



*Creating a safer Montana through  
accountability, rehabilitation, and empowerment.*

**DEPARTMENT OF CORRECTIONS**  
**ANNUAL PLAN**  
FY2027

# Executive Summary

The Montana Department of Corrections is the third largest department in Montana state government, with services touching every community in Big Sky Country. From lending a caring ear to victims of crime; to providing support to offenders under supervision in Montana communities; to ensuring our incarcerated population is prepared to re-enter society successfully; our work is wide, varied and conducted with the utmost compassion and professionalism. Our commitment is to provide evidence-based programming in all aspects of our work as we move toward our goal of reducing recidivism and disrupting the cycle of incarceration.

## Mission

Creating a safer Montana through accountability, rehabilitation, & empowerment.

## Vision

To promote and contribute to the success of individuals engaged within the criminal justice system while providing safety and security for victims and Montana communities.

## **Director's Office**

The Director's Office is responsible for providing leadership to the department and serving as liaison with the Governor's Office. In addition, the Director's office focuses on Communications, Financial Services, Legal Services, Human Resources and Innovation.

## **Rehabilitative and Enterprise Division**

The Rehabilitative and Enterprise Division provides department-wide support services including Information Technology and Facilities Management. Additionally, this division focuses include Community Corrections and provided services in the areas of Health, Education, Programming & Treatment, Montana Correctional Enterprises, and Victim Services.

## **Public Safety Division**

Public Safety Division focuses its efforts on the care and supervision of offenders in prisons and in Montana communities. In addition, it manages support services associated with those tasks. Bureaus within this division include Investigations; Montana State Prison; Montana Women's Prison; Pine Hills Correctional Facility; Probation and Parole; Public Safety Support Services; and Secure Contract Facilities.

## **Montana Board of Pardons and Parole**

The board is an autonomous, quasi-judicial body administratively attached to the DOC for budgetary purposes. It is committed to a parole and pardon system that promotes fair and consistent decisions based on public safety, victim concerns, successful inmate re-entry and sensible use of state resources.

In the coming year, the Montana Department of Corrections is committed to strengthening the foundation of our workforce, advancing meaningful pathways to parole and successful reentry, and planning with purpose for the future of corrections in Montana. Through sustained investments in employee retention, training, and organizational design; expanded parole programming and eligibility frameworks; and forward-looking strategies for both community and institutional capacity, the Department aims to build a corrections system that is resilient, rehabilitative, and ready to meet the demands of tomorrow.



## Strategic Outcome

# #1

### Strengthen Workforce Retention and Organizational Excellence

Build and sustain a resilient, engaged, and high-performing workforce by investing in employee wellness, professional development, leadership growth, and organizational design. Focus will continue to be on creating a workplace culture that attracts, develops, and retains employees while ensuring organizational structures support operational effectiveness and long-term success.

#### Key Measures

- Improve overall employee retention by 10%
- Maintain correctional officer vacancy rates below 15%
- Expand leadership and supervisory training programs
- Complete and execute recommendations from workforce and security assessments
- Increase employee participation in wellness programs to 35%



## Strategic Outcome


# #2


### Improve Program Effectiveness and Eligibility Processes to Support Offender Success

Strengthen parole outcomes by expanding access to evidence-based programming, improving offender readiness for release, and ensuring parole eligibility processes support successful reintegration while maintaining public safety.

#### Key Measures

- Decrease the Sex Offender treatment waitlist by 25%
- Achieve HiSet testing pass rate of 75%
- Achieve 60% behavior improvement by inmates who are still incarcerated one year after completing a behavior management program.
- Increase Department of Labor referrals by 50%
- Establish tracking of pre-release recidivism rates

 <p>Strategic Outcome</p> <p><b>#3</b></p>	<h3>Optimize Facility Use and Plan for the Future of Corrections</h3>	
	<p>Maximize the effective use of correctional resources by strategically managing facilities and community correctional capacity, reducing jail holds, and planning for the future of corrections in Montana.</p>	
	<p><b>Key Measures</b></p>	<ul style="list-style-type: none"> <li>• Reduce average wait time to secure bed placement to less than 30 days</li> <li>• 95% of total community corrections bed capacity utilized</li> <li>• Reduce the average placement screening time by improving and streamlining workflow processes.</li> <li>• Create a long-term plan that addresses deferred maintenance, technology, and infrastructure needs driven by capacity growth</li> </ul>

 <p>Strategic Outcome</p> <p><b>#4</b></p>	<h3>Inmates with Federal Detainers</h3>	
	<p>The Montana Board of Pardons and Parole will identify and prioritize appearances for inmates with federal detainers to optimally address inmate programming needs, increase efficiency in the use of limited state resources, and maintain the integrity of the parole process.</p>	
	<p><b>Key Measures</b></p>	<ul style="list-style-type: none"> <li>• Work with US Courts and Probation to open pathways to identify inmates in Montana custody that have Federal Detainers and are parole eligible to consider parole to federal custody when appropriate</li> <li>• Assist with opening pathways for Federal Courts to provide Sentencing Orders in an effort to sustain and continue identification/prioritization efforts beyond the initial group.</li> </ul>