



Montana Department of Corrections

# Correctional Signpost

2011  
No. 3



*\$13.1 million less than requested*

## New budget poses challenges

The Department of Corrections will have less money to spend during the next two years than it had available in the past two years.

The agency's new budget adopted by the 2011 Legislature also contains lower funding than the governor requested at the start of the legislative session in January.

"We face a significant challenge trying to operate a corrections system for more than 13,000 offenders with fewer dollars than we have now," said Corrections Director Mike Ferriter. "The cost of everything continues to rise – from meals for inmates to utilities to medical costs."

The total budget for the two years beginning July 1 is \$351.6 million, compared with a current two-year budget of \$355.2 million. The budget also is \$13.1 million (3.6 percent) less than Gov. Brian Schweitzer wanted.

The first year's budget is \$174.2 million and the second year's budget is \$177.4 million.

The appropriation excludes funding for 27 employee positions, although most of those jobs are vacant.

"I believe legislators listened to us and understood our needs," Ferriter said. "No one challenged our offender population projections."

The budget contains money for up to 120 additional secure beds and 54 more community corrections beds.

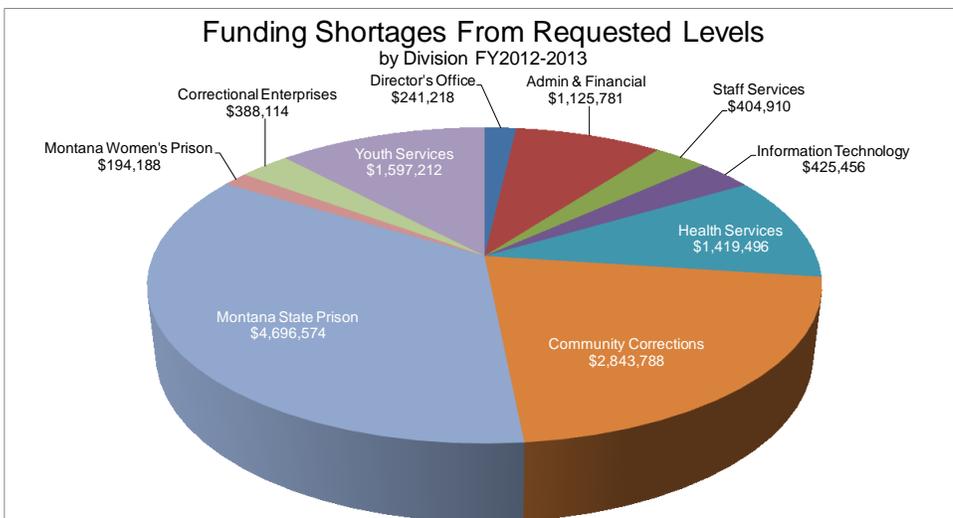
Lawmakers funded the bulk of the department's request for additional prison capacity, providing about \$3 million for up to 100 conventional prison beds and 20 beds for inmates requiring some level of assisted living because of medical or physical problems.

But the budget does not fund 44 additional prison beds that were part of the department's request.

For community corrections, the budget contains \$3.6 million for 20 additional beds in existing prerelease centers and 34 more beds in alternative programs such as treatment centers and revocation and sanction centers.

However, the budget lacks funding for 20 more prerelease beds that had been requested. The Legislature also

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# Budget

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declined to renew funding for a prerelease center in Northwest Montana.

No decisions have yet been made on development of the increased capacity in the prison and community corrections systems. The money for the new prison beds will not be available until after the middle of next year.

Other major shortages in the budget include \$1.1 million in funding to cover the cost of providing medical care for inmates outside of prison, \$500,000 for 11 existing contracts, \$200,000 to maintain mental health technicians at Montana State Prison, \$400,000 for equipment and vehicles at the Deer Lodge prison, and \$210,000 to cover utility increases at three correctional facilities.

The end result is that the department must look for ways to mitigate an ex-

pected \$13.1 million shortage during the next two years.

“We plan to do all we can to reduce that amount by looking for ways to get by with even less than we have now,” Ferriter said. “But I am concerned about our ability to address the entire amount given our inability to control the number and types of offenders we receive from the courts.”

“We advised the Legislature on numerous occasions that inadequately funding the department could result in us having to request a supplemental appropriation from the next Legislature,” he noted. “We will work hard to prevent that from happening.”

In addition to shortages in funding for programs and services, the budget holds no money for employee pay increases. That means the two-year pay freeze implemented by the 2009 session will expand to a four-year freeze.

“I know this is a difficult issue for our employees, but I am confident they will maintain their reputation as hard-working,

## 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.*

dedicated professionals,” Ferriter said. “They will continue to make public safety a top priority and continue to serve the people of Montana well.”

# Paper highlights corrections

The May 11 edition of the Deer Lodge weekly newspaper, the *Silver State Post*, almost looked like the Department of Corrections newsletter.

The eight-page front section was dominated by news articles and photos about correctional programs in the area.

On the front page was a large photo of three uniformed staff members from Treasure State Correctional Training Center attending the annual Communications Fair at Montana State prison earlier in the week. Sgt. 1st Class Shannon Fouche, Master Sgt. Wayne Hoyt and Lt. Saajid Muhammad were shown talking with one another.

At the bottom of the front page a feature story and photo of Bill Dabney, who plans to retire as agriculture director at Montana Correctional Enterprises after 30 years working at the prison ranch.

“But wherever he goes, and whatever he does in the coming years, that big spread at the foot of Mount Powell will always be a landmark, due to the efforts, sweat and love of Bill Dabney,” wrote P.J. Wright at the conclusion of the story.

Inside, Wright had another article and photo featuring Mike Mahoney, warden at Montana State Prison. The story was written in question-and-answer style.

Here is how Wright describes Mahoney:

“Mahoney’s demeanor is one of confidence, toughness and competence. He is an articulate and high-powered professional. .... Mahoney is one of those rare individuals whose abilities could transfer to the financial and corporate world without missing a beat. But he has chosen to serve the state of Montana, educate his children in Deer Lodge and speak with pride about his staff and their accomplishments.”

The adjoining page of the *Post* contained an article by Lyle Gillette, who worked at the old prison when the 1959 riot occurred. His story recounted his personal experiences surrounding that event and some of the people involved in the riot.



# Frink takes over at Crossroads

Martin L. Frink, with nearly 28 years in the corrections field, is the new warden at Crossroads Correctional Center in Shelby.

He replaces Sam Law, who left in March after holding the job for 2½ years. Frink is the third warden at the 12-year-old prison. Frink took over at Crossroads on April 21.

Frink began his career in December 1983 as a correctional officer for the Texas Department of Criminal Justice's Institutional Division. He worked his way up the ranks through sergeant, lieutenant, captain and major. He was chief of security at two Texas prisons from 1995-2000, before joining Corrections Corporation of America, the company that owns and operates the Shelby prison.

He was chief of security at a CCA facility in Milan, N.M., for two years and was assistant warden for programs at one of the company's prisons in California City, Calif. He became assistant warden for security at a CCA prison in Mineral Wells, Tex., and held that job for eight years.

In September 2010, Frink went to work for an international organization called MPRI, which describes itself as a provider of "education and training for commercial businesses, private industry, law enforcement organizations, maritime and the military, using classroom work and simulation and simulators."

Until taking the Shelby job, Frink's job with MPRI was to provide consulting, training and assistance to Iraqi Correctional Service leaders to develop policies and standards that are consistent with international standards, rule of law and Iraqi law.



Frink

## MWP program: Building new lives

*EDITOR'S NOTE: The following news story aired on KULR-TV in Billings on April 22. Reprinted with permission.*

**By Kenneth Wong  
KULR-TV**

A new program at the Montana Women's Prison in Southside is offering inmates a chance to literally build a new life for themselves, as they prepare to be released to the real world.

The program is a collaboration between the Department of Corrections, MSU-Billings, and Habitat for Humanity, and allows inmates who enroll in a particular course to learn basic construction skills, while giving them hands-on training by letting them participate in a prison renovation project.

"They're learning a little bit about construction; how to frame walls, how to install sheet rock, dry wall," said Cheri Chevalier of Habitat for Humanity.

For inmates like Tiffanie Fitzpatrick, the program offered more than a chance to learn new skills. It also gave her an opportunity to reflect on her past.

"When I first got here, I was a nuisance," Fitzpatrick said, as she recounted her previous run-ins with prison rules that led her being in solitary confinement for a number of times.

Fitzpatrick was convicted of negligent homicide in 2007, and has been imprisoned at the Women's Prison ever since. She was invited to join this program when it first began, and she, along with a number of other inmates, have been converting two adjacent classrooms inside the prison into one large classroom.

Participating in a construction project that is focused on learning means Tiffanie had some early setbacks.

"Well, I know you gotta make sure your drill's on 'forward'," said Tiffanie, as she and other project members laughed.

Inmates who graduate from this program will go on to helping Habitat for Humanity build homes for the needy. As for Fitzpatrick, who expects to be released on parole in July, she says she has a new outlook on life.

"I want to give back to my community, rather than taking from it, and doing all the unnecessary behaviors that I had done in the past," said Fitzpatrick, who went on to say that her eventual ambition is to build a new home for her children.

# The Pacific Institute highlights Montana

## *Montana Department of Corrections Partners with TPI to Change the Lives of Staff and Inmates*

The Montana Department of Corrections set out with a simple mission: *"Improve the culture of the Montana Department of Corrections and we'll improve the quality of life in Montana."*

Twenty years ago, Montana Department of Corrections employee Winnie Ore was introduced to The Pacific Institute curriculum and saw value in the *Investment in Excellence® (IIE®)* program in the adult corrections system. Over the next several decades, Winnie pushed through roadblocks and red tape, investing her own time and energy to generate enthusiasm throughout the Montana Department of Corrections for the curriculum.

Soon, there was more and more of a demand to provide the education, and people began talking about this great "new" training program.

Through the continued work of Winnie's co-worker Curt Swenson, Montana Department of Corrections Director Mike Ferriter, Pacific Institute Project Director Mark Schlosser, and Training Manager Lisa Hunter, The Pacific Institute curriculum was expanded to adult inmates at Montana prisons and Montana Department of Corrections.

Last year, facilitators and inmate graduates at Montana State Prison and Montana Correctional Enterprises established a mentorship program and began a "graduate group" for the inmates who successfully complete the program.

The mentorship program allows interested inmates who complete the *STEPS®* program to act as mentors to other *STEPS®* classes. As long as they've demonstrated through behavior, a commitment to implement the curriculum, they are given the opportunity to co-facilitate the education to other inmates and act as role models during the class and in the units.

The graduate group is a place for inmates that successfully complete *STEPS®* to return and discuss how they've implemented the curriculum, share success stories and challenges, and get a refresher from a trained facilitator. Both of these programs have been successful in changing the inmate culture at these facilities.

Watch the video: <http://www.vimeo.com/22759681>

**EDITOR'S NOTE:** *This article appeared on The Pacific Institute website in late April.*

## Castro takes reins in Region 5

Dave Castro is the new regional administrator for probation and parole in Kalispell. A Department of Corrections employee since 2000, he replaces Tom Forsyth, who retired in March.

Castro, who began his new duties May 9, joined the agency as a probation and parole officer in Kalispell and became a supervisor in that office about three years later.

As administrator of Region 5, Castro will oversee operations in the four-county area of Northwest Montana that includes about 30 staffers in offices at Kalispell, Libby, Polson and Thompson Falls. The region has a total caseload of about 1,500 offenders.

Before joining the department, Castro was a social worker for the state Department of Public Health and Human Services in Kalispell for about two years. He worked as a juvenile detention center officer at the Western Regional Juvenile Detention Facility in Kalispell for almost a year and was education coordinator and youth counselor

for Yellowstone County Youth Services in Billings from 1995-1997.

Castro, 45, said he got into the corrections field initially because he liked the challenge of working with troubled youth.

"In college, I wanted to be a teacher and some of the projects involved going to schools to work with troubled kids and I developed an interest in working with at-risk kids," he recalls.

He later tired of the stress involved in dealing with children's uncooperative parents and moved to adult probation and parole.

The most satisfying part of the job has been to see



Castro

**By Carol Fah  
DOC Human Resource Specialist**

The Family Medical Leave Act (FMLA) is a federal law that allows an eligible employee up to 12 weeks of job-protected leave in a 12-month period for a “qualifying event.” But it can be a confusing and complex law, and that creates myths about the law that will be addressed here.

FMLA mandates that an employee be returned to the same or equivalent position at the end of the leave and that all benefits offered are maintained at the same level as when the employee began his or her leave.

Qualifying events are:

- The birth and to care for the newborn, adoption, placement for foster care for both the father and the mother.
- A serious health condition of a spouse, child (under 18 years unless incapable of self care due to a disability), parent or employee.
- Because of any qualifying exigency arising out of the fact that the employee’s spouse, son, daughter or parent is a covered military member on active duty (or has been notified of an impending call or order to active duty in a contingency operation).
- To care for a covered service member with a serious injury or illness if the employee is the spouse, son, daughter or next of kin of the service member.

The following are seven common myths associated with FMLA. This article’s goal is to provide accurate information on this often confusing federal law.

**1. I have plenty of sick leave. I don’t need FMLA.**

FMLA covers the reason you are taking leave (qualifying event); it does not affect your balances for sick leave, comp time, annual leave or banked holidays. If the condition is covered by the federal law, FMLA applies and runs concurrently with any paid leaves you may use. During your leave, FMLA offers job protection and any absences under FMLA protection may not be used as a basis for discipline due to excessive leave. An employer does not have an obligation to hold a job during an extended or repeated illness, unless FMLA protection applies. The law also protects the employer from an employee who abuses sick leave. By requiring FMLA apply to an employee’s absence due to a qualifying event, an employee cannot obtain an additional 12 weeks of FMLA protection after using all their compensated leave time.

**2. I’m out on a workers’ compensation-covered injury. It’s not FMLA.**

Again, FMLA designates the reason you are out on workers’ comp. If you are out for a qualifying reason, it is covered under FMLA regardless of whether workers compensation is paid. An employee who is out on FMLA for an extended period of time benefits from the FMLA job protection and the protection of their state

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## Castro

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offenders complete supervision and do well in the community, Castro says. The most frustrating aspect of the work is providing all the assistance possible to an offender who still fails, he says.

He decided to move in a supervisory position several years ago at the encouragement of fellow officers in the Kalispell office. He believes the move suited him well.

“I know the job they’re doing; I have experience working a caseload. I understand the requirements of the job,” Castro says.

He says he wanted the administrator’s job to continue the great work that Forsyth was doing.

“The staff is great and I wanted to continue working with them. This was an opportunity to step up and become a leader for these guys,” he says.

Castro graduated from East Aurora (N.Y.) High School and obtained a bachelor’s degree in history and psychology education from Canisius College at Buffalo, N.Y., in 1988. He has done some work toward a master’s degree in education from Buffalo (N.Y.) State College.

## Sandbaggers

**RIGHT:** In cooperation with the state Department of Environmental Quality and the U.S. Forest Service, Montana State Prison and Montana Correctional Enterprises provided inmates to fill 3,000 sandbags in late April. The project was in preparation for possible spring flooding anticipated in various parts of the state with heavy snow accumulations. The state environmental agency supplied the bags and sand. Inmates needed only two hours to fill some 2,000 bags and then waited for more supplies to be delivered to complete the work. The inmates were drawn from the prison ranch crew, maintenance crew and the Work and Re-entry Center. (Photos by Gail Boese)



**BELOW LEFT:** Offenders at the Nexus Treatment Center in Lewistown fill sandbags for local emergency services officials. (Photo by Amy Fox, Lewistown News-Argus)



**BELOW RIGHT:** Treasure State Correctional Training Center developed an agreement with Powell County and Deer Lodge under which trainees at the boot camp will fill sandbags if flooding occurs in the city or county. Maj. Wayne Cameron at Treasure State coordinated with Heather Gregory, chairwoman of the local emergency planning committee. On May 19, the county and boot camp conducted a dry run by filling 200 sandbags. Cameron, Program Manager Joe Fink, Drill Instructors Chris Wells and Ryan Sharkey, Purchase and Supply Officer Ron Truex and Maintenance Supervisor Harlan Sipe joined Gregory in overseeing the operation. (Photo by Lucy Stokes)



## Online visiting info improved

For families and friends of inmates in Montana prisons and other correctional facilities, one of the most important programs offered at the facilities is visiting.

The opportunity for visits benefits offenders by keeping them in touch with loved ones and providing support as they attempt to improve themselves while incarcerated. Visits help families and others supply that support in person and help ease the strain of having a father, son, mother, daughter, sister, brother, aunt or uncle behind bars.

Until this spring, the public's ability to find comprehensive information about visiting rules, policies, hours and procedures for all of the state's correctional facilities – prisons and community corrections programs – was limited. It could be obtained, but it did not exist in one centralized, easy-to-find location.

The Department of Corrections website had some basic information for the five prisons and two secure youth correctional facilities, but it did not provide a lot of detail about such things as proper attire, visitor behavior mandates, non-contact visits, infirmary visits and visitor approval processes.

Information on visiting policies at 18 community corrections facilities was not readily available.

Department officials attending quarterly meetings of the Prison Issues Board heard citizen requests for improved access to system-wide visiting information.

At the direction of Director Mike Ferriter, the department launched a project to bring all the information together on the Internet.

The result is found at <http://www.cor.mt.gov/Facts/VisitingInformation/default.mcpx>

This "Visiting Programs" site lists all of Montana's correctional programs and facilities, along with links to websites that contain details of visiting policies and practices for each. It provides a "one-stop" site for access to everything a person needs to know for a problem-free visit to an offender.

# From the director

*Mike Ferriter*



Often my remarks here are directed at a broader audience that reads the Department of Corrections newsletter. But this is a message specifically for our 1,300 employees scattered in dozens of communities across Montana.

The 2011 legislative session was a tough one.

The budget we received for the next two years is \$13.1 million less than was requested by Gov. Schweitzer. The department, the governor's office and Democratic lawmakers worked hard to restore the funding level to that contained in the governor's budget. We were successful in reducing the size of the shortage to some degree, but the remaining gap could not be closed.

Also, the Legislature rejected an agreement negotiated between the governor and labor unions that would have provided you with a 1 percent pay raise in January 2012 and another 3 percent increase a year after that. After trying to cope with a two-year wage freeze, state employees deserved those increases.

We all know that the cost of living is constantly rising. The price of gasoline, groceries, electricity, health insurance and clothing don't stop climbing just because salaries do.

The governor fought to convince lawmakers to approve the wage increases, but the effort was rejected.

The combination of a reduced level of funding for the department and a lack of pay raises represent a challenge for everyone.

The temptation is to view the reduced budget and continued pay freeze as an attack on the programs and services we provide to Montanans or as criticism of the dedicated work done by the professionals that work in corrections. We need to avoid letting some specific outcome of the 2011 Legislature get us down. We cannot afford to be discouraged or distracted.

Keep in mind that no one in the Legislature questioned the effectiveness and efficiency of the programs we provide to offenders. No lawmakers challenged our offender population projections. None of them criticized our employees or the quality of the work you perform every day. I repeat, no one challenged your credibility even one time.

Montana's corrections employees are among the best employees in all of state government. In my three decades in this profession, I have found you to be dedicated and professional, ethical and honest, committed and hard-working.

Corrections employees choose this work because they believe in public service and want to have a hand in a part of govern-

# Boot camp grad says 'thanks'

*EDITOR'S NOTE: The following email letter was received by Mike Buckley, manager of the booter aftercare program at the Great Falls Transition Center. The author agreed to share it here. Sandra Bearchum is aftercare program assistant at the transition center and Williams and Muhammad are drill instructors at the boot camp, Treasure State Correctional Training Center.*

Hello Mr. B,  
Remember me, Booter Goff?  
I am writing to thank all there for the help I received during my participation in your program.  
I am working for an irrigation company now. I have worked my way up to field foreman; I make a salary of \$87,000 per year.  
Life has never been better.  
I finished my sentence last August without a single problem.  
I owe it all to the booter program.  
I have been watching other booters I knew there and I see many of them reoffend. I really don't get it. I guess some people are just too hard-headed.  
It's not the program's fault. The help is there if they want it.  
I would like to email Miss Sandra (Bearchum), Sgt. (Randy) Williams and Sgt. (Saqjid) Muhammad. Would you please forward my email address to them?  
Thanks for all the help.  
Couldn't have done it without all of you.

In your debt,  
Randy Goff

# ? Trivia quiz results ?

How much do you know about the Department of Corrections?

That was the basis for a trivia quiz offered by the director's office at this year's communications fair at Montana State Prison. The multiple-choice quiz asked eight questions to determine how clear a picture people have about the agency, how large it is and the tools it uses to do its work.

Most of those responding (56 percent) knew the DOC's annual budget is about \$160 million. However, about 36 percent thought it is \$210 million. The remaining 8 percent believed the budget was less, either \$56 million or \$105 million.

Employees were paying attention as the department's budget wound its way through the 2011 Legislature. Slightly more than 55 percent answering the quiz knew the final budget for the next two years is about \$14 million less than what the governor requested.

But 17 percent said the outcome was even worse – \$55 million less – and a similar percentage said the department did much better by getting \$24 million more than was requested.

The quiz takers were less sure of how many full-time employees work for the department. Forty-five percent made the right choice of 1,300, but 34 percent thought the workforce was 1,150. About 13 percent believed the department has 770 staffers and 8 percent thought the number was only a third of the actual count, or 450 employees.

Most of the responses – almost 53 percent – overestimated how corrections stacks up against other state agencies. They said it ranks second in the number of employees, while 38 percent knew the department ranks third (behind the Department of Public Health and Human Services and the Department of Transportation). The remaining responses were evenly divided between a ranking of sixth and ninth.

Most of those taking the quiz believed Central Office accounts for a greater share of employees than it does. About two-thirds thought the administrative staff in Helena makes up between 12.5 percent and 30.5 percent of the total department employees. One out every three knew the office has just 7.5 percent of all DOC workers.

The next two questions proved more challenging.

Thirty-five percent said the department has 345 cell phones; 24 percent believed the number was just 75, and 34 percent were evenly divided between as few as 166 phones and as many as 922 phones. Just 7½ percent chose the correct answer – 248 phones.

Most taking the quiz thought the department has far more vehicles leased from the state motor pool than it actually has. Twenty-three percent said the agency leases 312 cars, 19 percent said 734 cars are leased and 15 percent said the number is 258 cars. Twenty-one percent thought the right number was only 47 cars. About 19 percent chose the right answer – 119 leased vehicles.

## Security Seminar

Members of the Inner-Perimeter Security (IPS) team from Montana State Prison provide information to senior criminology students from Missoula Hellgate High School. The May 10 presentation at the DOC Training Center near the prison included a video on cell extractions, use of force issues and contraband. The students also took a perimeter tour of the prison. Officers at right are, front to back: Wes Raiha, T.J. Vauthier and Glen Wyan. (Photo by Lisa Hunter)



# Health & Wellness



By April Grady

*“Modern man is conditioned to expect instant gratification but any success or triumph realized quickly, with only marginal effort is necessarily shallow. Meaningful achievement takes time, hard work, persistence, patience, proper intent and constant self-awareness ... Hard, intelligent work speeds us along the path. Neurotic obsession and compulsion may steepen the trajectory but usually lead to illness and injury. In the end, the process takes as long as it takes — You can’t push the river. We are in it for the long haul.” – Mark Twight, mountaineer*

**Summertime Eco Project:** Helena has eight community garden projects. The gardens are located at Selma Held Park near Beltview, Cooney Home 2555 E. Broadway, Plymouth Congregational Church 400 S Oakes, Food Share 1616 Lewis St., Exploration Garden at the YMCA, St. Paul’s Methodist Church corner of Lawrence and Cruse Ave., Waukesha Park, and Our Redeemer’s Lutheran Church site north of Capital High School. These gardens provide many volunteer and educational opportunities for Helena residents and also supply veggies for Helena Food Share. For more information, go to <http://helenagcp.wikidot.com/community-gardens-in-helena>

**Try a lunchtime fitness break** (MedicineNet.com)

“It still may sound a bit strange, but experts say that combining fitness and lunch is one of the best ways to incorporate exercise into a busy lifestyle.  
(Colette Bouchez WebMD Weight Loss Clinic)

On days you plan to work out, make sure you’ve packed your gym bag with everything you need for the day, wear work clothes that make it easy for you to change, and bring a brown-bag lunch.

And don’t forget that lunch-hour workouts don’t have to take place at a gym. Bike riding, swimming, in-line skating, even walking to and from a restaurant can all count as a lunch-hour workout.

Local gyms offer noontime classes that are ideal for a lunch break. Or you could log 20-30 minutes on your favorite cardio machine, perhaps using an interval program for a higher-intensity workout. Weight lifters might work a different body part at each lunchtime session, or alternate strength-training days with cardio days.

Circuit training -- short bursts of resistance exercise using moderate weights and frequent repetitions, followed quickly by another burst of exercise targeting a different muscle group – can give you a full-body workout in a hurry. Or you could partner with a co-worker for a jog or power walk at a park near your workplace.”

**Lunch on the Go: Healthy Sandwich and Wrap Recipes** (fitnessmagazine.com)

**Buffalo Chicken Wrap**

From: EatingWell



# Wellness

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**Servings:** 4 servings

**Prep:** 35 mins

**Total:** 35 mins

## INGREDIENTS

2 tablespoons hot pepper sauce, such as Frank's RedHot

3 tablespoons white vinegar, divided

1/4 teaspoon cayenne pepper

2 teaspoons extra-virgin olive oil

1 pound chicken tenders

2 tablespoons reduced-fat mayonnaise

2 tablespoons nonfat plain yogurt

Freshly ground pepper, to taste

1/4 cup crumbled blue cheese

4 8-inch whole-wheat tortillas

1 cup shredded romaine lettuce

1 cup sliced celery

1 large tomato, diced

## DIRECTIONS

1. Whisk hot pepper sauce, 2 tablespoons vinegar and cayenne pepper in a medium bowl.
2. Heat oil in a large nonstick skillet over medium-high heat. Add chicken tenders; cook until cooked through and no longer pink in the middle, 3 to 4 minutes per side. Add to the bowl with the hot sauce; toss to coat well.
3. Whisk mayonnaise, yogurt, pepper and the remaining 1 tablespoon vinegar in a small bowl. Stir in blue cheese.
4. To assemble wraps: Lay a tortilla on a work surface or plate. Spread with 1 tablespoon blue cheese sauce and top with one-fourth of the chicken, lettuce, celery and tomato. Drizzle with some of the hot sauce remaining in the bowl and roll into a wrap sandwich. Repeat with the remaining tortillas.

## NUTRITION FACTS

Calories 275, Total Fat 8 g, Saturated Fat 2 g, Monounsaturated Fat 2 g, Cholesterol 55 mg, Sodium 756 mg, Carbohydrate 29 g, Fiber 3 g, Protein 24 g, Potassium 266 mg. Daily Values: Vitamin A 35%, Vitamin C 20%. Exchanges: Starch 1.5, Vegetable 1, Lean Meat 3, Fat 0.5.  
Percent Daily Values are based on a 2,000 calorie diet.

## Tijuana Torta

**From:** EatingWell

A Mexican-style torta is just like a burrito, except the "wrapper" is a hollowed-out roll instead of a tortilla.

Here it's filled with mashed spiced black beans and a quick guacamole. Serve with: Grilled corn on the cob or Spanish rice.

**Servings:** 4 servings

**Prep:** 25 mins

**Total:** 25 mins

## INGREDIENTS

1 15-ounce can black beans, or pinto beans, rinsed (see Note)

3 tablespoons prepared salsa

1 tablespoon chopped pickled jalapeno

1/2 teaspoon ground cumin

1 ripe avocado, pitted

2 tablespoons minced onion

1 tablespoon lime juice

1 16- to 20-inch-long baguette, preferably whole-grain

1 1/3 cups shredded green cabbage

## DIRECTIONS

1. Mash beans, salsa, jalapeno and cumin in a small bowl. Mash avocado, onion and lime juice in another small bowl.
2. Cut baguette into 4 equal lengths. Split each piece in half horizontally. Pull out most of the soft bread from the center so you're left with mostly crust. Divide the bean paste, avocado mixture and cabbage evenly among the sandwiches. Cut each in half and serve.

## Tips:

Note: While we love the convenience of canned beans, they tend to be high in sodium. Give them a good rinse before adding to a recipe to rid them of some of their sodium (up to 35 percent) or opt for low-sodium or no-salt-added varieties. (This recipe is analyzed with rinsed, regular canned beans.) Or, if you have the time, cook your own beans from scratch.

**MAKE AHEAD TIP:** Cover and refrigerate the bean mixture (Step 1) for up to 3 days.

## NUTRITION FACTS

Calories 354, Total Fat 9 g, Saturated Fat 1 g, Monounsaturated Fat 5 g, Sodium 682 mg, Carbohydrate 60 g, Fiber 17 g, Protein 17 g, Potassium 639 mg. Daily Values: Vitamin C 29%, Iron 15%. Exchanges: Starch 3.5, Vegetable 1, Fat 1.  
Percent Daily Values are based on a 2,000 calorie diet

## Lunchtime Financial Fitness:

**Take your lunch break and find a checking account that pays interest**

Deputy Warden Ross Swanson and Myrna Omholt-Mason, executive assistant to the DOC director, catch up during lunch.



Tricia Robles, Close II unit manager, tries the ring toss game.

# 2011 MSP Communications Fair

Harlan Sipe, maintenance supervisor at Treasure State Correctional Training Center, stands at the boot camp's display.



ABOVE: Lena Havron staffs the display for the Employee Recognition Committee.



BELOW: (left to right) Attorney Colleen Ambrose, MWP Warden Jo Acton, Budget Bureau Chief Kara Sperle and Jim Salmonson, MSP warehouse manager.



# Gentry tapped to head Region 1



Gentry

Tanner Gentry, a probation and parole supervisor in Missoula, is the new regional administrator for Region 1.

Gentry has worked for the Department of Corrections since 2008, when he became a probation and parole officer in Bozeman. About 1½ years later, he was named a supervisor in Missoula.

He replaces Amy Gault as administrator of the three-county region that has a caseload of about 1,500 offenders and a staff of about 40. Gault left corrections to move to Bozeman in April.

Gentry, 30, graduated from Highland Senior High School in Pocatello, Id., and obtained a bachelor's degree in criminal justice from Boise State University in 2008.

Before joining the department in 2008, Gentry worked as a painting and remodeling contractor while attending college.

He began his duties as administrator May 23.

Gentry says he originally wanted to become a juvenile probation officer after seeing how one helped his younger brother years ago.

"I saw the impact that a probation officer can have and decided it was something I was interested in," he says.

While attending BSU, he had an internship as a juvenile officer, but when an adult probation and parole officer position opened in Bozeman, he decided it might get him a "foot in the door" while he waited for a similar job in juvenile corrections to become available.

Soon he realized that he preferred the adult world over youths.

"A lot of times your hands were tied with what you were able to do with juveniles," Gentry says. "You'd go into their homes and see that other factors played a part in their lives, like their parents, that you couldn't do much about.

"With adults, you have more tools available to have an impact. You're able get adults help by utilizing resources such as treatment programs. In addition if an adult is a threat to the community you can incarcerate them.

"I also appreciate where adults are in life," he says. "Juveniles do not always see the impact (of their actions) on their lives. They're just worried about now. Adults are more likely see the bigger picture. You're able to talk adult to adult."

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## Column

*FROM Page 7*

ment that can truly make a difference in other people's lives. It is difficult work at its best and dangerous work at its worst.

A career in corrections has similarities to most professions, such as being able recognize the value of one's work and gain gratification beyond an hourly wage.

However our role and success is often examined differently than most professions. A negative outcome in a public-service agency like ours becomes newsworthy very fast. It is in those difficult times that we all feel underappreciated and underpaid.

It was evident that the governor, his Budget Director David Ewer and a handful or two of legislators grasped

the concept of what we do in corrections and tried to support us by voting for the pay raises. Their understanding was demonstrated as they tirelessly tried to put a few more dollars in your pocket.

I know this support will not help put gas in your car, but it was a clear sign of appreciation and an indicator that some of our top leaders recognize the value of public-sector work.

Please try to keep your chins up. Never forget that the jobs you do are critical to the safety of your family, your friends, your neighbors and all Montanans. Support your co-workers at the next desk, at the other end of a phone line or at an office hundreds of miles away.

Previous pay freezes have been followed by periods of successive raises. I hope the next Legislature recognizes the need for state employees to receive raises that help offset some of the impact of the recent pay freezes.

I firmly believe better times are ahead. Hang in there.



# Spotlight

## *Gallus, Hiner shine as corrections advocates*

By Bob Anez  
Communication Director

When the Montana Department of Corrections officials need insight into what's happening with the agency's budget during the Legislature, they often call Cindy Hiner or Steve Gallus.

If someone in the department needs political perspective on a correctional issue making news, they may contact one of the two Democratic lawmakers.

If an advocate for corrections is required, Hiner and Gallus have been there.

"Rep. Hiner and Sen. Gallus understand corrections and know the political and legislative perspective in Montana as well as anyone," says Corrections Department Director Mike Ferriter. "They not only recognize the critical role that corrections plays in protecting public safety, they do a great job of representing their constituents, many of whom work in correctional programs in the Butte, Anaconda and Deer Lodge areas."

Gallus, 39, has been a Butte lawmaker since 1999. Hiner, 40, has served in the House for eight years. Term limits prevent both Democrats from running for re-election next year.

For the past four sessions, both have been on the joint appropriations subcommittee responsible for developing the two-year corrections budget. Gallus also was a member of the Corrections Advisory Council for about nine years and Hiner works as director of nursing at Montana State Prison.

"Over the years, Cindy and Steve have demonstrated an extensive knowledge of and interest in corrections that has established them as experts in the Legislature," Ferriter says.

For both, their interest in politics began long before they ran for office.

"I grew up in the world of politics," Hiner says. "My mom was a justice of the peace for 30 years in Anaconda. I was familiar with campaigning."

"From the time I was a little kid," Gallus recalls, "other kids were collecting baseball cards and I was collecting political signs and other campaign paraphernalia."



# Spotlight

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He was a legislative page in the 1991 session and was an aide to the Butte-Silver Bow legislative delegation two years later. In 1997, Gallus was back at the Legislature as a lobbyist for the American Federation of Teachers.

The following year, he decided to challenge an incumbent Butte Republican in the House. The decision was made because of growing concern that the GOP was making inroads in the traditional Democratic stronghold of Butte. He won and spent the next three sessions as a representative.

When a local Senate seat came open, he made the move to the Senate chamber.

Hiner got the nudge to run for office from then-Attorney General Mike McGrath. At first, she declined because of her new job. She had just started working at the prison after spending nine years in nursing at the Deer Lodge hospital.

Two years later, she jumped into politics and was elected.

“My first session was learning about process and terminology of the Legislature,” she says. “I didn’t have any idea how a bill was presented, how meetings were held.

*‘It’s not the most glamorous thing to glom onto. You’re not going to get your name in the paper being the corrections guy.’*

*-Sen. Steve Gallus*

“All I knew was that, working in corrections, I very much wanted to be a voice for corrections. How I was going to achieve that was through the appropriations process.”

Hiner was appointed to the House Appropriations Committee and to the subcommittee dealing with corrections and public safety budgets. She said the House speaker wanted to ensure someone on the committee knew about corrections.

“Once there, I needed to learn the appropriations process,” Hiner remembers. “I always felt like I was a step behind. I spent countless hours studying the process. I was a nurse, not an accountant. It wasn’t until this last term that the picture became very clear.”

She says she had plenty of mentors among veteran lawmakers – William “Red” Menahan, Trudi Schmidt, Tim Callahan and Gallus.

Likewise, Gallus turned to Menahan for guidance. The Anaconda Democrat said “I should find something, learn it and be the go-to guy in that issue,” he says. “He said corrections programs are important to this part of the state and they (constituents) really need someone to pay close attention to what they’re doing.

*‘All I knew was that, working in corrections, I very much wanted to be a voice for corrections.’*

*-Rep. Cindy Hiner*

“I think I was able to do that on corrections and public safety,” Gallus says. “It’s not the most glamorous thing to glom onto. You’re not going to get your name in the paper being the corrections guy.”

Gallus is most proud of his involvement in the budgeting process, particularly his first session in the Senate when the Legislature had to transform a potential \$200 million deficit into black ink with support of the Schweitzer administration.

“We survived an economic catastrophe nationwide and worldwide, and are one of only a few states with a positive fund balance,” he says.

Gallus also prides himself on being the Senate watchdog on issues of rules, decorum and procedures.

“Rules are important,” he says. “Decorum is important. Having respectful differences and being able to walk off the floor (after debate) and shake someone’s hand is important.”

Hiner says she takes pride in her record of fully representing her constituents and getting the 2009 Legislature to enact a program that helped pay off the student loans of nurses willing to work at the prison or Montana State Hospital.

But her role as a key legislative source of information about corrections is important as well.

“I gained utmost respect from both sides of the aisle,” she says. “They would come and ask my opinion when corrections issues came up, and I really believe they really listened to me.”

Now, her concern is who will fill those shoes in 2013 and beyond.



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

### Region 1

Congratulations to P&P Officer Cathy Dorle for being the recipient of the Outstanding Crime Victim Advocate of the Year Award! Cathy is the first probation/parole officer to have ever received this award. Each April since 1993, the Attorney General's Office honors one or more outstanding victim advocates from around the state. Recipients are recognized with a plaque presented by the Attorney General in a ceremony in their hometown. The award was presented to Cathy by Attorney General Steve Bullock. Missoula Region is very proud to have Cathy on our team.

Missoula office has gone through several changes in staff and management within the last four years. Our latest change is in the position of regional administrator. On May 23, POII Tanner Gentry became Region I administrator. In December 2009, Tanner accepted a position as POII in Missoula. Prior to his POII position, Tanner had been a probation and parole officer in Bozeman. Congratulations to Tanner on his new position as Missoula regional administrator.

The Missoula office has two new interns added to our team. We welcome University of Montana students Cheri Hansen and Allison Briscoe.

### Region 3

There has been some movement in the region lately. Probation and Parole Supervisor Scott Brotnov will be leaving his position in Shelby and transferring into the same POII position in Region 5. Probation and Parole Officer Timothy Allred also will be leaving. He is joining the Board of Pardons and Parole staff as an analyst. His last day with the Great Falls office is June 6. Congratulations to them both.

### Region 5

Here in Region 5 we have been lucky to have a part-time, contracted employee, known as the office employment specialist, who assists the probation and parole officers in case planning and support. The position, in place since 2000, is held by Jennifer Speer. She is finishing up her second year with us. Speer started at the end of the good

times here in Flathead County. While it seems that offenders now want to transfer to the far eastern part of the state, that wasn't always the case. From 2005 to 2008, any offender that could pound nails with authority was transferring here. Now we have one of the state's highest unemployment rates. Speer works hard and recently noted some signs that times may be improving in the job market that offenders are so dependent for livelihoods. The job listings have doubled and the service sector is now posting help-wanted signs. Speer's duties include:

- Resume writing assistance
- Cover-letter writing assistance
- Help in registering with employment agencies online such as Job Service
- Gathering information on offenders' skills and employment to determine an appropriate job and then contacting offenders when she finds a job that fits
- Keeping an updated job listing board in her office which officers can check if she is not in. This board has employment opportunities from different sources and any rumors of jobs
- Performing a personalized employment plan for those offenders interested in determining a fitting job and pursuing a career choice
- Helping offenders fill out applications for openings offered through Community Action Partnership or for enrollment in the certified nurses' assistant or commercial driver license programs
- Meeting with employers to discuss willingness and benefits of hiring convicted felons, including the potential for obtaining tax credits for hiring an eligible person on probation
- Teaching interview techniques to offenders who are potential job applicants

Seems the oil boom on the far side of the state is not restricted to just offenders. Keely Absalonson, our venerable pre-sentence investigation report writer, succumbed to the bounty being offered. She recently went to work for the North Dakota Department of Corrections as a probation and parole officer in Williston. Her husband has

# Roundup

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worked there for the past year and she made the move for family reasons. We do anticipate a return since she did this once before (left to return to school, only to re-apply in a year). So we will keep a light on for her.

## Region 6

It has been business as usual in the region, although new officers Tom Fulton and Wally Peter away at probation and parole basic training. Everyone has stepped up to the plate to help cover their caseloads and we will all be more than a little happy to have them return.

Hearing sanction options are few and far between in our rural area. Glendive and Sidney officers are having wonderful luck with the adult treatment and DUI courts. These options have increased our ability to hold offenders accountable while allowing them to remain in the community.

The region combined the May firearms qualification with advanced marksmanship training at the Copenhaver Ranch near Hinsdale. After the standard qualification course, officers completed six steel target courses that challenged their abilities to shoot both quickly and accurately in different situations. Courses included timed courses and a one-on-one dueling course. The latter was a double-elimination competition wherein officers stood facing identical series of targets and competed to be the first to hit each target in sequence. A key to success in the multiple target courses was keeping both eyes open and keeping the front sight in focus as the weapon was moved from target to target. This is the same technique that is vital for engaging moving targets. Peter's score was the best recorded for all courses combined, with Glasgow police officers not far behind. Roxy Silver had the best overall score for females, narrowly edging out fellow officers Karla Grimes and Pam Heikens. We're grateful to Vern and Bev Copenhaver for their hospitality in providing their excellent shooting facility as well lunch. As if that wasn't enough, Copenhavers also donated prizes for the top shooters.



Probation and Parole Officer Tom Fulton takes aim during firearms training near Hinsdale. At right is PO Technician Lloyd Sundby. (Photo by Karla Grimes)

## Manual for inmates' kids proves popular

A manual designed to answer young children's questions about the fate of parents and other family members in prison has proved such a success that a second printing is in the works.

The Prison Issues Board recently approved a \$3,000 inmate welfare fund grant to print more copies of *Family Members Behind Bars*, produced by the Montana Alliance for Families Touched by Incarceration (MAFTI). DOC is one of the partner agencies.

*Family Members Behind Bars* provides caregivers with answers, written in terms a child can understand, to common questions about arrest, court, conviction, sentencing, prison, probation and parole, and prerelease. The manual explains Montana sentencing options, including the unique DOC commitment, and community-based prison alterna-

tives. Montana Correctional Enterprises (MCE), the industries program at Montana State Prison, printed the first copies and also will publish the second batch.

MAFTI partners in addition to DOC include Head Start, Department of Public Health and Human Services, The Family Tree in Billings (contracts with MWP's parenting program), the Parenting Place in Missoula, Court-Appointed Special Advocates (CASA) of Montana, the Native Women's Coalition, and Montana Dads Incarcerated.

An electronic version of the first edition of *Family Members Behind Bars* can be downloaded from the DOC website or request a bound copy of the manual by calling or emailing Sally Hilander at (406) 444-7461; shilander@mt.gov.

# Spotlight

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"Who will carry the torch? Who will be the voice for corrections?" she asks. "Whoever takes my seat, I will do everything in my power to ensure they will represent corrections."

Gallus shares her worry about a successor.

"It's up in the air," he says. "I haven't found anyone in our caucus of the Senate who expressed an interest in corrections."

He believes most people, including legislators, don't clearly understand how corrections prevents crime.

"Straight-up lock-'em-up and throw away the key mentality will not reduce crime on our streets," Gallus says. "It

takes a continuum of care, change in behaviors, punishment and teaching (offenders) skills to succeed. If we can invest in those, we can lower recidivism and reduce crime on our streets."

Hiner says the greatest misunderstanding about corrections is the stressful and taxing environment that exists in prison as employees try to manage a large, unpredictable and possibly dangerous population of offenders.

"They don't understand how serious it is when things go wrong in prison," she says. "How can you convey information about the potential risk of this environment?"

Both Gallus and Hiner may be back in the Legislature someday. Gallus will be eligible to run again in eight years and Hiner says she might return in six years after her daughter completes high school.

For now, someone else will have to tackle those misunderstandings in the Legislature and others will have to step up to be trusted sources when it comes to corrections.

## Inmate praises program at MWP

*EDITOR'S NOTE: The following letter from a Montana Women's Prison inmate appeared in the May 6 edition of the Billings Gazette. Her letter refers to a Montana State University-Billings program offered at the prison to teach inmates skills that will be useful when released.*

*I have been incarcerated in the Montana Women's Prison for almost five years. During this time I have taken a lot of different classes and programs to become a better person than the one who entered this prison in 2006.*

*One of the programs I am involved in is the MSUB Pathways Program. To get accepted into the program is a process.*

*First, you have to be within three years of seeing the parole board, you have to have a high school diploma or a GED and have a certain amount of clear conduct within the prison. You are then put on a list and invited to the orientation to hear what the program has to offer. If you like what you hear, you can fill out an application. When you fill out the application, you are agreeing to follow the rules for both the prison and the MSUB program. Violators will be removed from the program.*

*You have to take required classes, which include ones to help you get along in work and social settings, finances, reading, writing, and math. After those, you can move on to the "fun" classes. Those include ones to help in college when released, like philosophy, history and creative writing. There are also ones to prepare you for a job upon release like flagger certification, construction, and heavy equipment operation.*

*A little help from people in our community goes a long way inside these walls and in our futures.*

*Angelie Leens-Frost  
Billings*

# ASCA survey maps corrections health care budgets for 33 states



Montana has 17.3 percent of its total corrections budget allotted to pay offender health care costs, a figure that is slightly higher than the average among 33 states surveyed by the Association of State Correctional Administrators (ASCA).

Health care costs are one of the fastest-rising expenses for government and citizens alike, so tracking such costs is critical in a government program such as corrections where offenders have some of the most severe, chronic health problems.

The survey by ASCA showed the average portion of operating budgets intended for health care by the corrections departments was about 16 percent. The highest allocation was New Hampshire at 26 percent, but four other states – Alabama (22.4 percent), and Arkansas, Delaware and Missouri (21 percent) – allotted more than a fifth of their budgets for health care.

The lowest allocation was 7.5 percent in Louisiana, but that calculation included county jails. When institutions alone are considered, the figure increases to 11.9 percent. Twelve other states were below 15 percent.

Another dozen states have health care budgets comparable to Montana's.

The survey also asked states to break down spending on components of health care: medical, mental health, dental, pharmaceutical and "other."

The Montana Department of Corrections reported 4.9 percent of the total operating budget is related to medical care, 1.2 percent to mental health treatment, 0.5 percent for dental care, and 1.1 percent for prescription drugs.

The biggest portion of health care spending – 9.7 percent of the total budget – was for treatment programs (chemical dependency, drug addiction and sex offenders). This reflects the state's significant emphasis on development of more treatment programs as alternatives to prison.

At 4.9 percent of the total department operating budget, the proportion that Montana spends on medical care was among the lowest for 33 states in the report. On average, the states spent about 10.6 percent of their budgets on medical care.

However, it is unclear from the reporting whether other states included in their medical costs figures the various treatment programs that Montana reported separately.

## *DOC to help with new info exchange project*

More than a year ago, Montana was among the first states in the country to join a program that allowed sharing of offenders' photos nationwide. Now, the Department of Corrections has been asked to help develop another national information-sharing program to help law enforcement across the country.

The State, Regional, Federal, Enterprise Retrieval System (SRFERS) has requested the agency's Information Technology Division's staff for assistance in creating a national standard for sharing other crucial data with law officers. The new project would allow interstate access to information about scars, marks and tattoos.

"While these requests mean more work on our part, they are worth working on because the future potential of sharing vital information among the states is critical to all of us," said John Daugherty, division administrator. "These requests always fill me with a sense of pride in our department, knowing that the work we do extends beyond the boundaries of the Montana Department of Corrections and our state, and have an impact on public safety across the nation."

He said the project initially probably will involve Montana, Missouri and the University of Michigan.

Daugherty told the organizers that the department is interested in participating, but that a final decision by them on whether to proceed has not yet been made.

SRFERS is a made up of three pieces: the international Justice and Public Safety Information Sharing Network, Automated Regional Justice Information System and Integrated Criminal Justice Information System.

In the past year, several national justice organizations have asked Montana for assistance and participation in development of national standards, such as a project to create a victim notification standard.

# Dorle honored for victim advocacy

Sally K. Hilander  
Victim Programs Manager

Cathy Dorle has become the first probation and parole officer in 18 years to receive the Attorney General's Outstanding Crime Victim Advocate of the Year Award.

Dorle has written pre-sentence investigations (PSIs) for Region 1 in Missoula for the past decade, often meeting directly with victims to help them write the victim-impact statements that judges consider when determining an offender's sentence. She often is the first person that victims talk to about the trauma they have endured.

Dorle voluntarily attended the Department of Corrections Crime Victims Advisory Council meetings for at least a decade, lending her expertise about sentencing options, restitution and other issues. The council was disbanded in 2010, but Dorle continues to provide important advice about victim issues to the department.

Dorle was nominated by her supervisor, Tanner Gentry, who recently became administrator in Region 1. Pam Bunke, Adult Community Corrections Division administrator; Ron Alsbury, Probation and Parole Bureau chief; and Sally Hilander, DOC's victim programs manager, were among those who supported Dorle's nomination.

"She is one of the best listeners I have ever met and always has important ideas to contribute. Cathy attended the meetings on state time but she did so voluntarily because she believed someone should be present to answer victims' questions about offender supervision," Hilander said.

Bunke agreed. "Cathy is sincere, empathetic and helpful. She understands the importance of providing a voice for victims of crime in the justice system, which too often marginalizes victims as it focuses on the offenders."

Missoula attorney Amy Rubin also received the award during a May 3 ceremony at the Missoula County Courthouse attended by several judges and prosecutors, as well as co-workers, families and friends.

"They are changing people's lives, literally on a daily basis," Attorney General Steve Bullock said during the ceremony.



Amy Rubin (left) and Cathy Dorle with Attorney General Steve Bullock after receiving their victim advocate awards. (Photo by Landee Holloway)

## Jury finds MSP not negligent in assaults

The Montana Department of Corrections was not negligent in the case of Montana State Prison inmate sexually assaulted four years ago, a District Court jury decided in late April.

Jurors deliberated just 40 minutes before reaching their verdict, which came after a 3½-day trial in Deer Lodge.

Warden Mike Mahoney told the Montana Standard that he was pleased with the outcome, saying, "We support our staff that works hard to do the right thing. Nobody wishes these kinds of circumstances on anyone. I empathize with the plaintiff's plight, but the verdict is appropriate and justified."

Donald Olmstead, who has since been released from prison, was sexually assaulted multiple times by his cellmate in late January 2007. In his lawsuit against the de-

partment, he claimed prison staff did not follow classification policies and procedures designed to protect inmates from harm by other inmates. He also alleged prison staff was not properly trained.

The department argued that the prison has a process for determining who may be a predator toward other inmates, but that no evidence was found in the procedure to indicate Olmstead's cellmate was a homosexual predator.

The agency also pointed out that Olmstead never reported the assaults until approached by the unit manager after another inmate alerted officials to evidence of the incidents.

Olmstead served time for burglary, assault and parole violations.



The low-side chow hall has seen upgrades to its lighting, windows and kitchen ventilation.



Rothe Hall, one of the oldest buildings at Montana State Prison, is undergoing a facelift that includes a new entrance and the addition of an elevator.



RIGHT: Rothe Hall's interior has been opened up and brightened with new paint and lighting.



LEFT: Registered Nurse Cindy Sparing staffs the low-side satellite infirmary in the remodeled Security Services Building, formerly a cell block.



ABOVE: The property room in the Security Services Building used to be crammed into the basement of the adjoining Rothe Hall.

LEFT: A larger low-side visiting room dominates the main floor of the renovated Security Services Building.

*No statewide data for Montana yet*

# Violent, property crimes drop nationally

Crimes reported to law enforcement last year decreased from 2009, according to preliminary figures released by the Federal Bureau of Investigation in late May.

Violent crimes were down 5.5 percent and property crimes declined 2.8 percent, the report said.

The violent crime category includes murder, forcible rape, robbery and aggravated assault. Property crimes include burglary, larceny-theft and motor vehicle theft. Arson is also a property crime, but data for arson are not included in property crime totals. Figures for 2010 indicated that arson decreased 8.3 percent when compared to 2009 figures.

The drop in violent crime was slightly more than the 5.3 percent decrease seen in 2009, but the decline in property crime was smaller than the 4.6 percent fall seen the year before.

While the preliminary numbers contain no statewide information for Montana, it does show that crime in the West mirrored the national decline.

The only Montana-specific data in the report pertains to Billings – the only Montana city of more than 100,000 population. Billings saw an 8.9 percent increase in violent crime reported to authorities and an 11.6 percent growth in property crime.

However, Montana as a whole has experienced a general drop in its crime rate during the past few years.

In 2009, the rate of violent crimes for every 100,000 residents fell almost 16 percent and the property crime rate dropped 9.4 percent. The year before that saw a 10.2 percent decrease in Montana's violent crime rate and a nearly 6 percent decline in the property crime rate.

Montana recorded a 13.3 percent rise in the violent crime rate and a 2.9 percent jump in the property crime rate in 2007, but that was preceded by a 10.2 percent decrease in the violent crime rate and a 19.4 percent drop in the property crime rate in 2006.

The year before, 2005, was a mixed bag with a 4.2 percent decrease in Montana's violent crime rate and a 7 percent increase in the property crime rate.



## Visiting

*FROM Page 7*

The list is conveniently divided into three categories: prerelease centers, treatment centers and correctional facilities.

“We listened to the concerns we heard from the public and responded with development of a user-friendly source of information about visiting,” Ferriter said. “Our staff, led by Information Technology Division Administrator John Daugherty, did an outstanding job in responding quickly on the project.”

Others involved in the project were Dean Smail, DOC webmaster; Judy Little, Rick Deady and Dan Maloughney, Adult Community Corrections Division; Joe Fink, Treasure State Correctional Training Center; Ken McGuire, Great falls Transition Center; Dan Kissner and Teza Holland, Youth Services Division; Bob Paul, Montana Women's Prison; James Raty, Montana State Prison; Roger Handa, Cascade County Regional Prison; Brandy Sherrard, Crossroads Correctional Center; Marcy Wiseman, Dawson County Regional Prison; and staff at all prerelease centers and treatment programs.

## Gentry

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Gentry believes his time spent working in the Missoula office gave him the confidence and desire to pursue the administrator's position. He said Gault involved her staff in the decision-making process and that allowed him to catch a glimpse of what being the administrator would be like.

He says he wants to provide consistency and stability to the Missoula office, which has had a quick succession of administrators since Dave McCarthy died a few years ago.

“I want to be someone who is going to be able to set standards that the department has asked for and be here to follow through,” he says. “I have the professionalism and desire to help Missoula and the rest of Region 1 to have that stability and be an area that others can look to as an example of how it should be done.”



# Charitable Giving has impact

By Carolyn Blasch  
DOC Charitable Giving Campaign Coordinator

The State Employee Giving Campaign will kick off in September. While that may seem far off on the calendar, it's not too early to think about this opportunity to help others.

For some, it's about reaffirming favored charities or picking new ones so more of those in need can be reached. For others, it's just another annoying set of emails. State employees didn't get a raise, again, so how can *they* expect us to give?

But let's think about who *they* are? *They* are your local charities and nonprofits. *They* are your humane societies, school foundations, or even the local food bank or shelter. And according to the Philanthropy Journal, *they* have been hit hard in the recession with shrinking donations and grant options, but with increased demand *because of* the recession.

We never quite know how our donations will impact others now and into the future. So if you don't already give, offering just \$5 per paycheck really does help. Here are some examples of where that \$130 a year can make an impact:

- The Lewis and Clark Library Foundation could pay for an entire "lock-in" night for teens and keep them in a safe place. It would pay for supplies for a summer library reading program, which at times has over 80 kids a session, or it would pay for more than four new books for a local library.
- The Girl's Thrive Program would be able to purchase seven new water bottles and three helmets for their bike program. There are many local children's programs in local communities that need supplies.
- The Montana Food Bank Network could purchase 1,040 meals. It has great purchasing power when purchasing food by the truckload and \$1 will pay for eight meals.

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## Wellness

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"Free" checking isn't exactly free. Sure you get free checks and no account fees, but most checking accounts pay no interest – zero, nothing. Meanwhile, the banks are loaning your money out in the form of mortgages or business loans at 7-8% interest. That's how banks work. If you don't have a checking account that pays interest, you're being ripped off. Consider switching your account to one of the many that allow your money to work for you such as an E\*Trade Max-Rate Checking Account (2.9% APY on accounts over \$5K) or an HSBC Online Payment Account (2.25% APY, open an account with as little as \$1). (mint.com)

### Lunch time read:

Get out of the office this summer and enjoy a nearby park with a great book. This book has been one of my favorites since college. I have read it at least three times!

*One Hundred Years of Solitude*

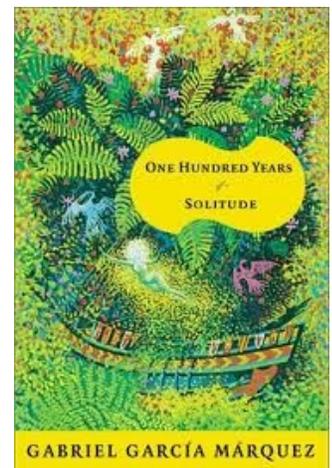
by Gabriel García Márquez

"One of the 20th century's enduring works, *One Hundred Years of Solitude* is a widely beloved and ac-

claimed novel known throughout the world, and the ultimate achievement of a Nobel Prize winning career.

The novel tells the story of the rise and fall of the mythical town of Macondo through the history of the family. It is a rich and brilliant chronicle of life and...more. The novel tells the story of the rise and fall of the mythical town of

Macondo through the history of the family. It is a rich and brilliant chronicle of life and death, and the tragedy of humankind. In the noble, ridiculous, beautiful, and tawdry story of the family, one sees all of humanity, just as in the history, myths, growth, and decay of Macondo, one sees all of Latin America. Love and war and revolution, riches and poverty, youth and senility – the variety of life, the endlessness of death, the search for peace and truth. Alternately reverential and comical, *One Hundred Years of Solitude* weaves the political, personal, and spiritual to bring a new consciousness to storytelling." (goodreads.com)





Questions and  
answers about  
issues affecting  
corrections in  
Montana

# Security threat groups

*EDITOR'S NOTE: the following was prepared by Staff Sgt. Tracy Napier, who is one of two staffers at Montana State Prison dedicated to working on security threat group issues. The position was created in May to address the rising number of instances and increasing seriousness of STG activity throughout the offender population supervised by the Department of Corrections. She has dealt with the STG issues since 2005 when she was an admissions officer at the prison. She has been a member of the STG Task Force since then and was named coordinator in 2009. She is STG intelligence coordinator.*

## What is an STG?

STG is an acronym for "security threat group," and is defined as a group of three or more individuals with a common interest or activity that is generally characterized by criminal behavior that poses a security risk to an institution or facility.

## How common is the term?

It is largely unknown outside of correctional and law enforcement circles because it is exclusive to the corrections field. On the streets, terms such as street gangs, extremist groups, cults and tag crews apply. Corrections lumps all these groups into one category: STGs or "groups that threaten the security of the institution."

## Are prison gangs and street gangs the same thing?

Sometimes yes. The history of each gang tends to define whether it is a prison gang or street gang, but the behavior and criminal conduct pose the same threat, regardless of origin. For example, the Crips and Bloods are street gangs that originated in California neighborhoods, but they carry their criminal activity and gang affiliation with them into the prison system, while the Aryan Brotherhood is a prison gang that originated in the California prison system, but conducts illegal activity on the streets from behind the walls of correctional facilities.

## Why does the Montana Department of Corrections use the term STG, rather than gang?

The department recognizes more than street and prison gangs as STGs, because it deals with organized groups

that aren't street gangs but operate within the corrections system. For example, the Juggalos are a recognized STG group that would never classify itself as a street gang. They are more like a cult that follows, mimics and idolizes the music group, Insane Clown Posse. The music encourages and condones extreme acts of violence, which some Juggalos carry out.

## How many STG members are validated within the Department of Corrections?

Currently, there are 424 validated STG members being supervised by the department, but many others have yet to be identified because of a lack of resources.

## Why are corrections officials concerned about STGs?

They pose an added security risk to the institutions and facilities that house these offenders and to the probation and parole officers that supervise them in the communities. STGs tend to operate in a "pack mentality." Each inmate acts and behaves as he or she is expected to behave by fellow STG members, rather than acting and behaving as corrections officials encourage them to do.

## What is an example of the problem created by STG activity?

If a STG member is told he or she has to assault another inmate or damage a block of cells, he complies or suffers consequences imposed by the other STG members. If the inmate follows the order, staff has to deal with the aftermath of the acting out and/or violent behavior. If the inmate refuses the order, staff has to provide protection for him from reprisals from other STG members. Either way, the result is a threat to the security of an institution and safety of inmates and staff.

## What is the trend in STGs in Montana's prisons?

The frequency and intensity of STG-related incidents is increasing from one or two a year to about one per month. The addition of a second position to address the problem is a direct result of that trend.

## Q&A

FROM Page 24

### What are the common characteristics of a typical STG member?

They tend to be younger (15-25) and more impressionable adult and juvenile offenders, and come from low socioeconomic backgrounds.

### Are all STG members a problem in the prison system?

No. Some tend to lay low and fly under the radar. These ones typically aren't a management issue. They are productive in treatment or work programs, and are simply doing their time. But others are actively involved in STG politics on a regular basis. They may be involved in recruiting other STG members, carrying out orders (assaults, bull-dogging, passing on messages to other members, acts of extortion, etc). This type of STG member is a constant management concern, and requires extra supervision and staff resources.

### Does the Department of Corrections validate and track offenders in the community and in the secure facilities?

Yes, to the best of our ability with the resources available. Currently, only two staffers work full-time to combat an increasing gang problem. Before May, the department had only one position dedicated to STGs, so most of the emphasis and resources were being placed on the secure fa-

cilities where the department has the most familiarization with gangs. A security position was moved to the STG unit last month.

### What is the short-term goal for the STG Unit?

The focus will be on educating department staff on the system used to request a STG review be conducted on an offender suspected of being a member. This will involve training and educating all relevant staff on basic gang recognition, policies and procedures related to STGs and on basic gang prevention, intervention and suppression techniques. Getting community corrections employees the training and resources they need will be crucial. We also want to share resources and intelligence among community corrections, secure facilities, juvenile facilities and local law enforcement.

### What is the long-term goal for the STG Unit?

The long-term goal of the STG unit is to implement gang prevention, intervention and suppression programming for the targeted offender population in order to take a more proactive, rather than reactive, stance on this issue. It will take good communication and the continued support of all DOC employees, a "can-do" attitude from those working with these offenders, and a strong sense of teamwork from all stakeholders involved within the secure facilities (adult and juvenile), community programs, probation and parole, contracted facilities, local law enforcement agencies and community support entities.

## Osler to be BOPP's executive director

Fern Osler, with 18 years of experience in corrections, will become the new executive director for the State Board of Pardons and Parole on July 1.

She replaces Craig Thomas, who retired at the end of April after 31 years in the corrections field and the last 20 years as the board's top staffer.

A Glasgow native, Osler began her career as a probation and parole officer in Kalispell and worked there for seven years as a sex offender specialist and an officer in the intensive supervision program. After that, she became the institutional probation and parole officer at the Montana Women's Prison in Billings.

Osler moved to the Board of Pardons and Parole staff in 2004 as a parole analyst and has held that job since then.

"It was a fluke," she says of finding a career in corrections. She and her husband had moved from Glasgow to Kalispell and she was applying for paralegal jobs when probation and parole was launching the regional office in the Flathead area.

"I would never have dreamt I would have been in this (profession)," Osler says. "It was a subculture that I never knew about."

Her biggest surprise when she joined corrections was discovering the extent of drug abuse among offenders and the large number of sex offenders that are supervised by the Department of Corrections.

Osler says she sought the executive director's job because she wanted to take on the challenge of the job.

"I believe in the agency," she says. "I want to maintain the respect and integrity of the board and will enjoy the challenge of doing that."

She says she may decide to live in the Deer Lodge area, but that leaving Billings will be difficult because she has three grandchildren there.



Osler

## File unfair labor practice complaint

*Unions push for state pay raise*



Three labor unions filed an unfair labor practice complaint against the state, alleging the 2011 Legislature's failure to approve negotiated pay raises for state employees amounted to a refusal to bargain in good faith.

The unions filed the unusual complaint with the state Board of Personnel Appeals on May 25, saying they hope a favorable ruling will force the state back to the bargaining table for a new agreement that will require a special legislative session to approve.

"We are rolling in waters we have never been before," Eric Feaver, MEA-MFT president, said at a Capitol news conference. "We're making no promises."

But, whatever uncertainty surrounds this unprecedented action, he said the unions needed to do something.

"State employees deserve more than a poke in the eye with a sharp stick from the Legislature," he said.

He was joined by Quint Nyman, executive director of the Montana Public Employees Association, and Timm Twardoski, executive director of the American Federation of State, County and Municipal Employees. Together, the unions represent about 60 percent of all executive branch agencies.

Gov. Brian Schweitzer negotiated a 1 percent pay raise to take effect Jan. 1, 2012 and a 3 percent raise to occur a year later. But the Republican-controlled Legislature, just two days before adjourning, rejected the proposal in House Bill 13 without it ever passing the House.

"The failure of the legislature to address HB13 in a timely fashion and the resultant late-session defeat of HB13, occurring when there was no time left for the exclusive bargaining agents (unions) to negotiate a new proposal to submit to the Legislature, constituted a failure of the state, acting through the legislature, to bargain in good faith with the exclusive representatives of its employees," the

complaint says.

Feaver noted that state employees agreed to a two-year pay freeze in 2009 when the nation was in the midst of what has come to be called the Great Recession, and everyone knew state revenue could not accommodate a pay raise.

But that changed last year and revenue projections were looking brighter when the governor and organized labor agreed on the pay proposal that delayed the larger increase until the second year of the biennium, Feaver said.

"We thought that modest increase would sell itself in the Legislature," he added.

But, for the first time, lawmakers rejected a negotiated pay plan despite having projections showing robust state revenue growth for the next two years.

"There was no fiscal excuse for the Legislature to do what it has done," Feaver said.

Twardoski said that, even with the requested raises, state employees still would have seen less take-home pay because of the expected increase in their health insurance premium.

Nyman warned that the pay situation for state workers will prompt a "mass exodus" of government employees looking for better-paying jobs in the private sector, and that the ability of the state to recruit quality job applicants will be damaged.

## Giving

FROM Page 23

- \$130 would buy 400 pounds of dog or cat food at a local animal shelter. It would provide enough kitty litter for 75 cats for one month or cover the cost of discounted spay/neuter services for five animals.

So if you think \$5 doesn't matter, it does. If you're feeling guilty for taking a tax write-off, you deserve the break. If you don't know where to donate, ask your kids and make it a tradition you pass on to them.

You can make the difference between emptiness and fullness, between have and have not, between advantage and disadvantage, and between hope and despair. Give it a try.

Dozens of Department of Corrections employees have made a serious commitment to getting fit. State government's annual "Spring Fitness" event began on May 2 and after three weeks, one of the Montana State Prison teams was leading the competition to log the most miles walking.

Throughout state government, 278 teams involving 1,459 employees signed up for the fitness challenge. This year's challenge is a "walkabout" in Australia. Team achievements can be followed at <http://mine.mt.gov/programs/springfitness/default.mcp>. The competition lasts eight weeks.

Each team selects a mileage goal. Each team member wears a pedometer and attempts to walk as much as possible during the competition. In addition, an "activities calculator" is provided which allows participants to claim credit for other physical activities such as sports and housecleaning. A third option for adding steps comes in a weekly nutrition challenge in which participants can log extra steps based on their diet.

The "Highwall Walkers" from MSP, captained by human resources manager Cynthia Davenport, was in first place after three weeks with a total of 2,126 miles, or 76 percent of the team's goal. Seven of their team members are among the top 50 in the competition.

Leading the way is Connie Girard, ranked seventh in the state with 381 miles. Connie walks or rides her bike from Deer Lodge to the prison and back each day. Carl Nelson ranks 15<sup>th</sup> overall and Jim Salmons, Steve and Cathy

## MSP team leads fitness challenge



Redfern, Kurt Marthaller, Davenport and Linda Moodry all are in the top 50. Cheryl Bolton and Ray Hunt round out this extraordinary crew.

The "Invincible Losers," composed of human resource staffers from

Central Office, ranked 15<sup>th</sup> among all the teams with 1,187 miles after three weeks. Members were nearly 85 percent toward their goal.

"Walking the Line," anchored in the Administrative and Financial Services Division, had logged 888 miles, or 63 percent of its goal. "FLFF," composed of Contract Placement Bureau staffers, came in at 754 miles and had exceeded its goal by 4 percent.

Ben-Gay's Test Team, one of the Pine Hills Youth Correctional Facility teams, had 751 miles, or about 54 percent of its goal. The "Speed Grumps" from the director's office had 692 miles or about half of its goal.

Another MSP team, "Townsville Turtles," were at 432 miles, or 60 percent, and the "MSP Movers and Shakers" had reached 396 miles, or 55 percent of its goal.

The "Cuff Chicks," from Montana Women's Prison, had reached 369 miles, or 17 percent of its goal, and the other MWP team, "Cuff Crusaders" had 356 miles, or 25 percent.

Another MSP team is called "BTTW" had reached 27 percent of its goal with 283 miles and "Stompin' Early" from Pine Hills had 260 miles, or almost 19 percent.

## Missoula PO focuses on sex offenders

*EDITOR'S NOTE: The following story aired on KECI-TV in Missoula on May 25. Reprinted with permission.*

**By Matt Leach  
KECI-TV**

One of every 10 people under the Montana Department of Corrections supervision is a sex offender. When they leave prison most of them end up in the state's two largest cities, Billings or Missoula. That's where Katie Burton comes in.

"We get to know these guys really well," says Burton.

Burton is one of two DOC officers in Missoula dedicated to keeping track of the sex offenders and making

sure they meet the conditions of their probation or parole.

"They are actually a fairly compliant group. If I ask one of my clients to come in to the office they come in to the office," says Burton.

The Department of Justice website has a list of names and addresses for every sex offender living in Missoula.

If you thought the offenders would be spread across neighborhoods randomly, you'd be wrong. The data shows there are clusters of sex offenders living together. The reason may be not that they want to, but that they have to.

One of those places, the Clark Fork Inn on Broadway, is currently home to five offenders.

# Administrator's Corner

**Cindy McKenzie**  
**Youth Services Division**



The new year of 2011 has brought in several changes for the Youth Services Division (YSD). Last fall, the previous division administrator retired from the Department of Corrections after more than 30 years working in the juvenile justice/service arena. I was appointed acting division administrator just prior to start of 2011.

Pine Hills Youth Correctional Facility started the year with a new superintendent when Steve Ray was hired in October 2010. The YSD training position was vacant at the beginning of the year and has since been reduced to a half-time position in order to make a half-time youth community corrections regional program administrator a full time position. The part-time training position will be posted sometime in the upcoming fiscal year. The aftercare coordinator assigned to Riverside Youth Correctional Facility took a job as institutional probation and parole officer at Montana State Prison and that position will be filled in the next budget year beginning July 1.

Stepping into the role of division administrator just as the legislative session was about to kick off required me to rely on several seasoned staff. Karen Duncan, Youth Community Corrections Bureau chief; Cindy Trimp, budget analyst for youth services; Trish Stroman, the division's financial and program services supervisor; and Teri Young, director of care and custody at Pine Hills, were a great help in providing detailed information regarding budget and population trends.

YSD is dealing with an interesting phenomenon. We appear to be a "victim" of our own successes. The division was created through reorganization in 2001. In 2003, the division was awarded a multi-year re-entry grant that allowed the division to develop significant community support services for youths under supervision of the department. These services include specialized foster homes, mentoring services and medical and spiritual community contacts. It also provided funding for an aftercare coordinator at each secure youth facility to improve the transition and continuum of care for youths targeted under this grant. The number of youths fitting the profile to be served under this grant ended up being the vast majority of the youth at both facilities. The division also received additional funding under this grant in the following years. The Legislature then approved funding for the re-entry program as part of Youth Community Corrections Bureau budget.

In 2001, the Legislature created and funded oversight of a program for juvenile justice entities aimed at providing funding for both out-of-state placements for youths with mental health treatment needs and enhancing intervention services in communities. Oversight is provided by a committee of representatives from YSD, the court administrator's office, juvenile probation and the Department of Public Health and Human Services' Children's Mental Health Bureau. Subsequent legislative sessions have continued to fund this program, allowing the ongoing development of a wide variety of intervention services in the communities and appropriate in-patient psychiatric treatment for youth in the juvenile justice system.

The combination of these two funding sources – as well as ongoing investment in improved, research-based as-

## Corner

FROM Page 28

*‘Concerns about how to respond to the “what if’s” – what if the trends change or what if we give up bed space and then have a flood of kids – are valid.’*

assessment tools and treatment

curricula used in both secure youth facilities and juvenile parole, and enhanced training for all YSD staff – has resulted in a gradual but steady decrease in the number of youths served each fiscal year. Both secure youth facilities are consistently operating at about half of capacity. Juvenile parole officers generally have lower caseloads than in past years.

In addition to this hard work that YSD and juvenile probation has done to help decrease the number of youths moving deeper and deeper into the juvenile justice system, national statistics report an overall decline in serious violent criminal activities by juveniles and an overall decline in numbers of youths held in state or private correctional type facilities. That data, combined with a projection that Montana’s population of youth under 17 is expected to increase no more than 5 percent, means that YSD has some challenges ahead of us in the upcoming biennium.

Adjusting bed space and budgets to respond to trends often creates apprehension. Concerns about how to respond to the “what if’s” – what if the trends change or what if we give up bed space and then have a flood of kids – are valid.

The division looks forward to working closely with other divisions in the department in order to take advantage of all the expertise and resources available as we try to develop the best plan possible. We will call on the Information Technology Division to help us track population trends. We will call on the Administrative and Financial Services Division to help us be as creative as possible with our budget. We will call ask for help from the Legal Services Bureau to ensure we are following statutes.

These are just some examples of resources I foresee using as we move forward with our goal of making sure we provide the best services possible to the youth we serve while also making sure we respond to the taxpayers by being a fiscally lean as possible. That will continue to be our focus.

## Vision

FROM Page 5

share for insurance benefits while they are on leave without pay. Without FMLA, an employee may need to pay for his or her own health insurance.

**3. FMLA is a choice.**

No. FMLA is a federal law that gives employers the responsibility to apply FMLA to all absences that qualify under this law. An employee does not have the right to waive their FMLA entitlement.

**4. It’s an employee’s obligation to ask for FMLA.**

No. The employer has the duty to designate a leave as FMLA and this does not require an employee request. It is a supervisor’s responsibility to gather enough information from an employee in leave status to determine if the absence qualifies for FMLA. If the supervisor has knowledge that the employee is absent for an FMLA-qualifying event and does not designate it, the leave cannot later be designated as FMLA leave. The employee cannot be penalized for taking the time off.

**5. Once an employee’s leave is designated FMLA, they can use it for any other qualifying leave during the 12 months.**

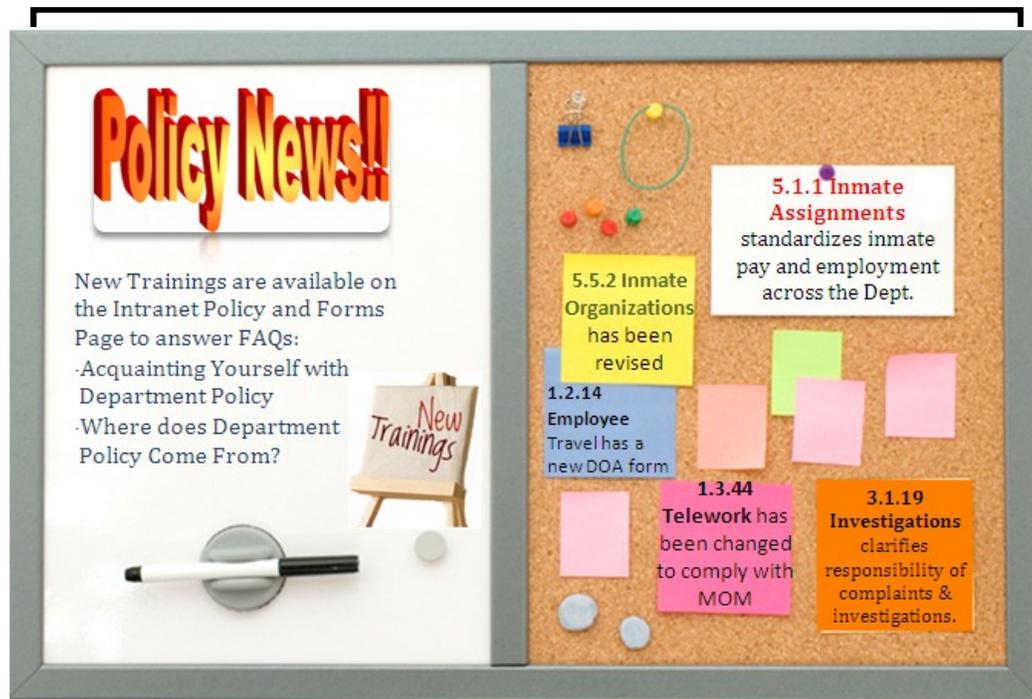
Each individual qualifying event requires new paperwork. If the employee has a qualifying event that is intermittent and continual (i.e., migraines, asthma, etc.), he or she must indicate to the supervisor each time they call off for a reason that it is covered by FMLA, either by stating it is FMLA or the reason. (“I’m home with a migraine.”)

**6. All a supervisor need do is notify human resources to send FMLA paperwork to an employee on leave for a qualifying event.**

A supervisor may need to help human resources staff ensure that the employee turns in his or her paperwork. A supervisor also must be sure that an employee’s use of FMLA is noted properly on the timesheet and determine if an employee is absent for FMLA-related reasons. By paying attention to an employee’s use of FMLA leave, abuse of the benefit can be detected.

**7. Employees using designated FMLA leave are not subject to leave policies and procedures.**

An employee who is out on FMLA leave still must abide by all department leave policies and procedures. An employee requiring intermittent leave or a reduced schedule has the responsibility to work with his or her supervisor to schedule this time in a way that has the least impact on the workplace while meeting the medical requirements.



By **Adrienne Landreth**  
Policy Specialist

*“Surround yourself with the best people you can find, delegate authority, and don't interfere as long as the policy you've decided upon is being carried out.”*  
– Ronald Reagan

When faced with an inconvenient policy change, it is common to ask, why is policy important? Understanding the philosophy and guidelines set by the department and committing yourself to following policy is essential to the success of our mission and goals. Policies explain the department's vision and provide a general strategy to decision-makers on how to handle issues as they arise; they assist employees in understanding their universal roles within the department and allow facilities and programs to function without constant management intervention.

*You can't win if you don't play.* Policy development is contingent on feedback from all levels of employees. In the last six months, wonderful suggestions from many individuals including line staff, administrators, and correctional personnel have provided valuable insight and helped craft our current policies. Staff has a responsibility to communicate to the policy unit or management team; if a policy is inadequate or impossible to follow, the department and individual are at risk. To participate, ask questions, or provide feedback please check the intranet policy page for contact information or email [alandreth2@mt.gov](mailto:alandreth2@mt.gov)

The policy news page is your resource for a listing of substantial policy revisions, a summary of changes, and links to the new policy. In May, the department significantly revised over 14 policies, including several that directly affect secure care staff and daily personnel operations. The policy updates are color-coded: red indicates a change that will affect daily operations, green signifies changes that will directly affect secure care staff.

## FOCUS

FROM Page 27

“They struggle to find housing, and so they end up in these multi-listing addresses, because nowhere else is available for them,” says Burton.

Many apartment building managers and home rental agencies check the sex offender list or ask questions on applications that indicate when an applicant is a registered offender. Burton says some places, such as some trailer parks, are more willing to house sex offenders

“They are more sympathetic in that they will give them an opportunity. Just because they are a sex offender they are not necessarily going to trash the apartment. They are probably going to take very good care of it,” says Burton.

Some offenders have trouble finding any shelter at all.

The Orange Street Bridge is one of the busiest roadways in Missoula, but underneath it numerous sex offenders use the thoroughfare as an address to register with the DOC.

“Most of the people that are registered as homeless currently are not on supervision,” says Burton.

Three offenders are registered to the Orange Street Bridge, three more live on River Road, a dead end into the Clark Fork. Ten are registered at the Poverello Center, but director Ellie Hill says on any given night the offenders are probably not sleeping there.

# The Training Times



## 29 staffers complete future leaders course

The leaders of today won't always be the leaders, and a course offered to 29 Department of Corrections employees recognizes that fact.

In late April, the staffers completed a 12-month management development course called *Management Development for the Future*, which was sponsored by the Professional Development Bureau and presented by the National Institute of Corrections (NIC). Participants, program sponsors and supervisors met at the conclusion of the program at the Montana Law Enforcement Academy campus in Helena to celebrate the achievement.

During the year-long course, participants worked with peers and leaders of corrections to address current management and leadership issues facing the agency. They received instruction on current best-practices in correctional leadership and underwent numerous evaluations to track their improvement. Students also received personal leadership coaching from the instructors of the course from NIC.

Graduates from the course were: Kay Anderson, Kristina Bessene, Todd Boese, Jill Buck, Dave Castro, Sam Casey, Chris Conell, Karen Duncan, Jason Higgins, Wanda Hislop, Janet Holland, Jeff Holland, Lisa Hunter, Don Kelley, Dan Kissner, Steve Kremer, Chris Lamb, Troy McQueary, Dave Pentland, Billie Reich, Tricia Robles, Misty Ruttenbur, Jim Salmonsens, Mark Schwarzkopf, Gloria Soja, Michelle Steyh, Lori Thibodeau, Kim Winkle and Teri Young.

Sponsors providing assistance were Director Mike Ferriter; Steve and Ken McElroy, Staff Services Division; Rhonda Schaffer and Kara Sperle, Administrative and Financial Services Division; Cindy McKenzie, Youth Services Division; Mike Mahoney, Montana State Prison; and Pam Bunke, Adult Community Corrections Division.

The graduates praised the program as one that changed their perspectives.

"Thoughts I have held onto for a very long time about what makes an effective leader were challenged on the first day of training and lead to discarding those old beliefs," said Schwarzkopf. "Leadership transcends title or position. It's about being a catalyst of motivation for yourself and others to excel under any condition or circumstance. Numerous paradigm shifting discussions and exercises make this one of the most valuable trainings I have attended in over 17 years of

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# Future

FROM Page 30

employment.”

Thibodeau said she learned the value of motivation.

“The program allowed us to review feedback from our peers, staff and supervisors; we were able to utilize the information to better ourselves from all perspectives – understanding the role of leadership and the impact we can have on all those around us regardless of the position,” she said. “Leadership skills can continue to be improved upon by a program such as this. Our project was implemented by the department and what a great feeling of accomplishment.

“Motivation is the key to continued leadership skills and participation in such a positive and strength focused training is imperative for continued goal setting and leadership development,” Thibodeau added. “Staff morale could be improved by continuing with this type of leadership training as it can affect all persons with trickle down, up, across and even with offenders, as the impact should be felt by all.”

Casey said he learned that leadership is more than the holding a title and a name on the door.

“It’s about understanding yourself as a member of a team, understanding both your weaknesses and strengths and then ensuring that those weaknesses or strengths don’t get in the way of the people you lead, it’s about being in touch with what your staff need *from you* to be successful, not what you need *from them* so you can be successful,” he said. “I learned a lot about myself, others and how sometimes the leader needs to take a look inside, see what stake they have in the success or failure of the people that they lead and adjusting your style to benefit the team. Sometimes you have to lead and sometimes you have to get the heck out of the way.”

Barry was impressed with the commitment and dedication of the teams.

“It would have been easy for team members to lose momentum during program stages and take shortcuts, but I never saw that,” he said. “Instead, the teams hunkered down and pulled together, even though they were spread all over the state, did their research on the projects, collaborated and developed insightful, professional, and realistic solutions. The department has a solid base to rely on to fill future leadership positions.”

Reich learned patience from the course.

“Being a leader is something that takes time,” she said. “You may think that you have mastered the art but in reality you are just learning the skill. Each person leads in dif-

ferent ways and sometimes differently with each person. I learned that I have a bigger influence on people and because of that to be mindful of my actions. Take the time to see each staff person as an individual.”

Jeff Holland obtained some valuable insight from the experience.

“The three-phased training allowed time for self examination and to practice the philosophies discussed,” he said. “The program helped me accept that within a culture strongly rooted in management by supervision, true leadership is about building relationships and breaking down barriers.”

Buck believes she emerged better prepared to lead.

“My old philosophy in managing people was to watch other managers and emulate what I thought they were doing right and make a mental note to myself to never do what I thought they were doing wrong,” she said. “Going through this class gave me a new perspective: I could expand on areas that my staff told me helped them and I could target and delete — not without a lot of work — the attributes that were hindering my team and my development as a leader.”

Salmonsens sees leadership as a work in progress.

“You can never sit back and relax as a leader,” he said. “You always must be looking ahead clearing any obstacles out of the way for those that will follow you. I have learned that you will lead each staff member in different ways. Some require more time and effort while others require little effort.”

Kremer found that leadership issues are universal.

“Leaders in other departments struggle with the same problems and issues as we do at MSP,” he said. “Getting a fresh look, from a different perspective opened my eyes to new and better ways to handle difficult situations as they arise.”

Roble recognizes a variety of leadership styles is important.

“We need these different leader style types because if everyone thought, reacted, and lead alike, then your people’s job would suffer and become stagnant because if no new fresh ideas are formed, no creative flow would occur, and it would become a very mundane, unexciting, boring and unproductive work environment,” she said. “Great leaders inspire others to find greatness inside the employee, that the employee themselves may not see.”

*‘The program helped me accept that within a culture strongly rooted in management by supervision, true leadership is about building relationships and breaking down barriers.’*

*-Jeff Holland*



## New Directions Graduates

A new class of graduates from the New Directions program at Montana State Prison pose with program officials following the ceremony. Left to right: MSP Religious Activities Advisor Terrie Stefalo, inmate John Crane, inmate mentor Richard Shreves, inmate Jonathan Fagerstrom, inmate mentor Charles Clugston and MSP Religious Coordinator Tom Wilson. Shreves and Clugston are earlier graduates of the voluntary self-help program that gives inmates the tools they need to change their beliefs and attitudes, which, in many cases, have caused behaviors leading to incarceration. They learn to replace their negative thinking with constructive, positive concepts. (Photo by Gail Boese)



## 11 complete juvenile detention officer training



Eleven cadets graduated from the juvenile corrections detention officer basic training course in April. This 120-hour Montana Law Enforcement Academy endorsed class was hosted by Pine Hills Youth Correctional Facility. Christopher Taylor was valedictorian, Christopher Barstad was salutatorian, and Barstad and Courtney Lemer were class president and vice president, respectively. From left: Isaac Greer, Ted Lechner, Brad Johnson and Ted Lechner, Yellowstone County Youth Services Center; John Caylor, Eric Rentschler, Russell Van Dyke, Christopher Taylor, Patrick Finan, Courtney Lemer, Christopher Barstad, John Stoneman and Jean Stewart, Pine Hills. (Photo by Jeff Holland)

## Training Schedule

(For more information, contact Geri Miller: gerimiller@mt.gov)

JUNE	TIME	COURSE TITLE	SITE LOCATION	COST	HOURS
22-24	8am-5pm	Training the FTO	Great Falls, Montana	Free	24
<b>JULY</b>					
12-13	8am-5pm	Investment in Excellence - Phase I	DOC Classroom - Helena	\$241+ s & H	16
<b>AUGUST</b>					
9-10	8am-5pm	Investment in Excellence - Phase II	DOC Classroom - Helena		16

## Comings

These lists of new and departing employees cover the period from March 26 through May 20. If you notice errors or omissions, please contact the *Signpost* editor at [banez@mt.gov](mailto:banez@mt.gov).

### Montana State Prison

David August

Don Christensen  
Willis Clark III  
Steven Collins  
John Dell  
Patrick Dickinson  
Elena Flanagan  
Rosana Hengst  
Kent Hoopingarner  
Ralph Matter  
Ray Peterson

Travis Porter  
Joshua Postma  
Donald Raley  
Cody Sentell  
Tristan Sophia  
Elvie Wells

### Pine Hills

Danny Coburn  
Vernon Entzel

Ashley Hotter  
Kristi Toennis

### Probation and Parole

Sarah Reil, Helena

### Riverside

Julaine Beatty

## Goings

Keely Absalonson  
Brandon Allen  
Carolyn Arbour  
Andrew Beaupre  
Golda Beaupre  
Meghan Burggraaf  
John Cameron  
Shawn Clay  
Sabrina Currie  
Sheila Daniel  
Eric Danowski

Rebecca Davis  
David Faulk  
Keri Ferguson  
Joshua Fields  
Jolene Foottit  
Tricia Hicks  
George Ihly-R  
Scott Johnson  
Terrance Johnson  
Sommer Korth  
Lindsey Michael

Armando Oropeza  
Joseph Perry  
Robin Porter  
Michelle Reiss  
John Rozan  
Misty Ruttenbur  
Zack Shindurling  
Sharon Smith  
Martin Stuart  
Marti Swarens  
Craig Thomas-R

William Thurlow-R  
Gayle Tomlinson  
Mark Tweedie  
Kristy Vandenberg  
John Weaver

R=retired

## Focus

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Burton says anyone under supervision should be living in a real house or apartment, but for the one or two who don't have an official address there's a protocol.

"We require detailed maps as to where they are going. We still do home visits," says Burton.

One safe haven for offenders when they get out of prison is Missoula 3:16, a church-based mission on Mullan Road. It can house eight men at a time for up to nine months while helping them find housing and jobs.

"They are involved in counseling, group work, classes, work study programs, community service," says co-executive director Bill Payne.

Payne says the nonprofit was home to four sex offenders last year, but even after they finished the program it was tough to place them in housing.

"It is very rare to find people who are just going to, once they know a person's background, they'll actually rent to a sex offender," says Payne.

The DOC says an average of 120 new sex offenders enter the prison system each year, increasing the burden for Burton and others who take on the task of placing them when they return to society and increasing the likelihood that more and bigger clusters of sex offenders will be part of Missoula's future.

"Things are not going to change. The prison is full. We need to find a way to make it work for everyone," says Burton.

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