Deer Lodge prison.

Cole believes the no-small-matter of obeying her rule is a product of mutual respect. She sees her patients as more than convicted felons.

“Some have never had a kind word said to them and don’t know how to behave themselves,” she says in one of the few moments when no smile spreads across her face. “I feel it’s a privilege to work with these people. I hope I can contribute something to them that they’ll remember when they get out, so they don’t have to come back.”

Cole’s attitude about providing quality health care for the nearly 1,500 inmates at the prison reveals none of the jaded edges some might expect to see after 42 years of working in state institutions, caring for some of the most needy and disadvantaged citizens to be found.

The 70-year-old Cole has worked for 17 years in the prison infirmary, 22 years at the since-closed Galen Hospital and three years at Montana State Hospital.

She is a widow with a son and



Eunice Cole at her desk in the Montana State Prison infirmary

Cole

FROM Page 10

daughter, six grandchildren and three great-grandchildren. She has been an emergency medical technician, a Red Cross board member and a CPR instructor over the years.

A Kansas native, she moved to Montana in 1969 after getting her LPN degree from Kansas University. Her mother was from Montana and when her husband got a job as a mechanic here, the move fulfilled a longtime desire of hers to live in Big Sky Country.

Cole worked at the Anaconda hospital for a while before taking a job for a brief time at Montana State Hospi-



Cole adds notes to patient charts at the MSP infirmary.

tal. She made \$400 a month. “I thought I was rich,” she says with a laugh. “I never had that much money in my life.”

She had never before been around mental illness, but learned a lot. She transferred to the nearby Galen facility, which treated tuberculosis, black lung disease and alcoholism. She liked seeing improvement in her patients.

“These were people who were able to change their lives,” Cole recalls. “They would be treated and go home. The staff was so good to the patients; it was a home away from home for those people. Everybody got along.”

She liked the work and the workplace. Benefits were good, the job was dependable and satisfaction was high as she marveled at how caring the Galen staff was toward its patients.

But it came to an end when the hospital closed and Cole had to transfer back to the state hospital at Warm Springs in order to have a job and to continue living in an area of

the state she had come to love. “It became home,” she says of Anaconda.

After 18 months back at the state hospital, her boss from Galen told her of an LPN opening at the prison and she jumped at the chance. She had dealt with inmates at Galen and knew how to deal with them.

Still, prison was different because of the increased focus on security. It made her a little nervous.

Her first week on the job, she had to use a motorized cart to take medications to the high-security compound. The cart malfunctioned and Cole found herself stranded among inmates walking around the grounds.

“It scared me,” she remembers. “But an inmate came up to me and asked, ‘Hey nurse, you need help?’ Then he fixed the cart.”

It was a well-learned lesson for Cole. “These guys aren’t that bad. They can still scare me. I never forget where I am. You have to be cautious when you’re around people capable of doing you harm.”

Her duties 17 years ago were distributing medication to inmates, responding to emergencies and assessing inmates’ medical issues. Today, she keeps the infirmary running smoothly as a traffic cop of sorts.

She prepares charts, coordinates with correctional officers the movement of inmates, schedules inmate appointments based on the number of medical personnel and exam rooms available, keeps low-side and high-side inmates separate in the infirmary and ensures that doctors’ orders are entered into the medical charts. Her desk always sports piles of charts.

Cole’s greatest daily challenge is the same as for a nurse or office manager for a private physician – getting everyone seen in a timely manner.

“She’s like a rock around here,” says Mark Henderson, a physician assistant in the infirmary. “She’s consistent; you can always count on her.”

“She has great rapport with the patients and is great at anticipating the doctors’ next needs. She is very thorough in preparing charts and goes out-of-her-way to track down needed labs, X-ray reports and kites (inmate notes requesting medical care) for that day’s appointment. She works late every evening, charting and completing the day’s orders long after the doctors have gone home.”

Cole understands the prison’s obligation and is adamant about the quality of care given inmates.

“The health care here is every bit as good as anywhere,” she says. “Someone has to take care of them. If you take care of them, it’s cheaper in the long run.”

While Cole readily talks about the love for her work and her commitment to the Montana State Prison population, don’t suggest she should consider retirement while she still does her job so well.

“I enjoy working here,” she says. “I don’t know what I’d do if I didn’t work.”

Warden K: *It's about mutual respect*

By George Plaven
The Montana Standard

Leroy Kirkegard remembers touring the old Montana State Prison in 1978, as part of a criminal justice class at Montana State University-Bozeman.

A few inmates started acting up in the prison yard, whistling at the women who walked past. But the deputy warden leading the tour never lost his temper.

"That stuck out to me," Kirkegard said. "He very calmly got things under control. It shows you what mutual respect can do."

Years later, as the new warden at the state prison in Deer Lodge, Kirkegard remains focused on interpersonal skills and how staff can manage 1,500 prisoners in the most positive way.

Kirkegard, 52, is nearly four months into the job after taking over for Mike Mahoney, who retired to become assistant warden at the Crossroads Correctional Center in Shelby.

A self-described people person, Kirkegard said he enjoys working in an environment where he can help change lives. He spent 20 years at the Clark County Detention Center in Las Vegas before coming back home to Montana.

Over his career, Kirkegard learned the answer to crime is not simply locking up offenders and throwing away the key; they need tools, resources and opportunities to correct their behavior.

It all starts with mutual respect.

"I do not believe in warehousing," Kirkegard said. "However, there is a reason the prison is here. Some people need to be locked up."

Growing up in the small eastern Montana town of Circle, Kirkegard developed a strong appreciation for tight-knit community.

Kirkegard spent his first three years of school in a one-classroom schoolhouse. He graduated from Circle High School in 1977, with only 35 other kids.

"In a small town, everybody watches out for you and knows what you're up to," he said. "The friendships I made there were extremely long-lasting."

Staff likes to think of the prison as its own small community, with 700 employees working over three compounds, as well as in the Work and Re-entry Center.

So it's no surprise to see Kirkegard frequently out checking on each unit, seeing what he can do to help, as he did before with his neighbors in Circle.

I do not believe in warehousing. However, there is a reason the prison is here. Some people need to be locked up.



Photos by
George Plaven,
The Montana
Standard

Respect

FROM Page 12

Dave Garcia, a training and staff development specialist, has worked at the prison for 21 years and said it is nice to see the warden making such a strong effort to open communications.

"It shows that he cares," Garcia said. "I think he will make MSP a little more prioritized than in the past."

Kirkegard also recently started a prison information telephone line, updated every two weeks with job postings and other updates.

"I've heard nothing but rave reviews," Garcia said. "People just feel included."

Kirkegard studied political science at MSU for a little more than a year before leaving school to enlist in the Air Force as a weather forecaster.

After 10 years in the service, Kirkegard wanted to get into corrections. His uncle had worked as police chief in Circle, which he always admired.

"Even back then, I wanted to help people change their lives and protect the community," he said.

Kirkegard went back to school, earning his associate degree in criminal justice from New Mexico State University and a bachelor's degree in criminal justice from the University of Nevada-Las Vegas.

He joined the Las Vegas Metro Police Department detention center, where he eventually worked his way up to deputy chief.

When Kirkegard heard about former warden Mahoney's retirement last spring, he couldn't resist the possibility of coming back to Montana. He made the short list of finalists in September, and was offered the job a month later.

Mike Ferriter, director of the Montana Department of Corrections, said they were not only looking for someone

with the right experience, but someone with a commitment to the prison mission.

"(Leroy) really grasped the concept that 97 percent of offenders are going to be coming out of the prison, and our role to get them ready for that release," Ferriter said. "He gets that big picture."

Kirkegard is not the kind of guy who goes around making changes for the sake of change, he said.

During his routine walks around the prison, Kirkegard is more interested in listening to staff and finding little ways improve efficiency, or morale.

"What we need to do for morale is acknowledge, on a daily basis, the hard work of everyone and thank them for that," he said. "That's what we were forgetting to do. You can't take the officers' job for granted."

Kirkegard would like to further bolster training, especially for staff that regularly interacts with the inmates, to help improve everybody's safety.

Correctional officer Wendi Larson said she enjoys having a warden who knows and understands what their job is like, and comes by to offer his support.

"He has an idea of what we do as officers, which is pretty cool," Larson said. "I'm sure he will have some good ideas to bring to the table."

Ferriter said he appreciates Kirkegard's fresh perspective, while respecting the way operations have run in the past.

"I don't think he sees significant changes," Ferriter said. "I think he realizes this is a well-run facility."

Kirkegard is still learning, he said, but hopes to keep things running smoothly.

"My goal right now is to be here for 10 years," he said. "If they'll have me that long, I will stick around."

EDITOR'S NOTE: This article was published in the March 11 edition of The Montana Standard. Reprinted with permission.



“What we need to do for morale is acknowledge, on a daily basis, the hard work of everyone and thank them for that.”

Biomass burner

Treasure State gets new heating source



ABOVE: Harlan Sipe, maintenance supervisor at Treasure State Correctional Training Center, loads wood into the boot camp's new biomass burner.

BELOW: Wood is stockpiled for the biomass burner. (Photos by Andrew Olcott)



Propane is pricey, you want to save money and you have mountainsides of dead trees a few miles away.

The answer was simple for Treasure State Correctional Training Center: Find a way to use the wood to efficiently heat the building.

Since early this year, the 22,460 square-foot facility at Deer Lodge has been partially heated by a new biomass burner fueled by beetle-ravaged timber harvested from nearby Montana State Prison land.

Use of the burner is expected to save more than \$25,000 a year to heat the boot camp and provide the offenders and staff with hot water.

"We feel very fortunate that we have been able to make use of this technology," says Kelly Speer, acting superintendent at Treasure State. "We're saving money and trainees are involved in arranging wood for loading into the burner."

The burner was purchased and installed using a \$64,000 grant from the state Department of Natural Resources and U.S. Forest Service. The center, operated by the Montana Department of Corrections, also obtained a federal grant to cover the purchase of a year worth of wood from Montana Correctional Enterprises (MCE), which is responsible for harvesting the timber and preparing it for use in the burner.

Andrew Olcott, fiscal manager for MCE, says the division's annual thinning operations and slash from logging operations will provide the 100-120 tons a year needed for the burner. Inmate workers harvest the trees killed by pine beetles and then cut them into 40-inch lengths before trucking the wood to the wood storage

Six receive quarterly employee awards

Six employees with almost 50 years of corrections experience received employee of the quarter honors at Montana State Prison for the three months ending in March.

Correctional Officer Francis Gwin, who has worked at the prison since 2000, received the award for security.

Gwin was chosen because of what his supervisor calls his “day-to-day, week-by-week devotion and dedication to his work. He responds to everything when called upon and he has a great work ethic.”

“Francis is reliable and is fun to work with. I feel confident as his supervisor that he will always back me up if needed. This is very important in a correctional setting.”

Tom McElderry, a licensed practical nurse on the mental health staff, is employee of the quarter for support.

Tom has been clinic nurse in mental health since 2006. He manages the psychiatrist and nurse practitioner’s clinic, which is a complicated process that takes an enormous amount of organizational skill.

When the prison psychiatrist left in November, McElderry was instrumental in ensuring inmates continued to receive their medications and he solved problems as they came along.

Earlier this year, the prison began uses telepsychiatry while the search continued for a new onsite psychiatrist.

McElderry’s job was to set up telepsychiatry clinics and triage the backlog of inmates that needed to be seen, while still managing the nurse practitioner’s clinics.

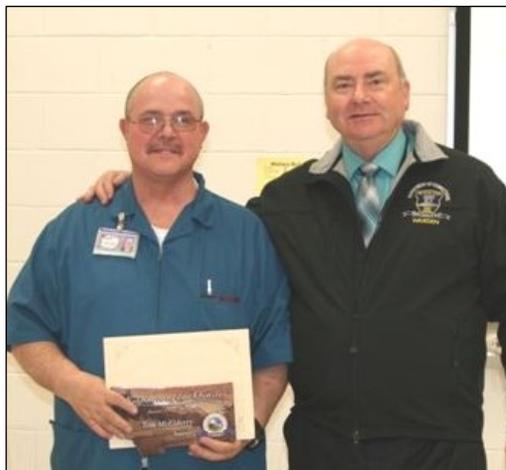
“Tom has done a tremendous job, making this a smooth transition into telepsychiatry and without him, this service would not be possible,” the nomination form read. “Tom has such enthusiasm and fortitude along with embracing change is an example of a great professional that we should all strive to be.”

The Human Resources Department at Montana State Prison is the employee of the quarter for management.

During the past three months, the staff set the standard for professionalism, dedication and commitment to the facility and staff. Holly Callarman, Nicole Chandler, Cynthia Davenport and Wanda Hislop all share an enthusiasm to adhere to the mission and values of the prison and Montana Department of Corrections, the nomination said.

“Their positive attitude serves as an example to the entire organization,” it read. “The HR department is the epitome of a team. Each individual is unafraid to step out of the human resources or personnel realm and offer assistance to any other department or section at the prison. They truly understand we have to work together regardless of job assignment or position, to fulfill our responsibilities.”

To be recognized as employee of the quarter, an employee must meet specific criteria and be reviewed by a selection committee. The recipients get a plaque, certificate of appreciation and a special parking space during the quarter; have their photographs posted in the lobby area of the administration building and are automatically eligible for the employee of the year award.



LEFT: Tom McElderry and Warden Leroy Kirkegard.

BELOW LEFT: Francis Gwin and Warden Kirkegard

(Photos by Linda Moody)



Left to right: Wanda Hislop, Cynthia Davenport, Holly Callarman and Nicole Chandler

Regional Roundup



Items in the roundup are contributed by the regional probation and parole staffs.

Region 1

Congratulations to Officer Katie Hedrick and her husband Matt on the birth of their beautiful baby girl, Lucia Marie on Feb. 20.

The Missoula office is getting a new facelift. The office is seeing new paint throughout the building. ISP Officer Jared Poole has returned to the Bozeman probation and parole office April 1. We will miss you Jared as you have been a big contribution to our team.

The four vacant positions have been filled in the region one and the new officers will start in Missoula within the next month.

The Missoula office has been fortunate in being able to have acquired three interns last summer: Allyson Briscoe, Cheri Hansen and Rochelle Dale. These three young women have been and continue to be great additions to our office. With the supervision and direction of the supervisors, they took on the responsibility of caseloads to help the office deal with three vacant officer positions and with the caseloads of two officers on leave. All vacant positions have since been filled. The regional staff thanks Allyson, Cheri and Rochelle.

Region 4

The region welcomed three new officers and said goodbye to two very valuable team members. Both Darren Zent and Amanda Roos came from Alternatives Inc. Darren is an officer in Hardin and Amanda works out of the Billings office. Jeremiah Adams joined the Hardin office from the Yellowstone County Detention Center. Our administrative support, Brooke Risa, accepted a job with the Yellowstone County attorney's office. She will certainly be a huge asset for their team and will be missed here at Billings probation and parole. Officer Dave Comfort retired after almost 15 years of service and took a part-time position with U.S. District Court Security. Dave was a positive force in the region and we will all miss his great sense of humor.

Hardin Tech Barb Yerger was named the region's employee of the quarter in January and Billings officer Jason Rude received the honor in April. Both are very deserving of the recognition.

In March, Billings hosted a basic home arrest and room entry training for firearms and use-of-force instructors from across the state. The training was available through the Probation and Parole Bureau's partnership with the

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Biomass

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building near the burner.

Olcott notes the burner, which uses 1,000 pounds of wood a day in cold weather, is very efficient and uses gasification to recycle gases through the burning chamber to reduce emissions and ensure they do not violate state air quality standards.

Harlan Sipe, maintenance manager at Treasure State, says operating the burner requires little work because it first burns the wood to charcoal, then reburns the charcoal to ash before reburning the ash.

A computer controls the air circulation, boiler and boiler pumps in the center's hot-water heating system connected to the burner. The result is more consistent heat throughout the building, Sipe says.

Savings from using the burner will allow the boot camp to replace aging and failing equipment and furnishings at the facility, without needing additional taxpayer money.

Treasure State, with a capacity of 60 male offenders, offers an alternative to prison. It is a military-style correctional program that provides treatment and rehabilitation in a structured and disciplined environment for 90-120 days.



At women's prison

Busy quilting bees

**By Gail Boese
Administrative Officer
Montana Correctional Enterprises**



The female offenders who have volunteered to participate in charitable fundraising as part of the Montana Correctional Enterprises' sewing and embroidery program at Montana Women's Prison are busy "quilting bees" lately as they work on various quilts for organizations.

A love of quilting and a desire to do something worthwhile gave birth to the Community Service Quilting program at the Billings prison in November 2007. The two founders wanted to use their sewing skills to make homemade quilts for the organizations that volunteer at the prison as a thank you for their support.

Since then, more than two dozen quilts have been donated to such groups as Sock Ladies, Billings Food Bank, Soroptimists (Toastmasters), The Family Tree Center, Gateway House, Dharma Center, Xolo Rescue League and Relay for Life. The quilts, which are made from donated fabric, are usually used for fund-raising raffles to benefit the nonprofit organizations. Several quilts also have also been given to children in the area.

Two organizations, Peaks Charity and Head Start, bring in fabric and patterns they want for their yearly fund-raising quilt. Only the Peaks quilt is sent out to be machine quilted; all others are quilted by hand by the inmates.

Through the years, several offenders have contributed their time to create functional works of art and to pass their skills on to others. Many women have gained lifetime skills from this program that they can pass forward.

Recently, inmates completed three beautiful projects: The Broken Star, Cancer Cannot and Josie's quilts. The Cancer Cannot quilt is being raffled now to benefit the American Cancer Society. For more information, contact Kevin Mickelson, MCE industries manager at the women's prison: 247-5131.

Roundup

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U.S. Marshals Service's Montana Violent Offender Task Force. Each region was represented at the training provided by Supervisory Deputy U.S. Marshal Tim Horning and by Chris Evans, a probation and parole supervisor and a task force officer. The students spent two days learning to plan and execute arrests as well as how to safely clear rooms. The long-term goal is to extend the training to

field officers after the instructors have a chance to evaluate the material.

In addition to our officers' involvement in two local Drug Courts and the Impaired Driver Court, Mary Aggers is now serving as the officer assigned to the Yellowstone Veteran's Treatment Court. The court is overseen by District Judge Mary Jane Knisley and is intended to provide wrap-around services for veterans involved in the criminal justice system.

Brings strong corrections background

Pagels is reentry case manager

For Jim Pagels, the transition from a corrections career to the ministry and back again was a natural one.

“You’re using the same skill set whether interviewing an inmate or counseling a bereaved parishioner,” says the new reentry case manager for the Department of Corrections at Montana State Prison.

In his new job, Pagels will assist Sam Casey, the DOC’s reentry program manager, as the agency continues its work on enhancing existing reentry programs within prison and Montana communities. Much of Pagels’ role will be coordinating efforts on both fronts.

“Prison culture is changing and we must be in control of the change,” he says. “We all need to understand that the majority of all offenders will eventually return to the community. Preparing them for that day is what our reentry programming is all about. We need to provide the tools and opportunities they need to successfully reintegrate back into society. Failing to do that sets them up for failure and re-offense.

“Our job is public safety,” Pagels notes. “What better, more fiscally responsible way is there to protect society than to help offenders change and then give them the tools they need to succeed without returning to crime?”

He’ll work with probation and parole officers and the state Board of Pardons and Parole, and will help Casey develop community partners willing to work with the department in providing housing and jobs for inmates leaving prison.

“There’s not anyplace it’s not going to touch,” Pagels says of his job’s scope.

Pagels, 56, was a machinist at a shipbuilding yard in Virginia and a landscaper in Arizona before returning to his home state of Alaska to work as a correctional officer in the Corrections Department there in 1982. After four years, he became a correctional counselor in one of the prison’s sex offender treatment programs and then took over the program as supervisor

In 1995, he moved to Helena as a pastor of the First Assembly of God Church and held that post for 14 years before taking a similar job in Post Falls, Idaho.

Then he decided to return to corrections, applying for and getting a job as a correctional officer at Montana State Prison. But even before new employee orientation was complete, he heard about the reentry position and applied.

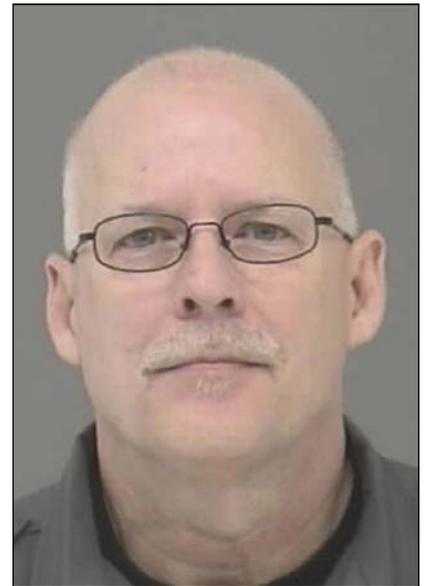
Pagels says he’s always enjoyed working with offenders because he seems to have a knack for it.

“I really felt a draw (to corrections),” he says. “I found I was good at it. I could communicate well with offenders. I could understand what they were talking about and I had some wisdom to pass on to them.”

Pagels believes he will be able to use those same talents as case manager. And so does Casey.

“Jim brings a large amount of experience and knowledge about offender reentry with his past efforts in the Alaska DOC and with his experience with faith-based programs,” Casey says. “He can only be beneficial to the Montana DOC.

“He brings out-of-the-box thinking that is looking at providing solutions to barriers that maybe limiting the effectiveness of offender reentry.”



Pagels

‘Our job is public safety. What better, more fiscally responsible way is there to protect society than to help offenders change and then give them the tools they need to succeed without returning to crime?’

MSP expands inmate self-help program

By Gail Boese
Administrative Officer
Montana Correctional Enterprises

One of the philosophies of Lou Tice, the founder of The Pacific Institute and its Steps to Economic and Personal Success (STEPS) and the New Directions programs, is *“positive change can be achieved at any and every age, and in just about every human condition.”*

Hearing of the success of the STEPS and New Directions programs in other areas of Montana State Prison, high side unit I Manager Shelley Steyh wanted to know if New Directions works with the population in the close-custody management program (CCMP).

New Directions is similar to the cognitive-based STEPS program but is unique and innovative in that the audience in the video presentation is an inmate population. Warden Leroy

Kirkegard and Deputy Warden Ross Swanson agreed that this program extension was worth trying. The first class began March 13.

CCMP inmates have been identified as management problems and may have poor work or housing evaluations, fail to abide by sanctions of unit probation, may be suspected of having predatory behavior or involved in gang activity.

Five inmates volunteered for the first class and, according to Steyh, the first couple of sessions went very well. The class was respectful and receptive to the concepts presented in the first few units. These units dealt with understanding how our past affects our future, but that your future does not have to repeat the past, and how changing your beliefs can change the way you live your life. Just by the inmates paying the program forward, two other inmates from the CCMP unit ex-

pressed an interest in participating in future classes.

Veteran staff facilitator, MCE Lumber Processing Supervisor Clara Morrison, is assisting Steyh with this class, along with Case Manager Terri Guthrie, Reentry Manager Sam Casey and Mental Health Activities Therapist Jackie Bock.

“I was pleased to be asked to help UM Steyh with the New Directions program in the CCMP Unit,” Morrison says. “I believe that this class will help the men become more accountable for their own actions and the choices that they make in the future.”

Stay tuned for further developments and the effectiveness of this program. Our expectations are that this program will continue to grow and that we will start seeing a difference in the behavior and attitude of the inmates in this population.

DOC fills vacant webmaster position

Much of what the public knows and learns about the Montana Department of Corrections comes from the agency’s Internet presence. At the same time, the DOC’s intranet page has become a valuable means of distributing information to department employees.

Maintaining those two communication tools is critical.

Sarah Lyytinen (pronounced lie’-tin-ehn) heads up that effort as the department’s new webmaster. She replaces Dean Smail, who retired last year. She started April 9.

In her half-time position, she will be responsible for designing, building and maintaining the DOC’s external and internal websites. She will handle posting of content, researching and recommending improvements in the sites, and overseeing design and production of online materials.

Lyytinen will work with department administrators to ensure each division’s information is regularly reviewed and updated when neces-

sary.

John Daugherty, administrator of the Information Technology Division, says Lyytinen’s arrival “will bring a welcome change to the content and appearance of the existing internal and external sites. I look forward to her working with each division to enhance and expand their communication with the public and with department employees.”

“I find it very fulfilling to work with IT, and web pages in particular, because of the ability to always find a solution to a problem,” says Lyytinen. “It may take some time and help from others, but it always feels good to make a process easier or make information more accessible.”

Lyytinen holds an associate degree in computer technical support from Northwest Technical College in Minnesota. She operates a technical consulting and design business and is an adjunct professor in web design, programming and related computer courses at UM College of Technology in Helena.

She was a network systems analyst in the governor’s office and a network administrator for the state Department of Administration.



Lyytinen



Questions and answers about issues affecting corrections in Montana

Board of Pardons and Parole

Who are the members of the Board of Pardons and Parole?

The board is composed of seven citizens appointed by the governor and confirmed by the Senate. The current members are Margaret Bowman, Darryl Dupuis, Sam Lemach, Mike McKee (chairman), Teresa O'Connor, John Rex and John Ward.

What are member qualifications?

Board members must possess academic training that has qualified them for professional practice in a field such as criminology, education, psychiatry, psychology, law, social work, sociology or guidance and counseling. Related work experience in the areas listed may be substituted for these educational requirements. One member must be an enrolled member of an American Indian tribe. Board members apply for the position.

How often does the board meet?

Hearing panels composed of two or three members conduct hearings. Once a month, a hearing panel conducts hearings at various locations.

Where does the board meet?

Hearing panels conduct hearings at Montana State Prison, Montana Women's Prison, regional and private prisons, prerelease centers, the revocation and sanction center in Anaconda, Montana State Hospital, Montana Developmental Center, and Montana Mental Health Nursing Care Center.

What is the board's relationship to the Department of Corrections?

The board is attached to the Department of Corrections for administrative purposes only. The board exercises its quasi-judicial, policymaking functions independently of the department and without approval or control of the department. The board hires its own personnel. The board reviews offenders based on community safety without being unduly influenced by the pressures of corrections system management.

What is parole?

Parole is the privilege of release of an inmate into the community prior to the completion of the inmate's sentence, subject to the orders of the board and the supervision of the Department of Corrections.

What is a pardon?

A pardon is a declaration of record that an individual is to be relieved of all legal consequences of a prior conviction.

How much of a sentence must an offender serve before being eligible for parole?

Because of statutory changes over time, parole eligibility varies according to when an offender committed the crime. For crimes committed after Jan. 30, 1997, an offender becomes eligible after serving a fourth of the full term of a time sentence and 30 years of a life sentence. That is the case with most inmates in prison today.

Does being eligible for parole mean an offender is entitled to be paroled?

An offender may have met the statutory requirements for parole eligibility, but no offender has a right to parole. A parole may only be granted in the best interest of society and when the board feels that a person is willing and able to be a law-abiding citizen.

Does every inmate become eligible for parole?

Yes, unless a judge specifically orders that an inmate is not eligible for parole.

What is the greatest misconception about the board and its work?

The most common misconception is that the board doesn't release anyone. On average, the board grants parole to half of the offenders who have parole hearings or who are administratively reviewed.

How does the board prepare for parole hearings?

The board receives and reviews reports from the facility

Q&A

FROM Page 20

where an offender is housed, board staff reports, psychological evaluations, sex offender reports, and written statements in support or opposition to parole.

What factors do the board take into consideration when deciding whether to parole an inmate?

The primary objective of the board is to carefully review each offender and grant parole when it finds there is a reasonable probability the offender can be released without detriment to himself or herself and the community. When making decisions, the board considers institutional adjustment, completion of recommended treatment and programming, criminal history, circumstances of the offense, input from victims, law enforcement, and the public, and any information relevant to the case, the offender or public safety.

What efforts are needed on the part of an inmate to be paroled?

Clear conduct in prison is expected of all inmates considered for parole. The board also expects an effort to be made to complete recommended treatment and programming. An offender also must have verifiable residence and employment.

What happens if the board decides to parole an inmate?

If the board grants an offender's request for parole, the process begins with an institutional probation and parole officer or case manager. He or she ensures applications for a community placement and/or parole plan are adequate to enable the offender to re-integrate successfully into society. Once the board staff receives the proposed parole plan, it is sent to the respective probation and parole office to be investigated. The investigation of an inmate's proposed residence, employment and treatment can take up to 30 days. If the plan is approved, the board staff sets the date for the offender to parole from the facility.

What happens if the board decides not to parole an inmate?

If an offender is denied parole, board may set a date for the offender to re-appear or for an administrative review, or pass the offender to discharge.

What are some of the most common reasons for an inmate to be denied parole?

The board typically bases its denials on such factors as the nature or severity of an offense, multiple offenses, criminal history, poor history under community supervision, a pattern of similar offenses, repeat sex offenses, previous escape from custody, and strong objection from criminal justice authorities or the public. The board looks at the offender's entire record when considering early release on parole.

Does the board want to keep inmates in prison longer than they need to be there?

No. The board's goals are to protect society by not releasing an inmate shown to be a danger to society and to allow parole when the board concludes an offender can be released without detriment to himself or herself or the community. The board is a part-time, appointed citizen board and members have no personal interest in keeping offenders in prison longer than members determine is necessary to meet its goals and obligations. Discretion in releasing inmates is essential and best placed in an independent, informed, just and careful parole board. All parole decisions are tailored to each offender with the primary objective of ensuring community safety.

Can the board be sued for its decisions?

No. The board has quasi-judicial status that enables it to perform duties similar to a judge. Decisions can be challenged in court if the decision was based on erroneous or inaccurate information or for alleged violations of due process.

Can an inmate review the contents of his or her parole file?

The Montana Constitution and Montana law allow an inmate to review his or her parole file. However, the board may withhold any document in the file that is subject to a personal privacy or safety interest that clearly exceeds the merits of public disclosure. The law permits the board to charge a fee to review and copy records as well as limit the time and place an offender can review a file. Inmate file review requests are scheduled based on parole eligibility date, next scheduled hearing date and staff availability at each facility.

For more information about the Board of Pardons and Parole, contact the board staff at 846-1404.

The Training Times



From fatigue to fulfillment

By Rae Forseth
Professional Development Specialist

Corrections employees are exposed to violence and other potentially traumatic or emotionally toxic events, no matter what their job title may be. From a “front-line” correctional officer in a prison and a staffer in the records department to case manager in a prerelease center and a collection technician at central office, we hear and see so much of the negative side of society, it has an effect.

Over time, such hardships take their toll on employees and eventually their families as well.

The result can be correctional fatigue, the gradual negative changes in correctional employees due to the stressful nature of their work.

So we knew this coming into the job – Right? So what? We think the solution is to just “deal with it” and “get over it.” But that’s not always the case and it shouldn’t be. That’s not healthy and can be a major factor to the fatigue piece.

Dave Garcia and I from Montana State Prison recently attended a training workshop called “From Corrections Fatigue to Fulfillment.” The developers of the course describe correctional fatigue as a phenomenon that “involves the gradual wear-and-tear of the spirit, soul and body of corrections staff as they adapt to the demands of their workplace.”

“Think of stretching a rubber band,” says Caternia Tudor, the training instructor and executive director of Desert Waters, a Colorado-based company created to increase the occupational, personal and family well-being of staff of all disciplines within the corrections profession. “You stretch it once, twice, even 10 times, yet it stays strong and elastic. It resumes its original size when you let go.

“However, if you keep stretching it, or if you pin it in a stretched position, it eventually loses its elasticity. It hardens, and finally it snaps.”

The training, which will be offered to Montana Department of

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To view these training announcements; or to view other additional training opportunities, you may go to the Intranet training page: <http://cor.mine.mt.gov/training/default.mcp>; or the Internet training page: <http://www.cor.mt.gov/Resources/Training/default.mcp>

Training Schedule April-June

April	Time	Course	Location	Hours	Cost
4	8:30am-12pm	Meeting-Ful Minutes	Helena	3.5	\$93
4, 5, 10, 12,	8:30am-4:30pm	Basics of Management	Helena	42	\$435
5	8:30am-4:30pm	Managing Conflict	Great Falls	7	\$120
11	9am-4pm	Office & Personal Security	DOC	6	Free
11		Verbal Judo: Excellence in Tactical Communications	Billings		\$99
11	8:30am-4:30pm	Investigating Personnel Issues	Helena	7	\$120
11	9am-3pm	Beginning Excel	Helena	5	\$105
11	9am-3pm	Basic Purchasing Methods & Issues	Helena	5	\$35
11-13	8am-5pm	Drug Court Conference	Billings	24	Free
12-13	8am-5pm	Grants Training	Great Falls	16	\$425
17-19	8am-5pm	Staff Supervision-Nuts & Bolts	DOC	24	Free
19, 25, May	8:30am-4:30pm	Principles of Upper Management	Helena	42	\$435
19	8:30am-4:30pm	Advanced Purchasing Methods & Procedures	Helena	7	\$35
19	8:30am-4:30pm	Beginning Powerpoint 2007	Helena	7	\$120
23	10am-2pm	Multi-Generational Workforce	DOC	4	Free
25	8:30am-4:30pm	Approaching Supervision	Great Falls	7	\$120
26	8am-5pm	Human Trafficking Workshop	Kalispell	8	
30	8:00am-4:30pm	The Bullet Proof Mind: Mental Preparation for Combat	Billings	7	\$99
30-May 4	8am-5pm	2012 NWGIA Spring Conference	Spokane	24	\$275
May					
1, 2, 10, 16,	8:30-4:30pm	Essentials of Management 2	Helena	49	\$495
1, 9 & 17	9:30am-12pm	Righting Your Writing	Helena	7.5	\$147
2	8:30am-4:30pm	A Delicate Balance: Privacy & the Right to Know	Helena	7	\$156
2	9am-3pm	Intermediate Excel 2007	Helena	5	\$105
3	10am-3pm	Defensive Driving	DOC	4	Free
3	8:30am-4:30pm	Initiating & Navigating the RFP Process	Helena	7	\$35
8	8:30am-4:30pm	Approaching Supervision	Missoula	7	\$120
8-9	8am-5pm	Advanced Incident Command System (ICS-400)	Bozeman	14	Free
10-11	9am-4pm	Fundamentals of Project Management	Billings	12	\$299
18	9am-4pm	Making the Transition from Staff to Supervisors	Billings	6	\$149
21	9am-4pm	Exceptional Customer Service	Missoula	6	\$179
21-25	8am-5pm	Essential Skills for New Supervisors	Miles City	40	
22	9am-4pm	Exceptional Customer Service	Helena	6	\$179
23	9am-3pm	Advanced Excel	Helena	5	\$105
23	9am-4pm	Exceptional Customer Service	Bozeman	6	\$179
23, 24, 30,	8:30am-4:30pm	Essentials of Management	Helena	56	\$565
24	8:30am-12pm	All Kidding Aside: Preventing Harassment	Helena	3.5	\$93
24-25	8am-5pm	Culture Based Mental Health Perceptions of Native Americans	Missoula	12	\$50
30	8:30am-4:30pm	Advanced Powerpoint 2007	Helena	7	\$120
30-June 1	8am-5pm	CP&R Facilitator Course	Helena	24	\$5.00
June					
7	8:30am-4:30pm	Effective Disciplinary Action	Missoula	7	\$120
8	8:30am-12pm	Montana's Wrongful Discharge Act	Missoula	3.5	\$132
12	8:30am-4:30pm	Working with Difficult Colleagues	Helena	7	\$120
12	8:30am-4:30pm	Supervising Performance Improvement	Billings	7	\$120
13	8:30am-12pm	Creating a Motivating Environment	Billings	3.5	\$93
13	8:30am-12pm	Documenting Disciplinary Action	Helena	3.5	\$93
21	8:30am-12pm	Records & Information Management	Helena	3.5	\$72
22	9am-12pm	State Ethics Law	Helena	3	\$82
26-27	8:30am-4:30pm	Writing Administrative Rules	Helena	10.5	\$156
26-29	8:30am-4:30pm	Effective Presentations	Helena	24.5	\$239

Comings

These lists of new and departing employees cover the period from Jan. 28 through March 23. If you notice errors or omissions, please contact the *Signpost* editor at banez@mt.gov.

Central Office

Theresa Davis
Sarah Lyytinen
Linda Zander

MT Correctional Enterprises

Kimberly Glovan

Montana State Prison

Salvador Bristow

Austin Brown
Michael Cales
Don Christensen
Christy Cunningham
Thomas Davies
Kelly Deeks
Sam Griffel
Steven Hall
Aaron Harper
Kyla Harper
Kimberly Hennessy
Levi Jakovac
Joshua Knight-Anderson
Russell Lindley
Logan Linnan
Jeremy Moody
James Pagels
Beau Pederson

Martin Reap
Mollie Summers
Warren Thornton
Sarah Trudeau
Michael Yelenich
Brandon Yockim

Montana Women's Prison

James Bloomquist
Elizabeth Hansen
Linda Holom
Angela Paul

Pine Hills

Brandy Bussey
Ashlie Corbin
Brian Gray
Jim Keith

Christopher Marks
Cherish Plympton
Alvin Swindler

Probation and Parole

Jesse Dibblee, Havre
Boris Karasch, Polson
Amanda Roos, Billings
Darren Zent, Hardin

Riverside

Mary Fitzmaurice
Jeffrey Forbes
Kayla Giulio
Jesse Lassandro

Youth Transition Centers

Heather Hieb

Goings

James Anderson
Jennifer Angove
Lynwood Bateman
Andrew Beaupre
Kim Berry
Judith Bird
Steve Brady
Valentin Civico
Linda Cyr-R

Lyndon Erickson
Timothy Fawell
Lisa Giulio
Lee Gottfried
Jessica Hayes-Cook
Gus Kaufman
Paul Law
Courtney Lemer
Leslie Letson-R

Charemon Marney
Carol Moran-Patton
Zachary Neubauer
Forrest Olsen
Marian Olsen
Raymond Peterson
Ann Schoonover
Tia Snyder
Jake Starr

Cherilyn Turner
Russell Van Dyke
Catherin West
Anne Wheeler
Mary Williams
John Wilson
Jay Zeier

R=retirement

Fatigue

FROM Page 22

Corrections employees, addresses psychological challenges experienced by employees due to workplace stressors and offers ways to overcome them.

The course will look at how correctional fatigue occurs, the background or foundation of the psychological challenges of correctional work, and the impact these changes have had on correctional workers. Participants will receive useful and effective self-care tools as well as organizational strategies. The goal is to optimize employee well-being and help create and sustain a positive organizational climate.

Correctional employees are used to learning about taking care of inmates. This course is very different. It's all about correctional employees identifying their own needs. It's about staffers taking care of themselves.

This course will be offered to all DOC staff within the next year, so watch the training calendar for dates and locations and register early to get a spot.

Our job stressors may differ depending on our job description, but we are all exposed to the corrections environment. We're all in this together and we want to do something to ensure we all come out of this together, that we each get to go home each night – safe physically, as well as emotionally.

We look forward to seeing staffers in the classroom.

The Correctional Signpost is published by the Montana Department of Corrections at the central office, 5 S. Last Chance Gulch, P.O. Box 201301, Helena, MT 59620-1301.

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