



# Montana Department of Corrections 2013 Biennial Report

*To the people of the state of Montana*

Gov. Steve Bullock  
Director Mike Batista

## Our Mission

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

The narrative in this report reflects activities and conditions during fiscal years 2011-13.

## *Acknowledgements*

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Each division and bureau for contributing their time, talents, advice and information

# Our Values

Montana Department of Corrections employees respect the rights and dignity of all people.

# Our Goals

Maintain the safety of the Montana public and the security of our citizens, communities and homes

Earn public trust through openness and responsiveness

Provide accurate, timely information and support that contributes to the restoration of victims of crime

Reduce the risk of offenders committing more crimes by enhancing treatment programs in secure facilities and increasing dependence on community corrections programs and services, all of which are designed to help offenders succeed as productive, law-abiding citizens and remain out of prison

Operate correctional programs that emphasize offender accountability and rehabilitation, staff professionalism and responsibility, public safety, and efficient use of taxpayer dollars

Provide an employment and program environment based on professionalism, personal responsibility, and respect for each individual

# Corrections Code of Ethics

*(All new Department of Corrections employees sign a statement agreeing to abide by this code.)*

1. I shall perform my duties with high standards of honesty, integrity and impartiality, free from personal considerations, favoritism and partisan demands. I shall be courteous, considerate and prompt when serving the public.
2. I shall maintain respect and professional cooperation in my relationships with other department staff members. I will not sexually harass or condone sexual harassment of any person. I shall treat others with dignity, respect and compassion.
3. I shall report job-related illegal or unethical behavior to the appropriate authority.
4. I shall provide offenders with humane custody and care, void of retribution, harassment, abuse or mistreatment. I shall maintain confidentiality of information that has been entrusted to me and designated as such. I will not incur any personal obligation that could lead any person to expect official favors.
5. I will not discriminate against any offender, employee or member of the public on the basis of age, race, gender, religion, creed, political belief or national origin.
6. I shall conduct myself in a manner that will not demean offenders, fellow employees or others.
7. I shall uphold the tenets of the United States Constitution, its amendments, the Montana Constitution, federal and state laws, rules and regulations, and policies of the department.
8. Whether on or off duty, in uniform or not, I shall conduct myself in a manner that will not bring discredit or embarrassment to the Department of Corrections and the state of Montana.
9. I will not use my official position for personal gain.
10. I shall maintain acceptable standards of personal hygiene, grooming and neatness while on duty or otherwise representing the department.

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# Executive Summary

About 1,200 inmates walk out of the gates of Montana prisons each year, usually making their way back to the communities they left when sentenced. How well-prepared they are to successfully return to society determines their ability to lead productive, law-abiding lives, create no new victims and not rebound into the corrections system.

In the past two years, the Montana Department of Corrections launched a concerted effort to improve and expand programs and services designed to give offenders greater chances for success when no longer in prison.

Reentry refers to this transition from incarceration and to the programs aimed at helping. Although the concept of reentry has been a part of corrections for decades, the term is relatively new and is the topic of a growing national recognition that more must be done to reduce recidivism rates that drive up correctional costs and consumer scarce taxpayer dollars.

Success for offenders means stable housing and employment, effective treatment, positive personal relationships, family support and appropriate supervision. Success means fewer future victims, less crime and a safer Montana.

The Montana Reentry Initiative has a single goal: Use a more focused effort to increase offenders' success. A task force began work in the summer of 2011 to increase coordination of corrections system efforts with those of other government agencies and community partners. The task force is working with the Department of Labor and Industry, Department of Public Health and Human Services, higher education, faith-based groups, law enforcement, families, employers and landlords to craft a blueprint that reduces recidivism.

A citation from Gov. Brian Schweitzer in August 2012 praised the work of the state agencies, saying, "Your dedication to this initiative ensures that Montana's correctional system provides the best possible quality of life for offenders, victims and all Montanans."

The initiative targets those offenders who pose the greatest risk of returning to prison. Release preparation efforts begin the day these offenders enter prison and continue throughout incarceration. Case managers, unit managers, institutional and traditional probation and parole officers work together to identify and address offenders' needs with the help of those in Montana communities to which offenders eventually return.

The department believes these efforts initially can reduce Montana's recidivism rate by 12 percent and keep about 250 offenders out of prison during the next eight years. The effect throughout the entire system could help the state avoid \$54 million in future corrections costs.

Although the prison and overall offender populations are projected to continue slowly increasing, the Montana Reentry Initiative is expected to minimize the rate of growth. The inaugural impacts from the initiative will be measured and should begin to appear in the 2015 biennial report.

This 2013 report displays a corrections system that remains innovative and dedicated in the use of alternatives to prison that deal with offenders' individualize needs and risks. It is a system with an incarceration rate that continues to be below the national average and a recidivism rate where fewer than four out of every 10 offenders return to prison within three years of release.

The department has a record of putting a greater emphasis on using programs other than prison, expanding alternative programs such as treatment, sanction, assessment, prerelease centers and community supervision during the past seven fiscal years. These programs are successful in diverting offenders from prison by addressing the underlying needs of offenders that contribute to criminal behavior. This philosophy that one size cannot fit all in corrections carries over into the community where specialized probation and parole officers have dedicated caseloads for sex offenders, felony drunken drivers and those with chemical dependency and mental health issues. In secure care, the department developed an infirmary in Lewistown to provide specialized care to inmates with chronic physical and medical problems that otherwise place heavy demands on health care staff at Montana State Prison now capable of focusing more time on inmates with moderate health issues.

In the end, the Montana corrections system remains about change – changing lives from ones where criminal action is commonplace and needs are challenging to lives that contribute daily to an acceptable society and make Montana a safer place to live for all.

# Major Accomplishments

- Saw a 19 percent decline in the number of juvenile offenders supervised by the department during the past two years and a 35 percent decrease since 2006
- Launched the Montana Reentry Initiative, a statewide project to improve coordination of government and community services and programs that provide offenders with the tools to be successful when returning to their communities
- In conjunction with the Department of Labor and Montana State University Billings, implemented the New Path New Life reentry program in Billings, assisting female offenders in four key areas of transition to the community
- Expanded the crime victim notification system to track offenders on probation and parole and to provide text messages to victims
- Successfully implemented a new felony restitution collection and disbursement system, allowing victims the ability to have payments deposited directly into their account rather than wait for a check to be issued
- Expanded the Pine Hills garden production for the school lunch program to include a high-production greenhouse, with excess food donated to the local food bank
- Expanded the inmate trust account system to include transactions in any state-run or contracted secure facility, providing continuity throughout the system for all offenders and ensuring no delays in receipt of funds when an inmate is transferred to another facility
- Managed an inmate fire crew that provided more than 3,500 hours of community service and 613 hours of wildland firefighting in fiscal years 2011 and 2012
- Despite the end of a federal grant, maintained specialized probation and parole officers focusing on Native American offenders and those with co-occurring mental health and addiction problems, reducing violations among those populations
- Assisted 135 incarcerated offenders with post-secondary education, with five obtaining associate degrees and 10 getting welding certificates from two different community colleges
- Completed renovation of an antiquated cell block into the Security Services Unit at Montana State Prison, including redesign of the interior and addition of new windows, boilers and lighting, and insulated siding
- Obtained for the Montana State Prison infirmary accreditation by the National Commission on Correctional Health Care, which sets standards for correctional health care nationwide
- Completed Pine Hills candidacy to become a member of Performance-based Standards for Youth Correction and Detention Facilities, and focused on facility improvement using best practices and validated research as a guide
- Conducted 10 American Indian cultural awareness training courses for corrections staffs in state and contracted facilities
- Provided an Internet-based registration system allowing victims to register electronically to track offenders under department supervision
- Improved the community corrections division's communication process and expedited the screening process of our offenders by using a new program that sends offender information packets electronically over the Internet to all community-based facilities
- Continued working with Montana State University Billings to provide post-secondary and life skills education at Montana Women's Prison, with 84 offenders completing the life skills curriculum and 10 finishing credit course work
- Completed development of an infirmary in Lewistown that is a collaborative effort between corrections and Department of Public Health and Human Services to house 25 offenders with serious physical and medical conditions, and allowing an increase in the capacity of Montana State Prison
- Completed development of a garden and greenhouse at Montana Women's Prison that will provide food for the prison and save about \$2,000 a year
- Made significant enhancements to the department's electronic adult and juvenile offender databases, including event scheduling, risk-and-needs assessments, restitution payment information and case management tools
- Started a dialogue between Montana Women's Prison inmates and tribal members from Montana and Wyoming to promote cultural and traditional programs within the prison and to focus on Native American offenders' reentry into their communities
- In conjunction with the Montana Correctional Association, made the department's reentry initiative the focus of the organization's annual

# Director's Office

The director's office provides centralized leadership, determines direction and priorities and establishes overall policy for the department. It is the agency's primary contact with the governor's office, other state agencies, the Legislature and news media. It frequently represents the face of the department to the general public and is responsible for addressing major issues and questions raised by citizens, policymakers and reporters. The office's functions provide support and assistance to all operations, facilities and divisions throughout the Department of Corrections.

The **director**, appointed by the governor, oversees all operations of the department and directs development of the agency's broad goals, policies and program development based on consultation with the governor's office. The director is the final decision-maker on the most significant department issues, provides direct supervision of eight division administrators, and represents the agency in the governor's Cabinet, at major events, before legislative committees and at public gatherings.

In the past two years, the department director spearheaded a department-wide initiative to increase emphasis on programs and services that enhance offenders' chances for success when they reenter their communities. The Montana Reentry Initiative brought together all department divisions, multiple state agencies and community organizations to improve coordination of reentry efforts in the corrections system and Montana communities.

Outgoing director, Mike Ferriter, received the Leadership Innovation Award from The Pacific Institute in 2011, an honor that recognized his efforts to bring the nationally recognized motivational institute's programs to department employees and offenders. The institute works with governments and private businesses to improve performance and encourage professional growth, change management and promote development of leaders. Offering such programs to offenders is intended to reduce recidivism by changing criminal thinking that leads to criminal behavior.

The **communications director** is the department's primary contact for citizens, the news media, and other state and federal agencies seeking information about the department, its programs, services and relevant issues. The director fields inquiries, helps develop responses and ensures replies are answered promptly, consistently and accurately, referring them to the appropriate staff members when necessary. He collaborates with division administrators on development and updates to divisional communication plans. He works with staff to develop and maintain a focused, consistent and understandable message regarding department programs, policies, projects and plans. The office also schedules newspaper, radio and TV interviews with the department director and other department staff and provides advice to staffers when required to respond to requests for information.



**Mike Batista**  
*director*



**Myrna Omholt-Mason**  
*executive assistant*



**Linda Zander**  
*administrative assistant*



**Bob Anez**  
*communications director*

**For general statistical information about the department, see Appendix A**

The communications director is responsible for preparing the department's biennial report and quarterly newsletter, overseeing content of the DOC's intranet and Internet sites. He also coordinates with staff in preparing news releases and other documents intended for publication that deal with the department, its programs and emerging issues. The office prepares department documents for publication and distribution to the public, legislative committees and special-interest groups. The office provides media relations advice and training to department staff. It also maintains contacts with TV, print and broadcast media, as well as key state government policymakers to ensure they are kept updated on department initiatives. The communications director is the agency contact in the coordinated state emergency plan for natural disasters, terrorist events and other emergencies.



*Members of the Reentry Task Force gather for a monthly meeting to map strategy for improving programs and services designed to help offenders succeed when returning to their communities.*

The **executive assistant** performs professional, administrative, public relations, communications, project management, budgetary, research, legislative and supervisory duties. This position serves as the executive secretary to the department director and assists the department's central office division administrators.

The **administrative support** position is the gatekeeper for the central office, both in person and telephonically. The person in this position is often the first contact that callers and visitors have with the Department of Corrections. The person provides administrative support by performing a wide variety of activities for the director, the director's staff and paraprofessional support to the Legal Services Bureau staff.

The **victim programs manager** is the contact point for victims of crime and their families. The manager's duties and the functions of that office are discussed on pages 9-11.



# Victim Programs

Every offender has created at least one victim, and often more. The Department of Corrections believes it has an obligation to do more than appropriately manage offenders. It has a duty to support victims of the crimes those offenders commit. The department's mission emphasizes a commitment to ensure that victims are not forgotten.

A victim programs manager in the director's office administers programs that inform, involve, educate and empower crime victims whose adult offenders are under department supervision.

The manager helps ensure that victims' issues and concerns are considered in department program and policy planning and decisions. She also networks with department and parole board staff to provide accurate and straightforward answers to victims' questions about complex offender placement and supervision decisions. Many victims need referrals to resources outside corrections, such as county prosecutors and victim advocates, the state crime victim compensation program, and public and private agencies that provide emergency shelter and other assistance for people in crisis.

More than 125 victims per month voice their concerns about offender management, personal safety, and victim programs. They do so via letter, email, and calls to a toll-free direct telephone line that is staffed by the victim programs manager.

Victims most often want to know the current location and custody status of offenders who harmed them. A system that tracks offenders and notifies victims about offender movements probably is the department's most important victim service. Victims who know an offender's whereabouts at all times report that they are able to reclaim some of their personal power and feel more secure as they go about their lives.

The cornerstone of the department's notification strategy is **Victim Information and Notification Everyday (VINE)**, a confidential, automated system that provides phone, emails and text messages about parole and sentence review hearings, offender transfers among prisons and community-based facilities, pending releases, escapes and offender deaths. Inmate families, department staff, judges and law enforcement officials also sign up for the VINE service, which is operated by Appriss Co. under contract with the state. In 2012, the department expanded VINE to track offenders on probation and parole, and to add text messaging as a notification option.

The department also encourages victims to register directly with the agency by providing their current addresses and phone numbers so that staff can contact them directly with offender updates and victim program opportunities. Prison staff, probation and parole officers, the state Board of Pardons and Parole, and the victim programs manager notify registered victims when an offender changes location or custody status.

The department offers three **restorative justice programs** that focus on healing for all parties affected by crime, including victims, communities and offenders.

Victim Information and Notification Everyday (VINE):  
(800) 456-3076

DOC Victims Hotline:  
(888) 223-6332



[www.vinelink.com](http://www.vinelink.com)



*Sally K. Hilander*  
victim programs  
manager

*For related  
statistical  
information,  
see Appendix B*

These programs reflect the department mission because they support victims of crime by involving them in the criminal justice system, while promoting positive change in offender behavior.

Victim impact panels at Treasure State Correctional Training Center, two prerelease centers, a drug treatment program for women, and Montana Women's Prison provide a respectful and safe atmosphere for victims to discuss with offenders the ripple effects of crime. Victims volunteer to reveal, at a deeply human and heartfelt level, how the crime harmed them, their families, friends and communities. The act of publicly voicing their pain and anger to the offenders serves as a catalyst to help victims reclaim their lives. Evidence suggests offenders are less likely to re-offend once they personalize their crimes. The victim programs manager often attends victim impact panels and the post-panel offender debriefing sessions to determine how offenders respond to victim accounts about the trauma of crime.

Victim-offender dialogues are face-to-face meetings in which victims can ask questions about the crime only their offenders can answer. Victims initiate the dialogues and offenders participate voluntarily. The victim programs manager and a trained volunteer facilitator conduct months of preparation separately with the victim and offender prior to a dialogue. Family members of homicide victims request dialogues more often than any other victim group.

The offender accountability letter bank provides adult offenders an opportunity to apologize to their victims. Case managers and victim services staff help offenders identify their motives for reaching out to their victims so the letters do not blame others or minimize their crimes. The victim programs manager receives the completed accountability letters and notifies the victims, who decide whether to receive the letters or respond to the offenders.

The victim programs manager and department's restitution unit participate in Montana Law Enforcement Academy training for probation and parole officers and for county victim/witness advocates. The curriculum includes VINE, victim-offender dialogue, victim impact panels, and victim sensitivity training. The prison victim information officers conduct ongoing training to increase staff awareness of victim issues.

#### **Accomplishments:**

- Collaborated with other central office staff to prepare a successful federal grant application and state legislation that resulted in funds to expand the Victim Information & Notification Everyday (VINE) service to track offenders on probation and parole. The department introduced the expanded VINE service with text messaging capabilities to the public in October 2012.
- Provided technical assistance to Elkhorn Treatment Center and Montana Women's Prison staff as they added victim impact panels to their offender programming. Victims from the area volunteer to visit these facilities and speak with offenders about the long-reaching effects of crime
- Organized and participated on a panel for the Legislature's Law and Justice Interim Committee study on restorative justice
- Presented victim impact panels as part of the victim services training for new probation and parole officers at the Montana Law Enforcement Academy
- Collaborated with state Department of Justice staff to make a presentation on victim services during the Board of Crime Control's 2011 Crime Prevention Conference



*Mark Umbreit, a nationally recognized expert on restorative justice, speaks during a training class for corrections staff.*

- Arranged three victim-offender dialogues in which family members of negligent and vehicular homicide victims met with the offenders under the guidance of trained volunteer facilitators to discuss how the crimes affected them and others
- Conducted follow-up visits with eight offenders who have completed dialogues with their victims
- Provided an internet-based registration system that allows victims to register electronically to track offenders under department supervision
- Edited and prepared for publication the second edition of *Family Members Behind Bars*, a manual to help caregivers answer questions that children ask when one or both parents are convicted of a crime. The manual is a project of the Montana Alliance for Families Touched by Incarceration, a private and public collaboration.
- Organized a family relationships panel during the 2012 Montana Correctional Association annual training conference, which focused on offender reentry efforts
- Provided a rape crisis intervention briefing for 20 staff members at a prerelease center after a resident reported that she had been raped outside the facility

## Six things that victims need to know

- 1. Your offender probably will not be sentenced to prison.** Judges sometimes sentence adult felony offenders to prison, but most often they "commit" these offenders to the Department of Corrections, which decides the appropriate placement.
- 2. You will not be notified about the offender's whereabouts unless you register.** Register with the Department of Corrections to be notified of these important events involving the offender: transfers from one facility to another, parole or sentence review hearings, releases, escapes, and recaptures. You also need to register for the automated victim notification system called VINE.
- 3. Deciding to skip victim notification might be a big mistake.** Most victims experience shock, anger, disbelief and fear initially. They may decide that they never want to hear mention of the offender again, so they do not register for notification about custody status changes. Victims who stay informed about the whereabouts and status of the offender(s) who harmed them tell us they feel safer.
- 4. Sentences are not always final.** Offenders are automatically eligible for sentence review and sentences can be appealed to the Supreme Court, resulting in sentence terms changing. Tell your county attorney you want to be notified of any appeals or sentence changes.
- 5. Healing from the trauma of crime is a personal journey that takes time.** Trust yourself. Seek the company of people who support you. Well-meaning friends and family might tell you to move on, forget about what happened, forgive and forget, get over it, or find closure. Victims of crime never forget the crime, and closure is a myth. Consider participating in a restorative justice program. These programs promote healing and help victims feel connected to others with similar experiences. For more information, call the DOC victim programs manager at (888) 223-6332.
- 6. Criminals can change.** The person who victimized you might complete treatment and counseling, finish a sentence and become a productive, law-abiding citizen.

For more information, go to <http://www.cor.mt.gov/Victims/tenthings.mcp>

# Board of Pardons & Parole

The Montana Board of Pardons and Parole is a seven-member, part-time citizen board appointed by the governor. It is responsible for determining which inmates have earned early release from prison and for deciding the conditions imposed on offenders while completing their sentences under supervision in the community. It also is responsible for handling parole revocations and applications for executive clemency (pardons and commutations).

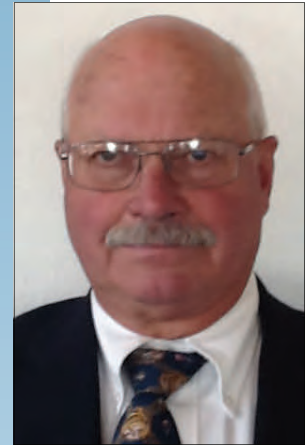
The board carefully reviews each eligible inmate. Eligibility for parole depends on the sentence term, the amount of good time earned, if any, and the date the crime was committed. For crimes committed on or after Jan. 31, 1997, an offender must serve one-fourth of the full term of a time-specific sentence and 30 years of a life sentence before becoming eligible for parole. Parole only may be granted when it is determined to be the best interest of society, and when the board believes a person is willing and able to be a law-abiding citizen and can be released without being a detriment to himself or herself or the community.

The board is administratively attached to the Department of Corrections for budgetary purposes. However, the board operates as an autonomous agency with its own 10-member staff of a director, five analysts and four administrative support employees. The board sets its own policies independent of the department. This independence is important because it creates a flexible system of punishment with proper checks and balances. The board can review offenders based on community safety without being unduly influenced by the pressures of corrections system management.

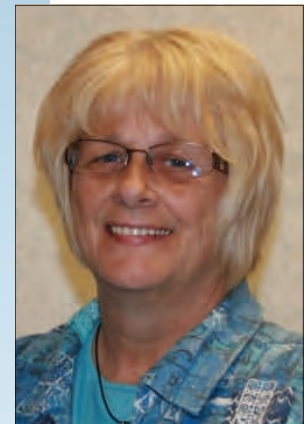
In making parole decisions, the board conducts public hearings at which community members, including victims, offender supporters and criminal justice authorities, may express their opinion regarding parole release. Decisions in each case are tailored to the individual offender and are based on many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

The board is a body that, among its other responsibilities, is required to review the “products” of the correctional programs. This unique perspective forces many offenders to behave in a proper way and complete required programming and/or treatment prior to being considered for release. The distinct roles of corrections and the board create an effective system where the ultimate purpose is protecting the public, ensuring accountability and determining the most appropriate placement of offenders.

More information on the board can be found at its website at:  
<http://bopp.mt.gov/default.mcp>



**Mike McKee**  
*chairman*



**Fern Osler**  
*executive director*

**For related  
statistical  
information,  
See pages  
A27-A29**

# Administrative & Financial Services

The Administrative and Financial Services Division is responsible for managing the department's \$189 million annual budget and providing financial-related support services to all programs. The division ensures the accuracy, integrity and timeliness of department-wide financial information by promoting fiscal accountability, compliance and sound financial management that benefits department employees, crime victims and all Montana taxpayers.

The division, headquartered in Helena, has staff members at Montana State Prison in Deer Lodge and Pine Hills Youth Correctional Facility in Miles City. The division has five units.

The **Budget and Program Planning Bureau** consists of five employees who work with division staff to make budgetary decisions and prepare for the executive planning process and the Legislature. The bureau is also responsible for tracking expenditures in relation to budgets and appropriations. Communication is the key in working with the various department programs. The bureau tracks and reports on all legislative actions and department decisions that have a financial impact. The goal of the bureau is to be every day audit-ready with consistent and transparent processes, while providing financial-related guidance to staff. Accurately projecting expenditures and reporting outcomes are a primary goal in this bureau's success in budgeting.

This bureau also is responsible for the department's energy conservation efforts. The department owns and operates five facilities that use electricity, natural gas, propane and fuel oil in some form. By coordinating with the Department of Environmental Quality and the Department of Administration's Architecture and Engineering Division, corrections staff works to realize energy savings throughout its day-to-day operations.

The **Contracts Management Bureau** is responsible for overall management and coordination of several programs including contracting, procurement, fleet management, grants and cellular services.

The bureau is directly responsible for development and oversight of more than 230 contracts valued at nearly \$77 million, or 45 percent of the department's annual general fund budget. These contracts provide services necessary to maintain offender programs provided by private businesses or other government agencies. As part of this contracting process, the bureau coordinates public procurement and contracting procedures, and manages the processes used to solicit offers and select contractors to provide offender services and programs.

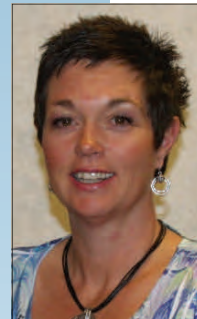
The bureau oversees the department motor vehicle fleet with a focus on effectively and economically managing fuel mileage and reducing overall



**Rhonda Schaffer**  
division  
administrator



**Kara Sperle**  
Budget & Program  
Planning Bureau  
chief



**Kimberly Timm**  
Accounting Bureau  
chief



**April Grady**  
Contracts  
Management  
Bureau chief



**Laura Janes**  
Health Services  
Bureau chief



**Anthony Cacace**  
Quality Assurance  
Unit manager



*Kim Winkle, who heads the DOC's payroll staff, reviews an employee's file.*

vehicle-related expenditures. This process includes collection of monthly mileage data, days of use, fuel expenses and maintenance costs related to the department's state-owned vehicles and the collection and reporting of mileage information on all vehicles leased from the state motor pool. In addition, the bureau manages approximately 218 fleet fueling cards.

The bureau manages the grant process and has obtained ongoing grants for our youthful offenders that total more than \$435,000 a year, in addition to other project-specific grants. The bureau handles the application and reporting process of all grants for the department. The department has recently received state and federal grants for a number of projects that include adult offender reentry, victim notification, staff and offender safety, and homeland security. The department

obtained \$879,000 in federal grants during fiscal 2012 and \$1.2 million during the first quarter of fiscal 2013.

The bureau also is responsible for management of more than 300 wireless phone plans and 200 procurement cards used by employees in their programs.

The **Accounting Bureau** is responsible for all payables, receivables, intra-agency transactions, accounting, asset inventory records, internal and statewide financial reporting, records retention and management of all financial activity associated with federal grants. Staff develops the annual daily cost calculations for housing inmates in contracted regional prisons, manages inmate welfare funds and handles expenditure financial accounting. The bureau coordinates all inmate account banking transactions; manages department payroll operations; updates and maintains payroll files; and provides technical assistance and training to staff concerning timesheet preparation, payroll rules and procedures, and deduction information in compliance with appropriate laws, rules, procedures and labor agreements.

The Collections Unit within the bureau is responsible for the collection and disbursement of court-ordered victim restitution from adult felony offenders. Payment can be made through conventional checks or by using a credit card online. The unit also collects supervision fees from offenders on probation or parole.

The **Health Services Bureau** oversees the delivery of health care for the men, women and juveniles under supervision of the Department of Corrections in community correction programs and secure facilities. The bureau ensures an integrated and comprehensive system of delivering quality, appropriate and timely health care to offenders, and implementation and close monitoring of cost-containment measures. The bureau sets policy and long-term direction for the department health programs at each facility and program by working directly with the health care staff at each location.

The focus is on promoting health and wellness, disease prevention, control of pain and infection, and treatment of acute and chronic health conditions, with appropriate medical, psychiatric, and dental service intervention.

The bureau manages, monitors, and coordinates health care activities statewide. The bureau explores alternative housing placements based on individual medical needs through awareness of the level of care each correctional facility or program is able to provide. Bureau staff oversees inmate hospital admissions and the length of stay to ensure

*For related  
statistical  
information,  
see Appendix C*

appropriate hospital use occurs and that health care services provided are necessary to treat the identified condition. The bureau holds health care providers accountable in the use of taxpayer money.

The bureau manages medical care and costs by using the pre-authorization and approval process for off-site medical visits. When an offender requires health care outside a correctional facility, the staff makes a decision to approve or offer assistance and support to the facility requesting the off-site visit. Complex medical cases may be referred to the Medical Review Panel for a group discussion and decision. The review panel is comprised of physicians, mid-level providers, nurses and medical staff involved in the health care of offenders in the correctional system.

Montana's correction system faces many challenges with its aging population, increased number of complex medical cases, rising cost of health care and the long distances between facilities.

The **Quality Assurance Unit** has one staff member who works to ensure the continuous review and evaluation of operations, programs and functions of the department or providers contracted with the department for services. This unit is responsible for the department's internal controls, risk management and safety program. Compliance reviews determine whether programs and facilities comply with policies, procedures and contractual agreements. Best-practice applications are measured by standards adopted by the American Correctional Association and the National Institute of Corrections.

The unit also operates a department-wide safety program and oversees safety officers for all department operations. This program addresses safety and accident prevention, early return-to-work programs and safety training in the department and applicable contracted facilities. The unit also is responsible for internal control functions that provide management with information concerning the adequacy and effectiveness of the department's efforts to ensure an appropriate check-and-balance system is in place regarding management and control of public money. The internal controls also help measure business processes that are designed to prevent fraud, minimize errors, promote operating efficiency and achieve compliance with established policies.

#### **Accomplishments:**

- Developed budget projections within .06 percent of projected expenditures in FY2012
- Hired two managed care nurses for the Health Services Bureau to help control inmate health care costs
- Successfully implemented a new felony restitution collection and disbursement system. Enhancements allow victims the ability to have payments deposited directly into their account rather than wait for a check to be issued.
- Expanded the inmate trust account system to include transactions in any state-run or contracted facility. This provides continuity throughout the system for all offenders and ensures no delay in receipt of funds when an inmate is transferred to another facility.
- Verified the driving records of all DOC employees to ensure only properly licensed employees with an acceptable driving history are allowed access to state vehicles
- Instituted a fleet vehicle reservation system for the Helena office to maximize use of the existing leased vehicles and reduce daily leasing of additional vehicles
- Developed a request for proposals and selected a provider of pharmaceutical medications for all DOC and contracted facilities
- Secured federal funding through the U.S. Department of Justice's Bureau of Justice Assistance to expand Montana's crime victim notification system to include offender movements in the probation and parole system
- Issued an invitation for bid to select a contractor to provide the expanded victim notification service

# Adult Community Corrections

The Adult Community Corrections Division plays a critical role in managing Montana's offender population. The division represents the front line of public safety through its supervision of about eight out of every 10 offenders in community-based programs where the goal is to help offenders avoid prison and become prepared for successfully living in Montana communities as productive, law-abiding citizens.

Community corrections has been the focus of the Department of Corrections in recent years as the agency made a dedicated effort to increase reliance on such programs while reducing dependence on prison. During the past six years, the population of community corrections such as specialized supervision, drug and alcohol treatment programs, prerelease centers, and sanction and assessment programs increased 13 percent. At the same time, the prison population declined by almost 1 percent. The greatest growth in community corrections during that period was a 46 percent increase in treatment, sanction, assessment and revocation programs.

This expanded community corrections network allows corrections professionals to manage the increasing offender population with a variety of specialty programs designed to offer options to incarceration and to address the individual needs of offenders through treatment, programming and other services aimed at reducing recidivism.

The Montana Department of Corrections is recognized as a national leader in creating innovative alternatives to prison that provide better outcomes for victims, families, offenders and the public.

The **Probation and Parole Bureau** is the heart of adult community corrections, with 140 officers supervising about 8,400 offenders in communities throughout Montana. The bureau has 23 field offices and eight offices in correctional facilities. Traditional officers have an average caseload of 75 offenders, although some officers have smaller caseloads because they specialize in supervising sex offenders, offenders with mental health and chemical dependency problems, American Indian offenders, boot camp graduates, offenders convicted of felony drunken driving and conditionally released offenders. Some are specialists in conducting pre-sentence investigations and submitting those reports to the courts.

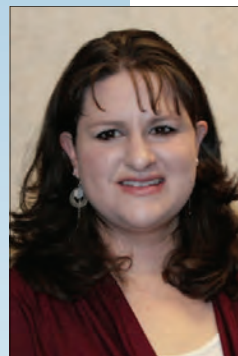
The intensive supervision program (ISP) is a form of community management in which offenders live at home and hold jobs while being monitored electronically. The department uses ISP as a tool to sanction offenders who violate the terms of their supervision. This program, providing short-term intervention and, in some cases, intensive chemical dependency treatment, is another means of holding offenders accountable to their communities and victims.



***Pam Bunke***  
*division  
administrator*



***Ron Alsbury***  
*Probation & Parole  
Bureau chief*



***Kelly Speer***  
*Facilities Program  
Bureau chief*



***Mike Aldrich***  
*Probation & Parole  
Bureau programs  
manager*



The number of offenders on probation, parole or conditional release has leveled off in the past four years after six years of annual growth at almost 6 percent. Crime rates are lower in Montana and the bureau has implemented an early discharge from supervision for low-risk offenders who have paid their restitution and met other court requirements. Supervising an offender on probation or parole costs about \$4.62 a day. Offenders are given numerous opportunities to comply with conditions of their community placement before revocation occurs and placement in prison becomes the only option. Enhanced efforts to improve reentry services and programs that assist offenders in returning to their communities have become a priority of the department, as a means of reducing the recidivism rate among offenders.

Contracted chemical dependency, mental health and employment counselors are available in probation and parole offices to help the majority of probationers and parolees supervised in the larger communities in Montana. A day-reporting program operates in Kalispell, Glendive, Sidney and Polson. The program offers another alternative to incarceration for those offenders who have been unsuccessful in their initial community placement. Offenders in the program must report daily for two months in the first phase and weekly for the same period in the second phase. Offenders must adhere to a weekly schedule developed by the supervising officer and are subject to increased tests for drugs and alcohol.

The bureau has established Treatment and Accountability Programs (TAP) in many Montana communities, providing another form of intensive supervision that is operated out of probation and parole offices much the same as drug courts in this state. TAP is a six-month program that focuses on offenders who are at risk of revocation because of their failure to satisfactorily follow up on treatment requirements or other treatment-related violations. TAP allows a closer focus on the at-risk offenders to identify and overcome obstacles to successful participation in treatment programs.

The department continues to emphasize specialized supervision for probationers and parolees who are statistically more likely to reoffend or violate conditions of their supervision, including Native American and those with mental health, drug addiction and drunken driving problems. Initially funded by a federal grant, the effort reduced recidivism among these populations through more focused supervision by specially trained officers.

The **Community Corrections Facilities Program Bureau** is responsible for managing contracts between the state and the seven prerelease centers; seven drug and alcohol treatment programs; and three assessment, sanction and revocation centers. It also operates the state's boot camp. The prerelease, treatment, revocation and assessment facilities work cooperatively to determine an offender's needs, treat addictions and help offenders assimilate into their communities.

The Missoula Assessment and Sanction Center (MASC) operates under a cooperative agreement between the Department of Corrections and the Missoula County Detention Facility. Missoula County provides security, care and custody of DOC offenders while the state provides programming needed for assessment, treatment and placement of the offenders. MASC is the "gatekeeper" for offenders sentenced by a judge to the supervision of the Department of Corrections. Its purpose is to determine the most appropriate



**Dan Maloughney**  
*Missoula Assessment  
& Sanction Center  
administrator*



**Rick Deady**  
*treatment program  
contract manager*



**Cathy Gordon**  
*deputy adult  
compact  
administrator*

***For related  
statistical  
information, see  
Appendix D***

placement for offenders through clear, accurate and impartial assessments and to provide those evaluations to community corrections programs screening these offenders for placement.

The 144-bed facility with an average daily population of 137 male offenders has a turnover of about 20 offenders a week. The average stay is 89 days. It operates with four full-time state employees: an institutional probation and parole officer, correctional unit manager, administrative support and administrator. Four contracted therapists provide assessment and treatment services.



*Suzanne Smith (left) and Erin Diehl, probation and parole officers in Bozeman, join other newly trained officers at the Montana Law Enforcement Academy in promising to abide by a code of ethics as they begin their community supervision careers.*

Offenders are evaluated for placement in community corrections programs rather than in prison. These “DOC commits” are given mental health, chemical dependency, sex offender assessments and youthful offender counseling, as needed. Offenders may be placed in treatment programming while at MASC, prior to being considered for placement in a community program. About 84 percent of offenders entering MASC in fiscal year 2012 were diverted from prison to community-based programs.

MASC also serves as a sanction facility for the two Western Montana probation and parole regions when the START facility (see below) is full. Offenders who violate conditions of their probation, parole, conditional release or prerelease placements are placed at MASC to serve their sanctions with return to their community placement as

the ultimate goal. This feature provides yet another opportunity for an offender to correct criminal behavior and avoid prison. A similar program for female offenders is operated in Billings by Alternatives Inc., under contract with the state.

The Sanction, Treatment, Assessment, Revocation and Transition (START) program, which has operated since 2005, has 133 beds in a facility near Anaconda. The center reserves 10 of the beds for offenders with mental health problems. The program manages offenders who violate conditions of their community placements and offers them an alternative to prison. The program helps offenders get back on track with a goal of returning them to the community and avoiding a costly prison stay. START has returned three out of every four offenders to communities at an average savings of \$55,000 per offender, compared to the cost of an average prison stay. Community, Counseling and Correctional Services Inc., a Butte-based nonprofit corporation, operates the program under contract with the state.

Prerelease centers in Billings, Bozeman, Butte, Great Falls, Helena and Missoula provided space for 809 men and women in FY2012 as they transition from prison to their communities or try to get their lives in order to avoid prison. Because a typical stay in a prerelease center is 200 days, the facilities are able to serve almost 1,700 offenders annually.

The department has contracted with all the prerelease centers to provide a transitional living program, which has capacity to assist 85 male and female offenders in transitioning from a center to the community. The 60-day program is mandatory for those offenders remaining in the same community as the location of the prerelease they are leaving.

The department has also contracted with all the prerelease centers to provide the enhanced supervision program to 108 offenders on probation, parole or conditional release who need additional supervision, and alcohol and drug monitoring. Offenders are required to check in daily for alcohol or drug screening. Services provided by the centers under this program may include classes to help offenders identify and avoid criminal thinking, chemical dependency evaluations

and aftercare, help finding a job, increased drug or alcohol testing, oversight of weekly offender schedules and electronic monitoring of alcohol use.

The Passages program is a joint effort of the department and Alternatives Inc., a private, nonprofit corporation, to provide services for female offenders in Billings. Passages includes a prerelease center, assessment and sanction center, and a drug-treatment program for as many as 164 offenders.

Passages Assessment, Sanction, and Revocation Center (ASRC) has 50 beds. Offenders sentenced to the department are evaluated for placement in a community corrections program rather than sent to prison. These offenders have access to mental health and chemical dependency treatment as needed, and as a requirement to be considered for placement in another community program. The center also handles offenders who violate conditions of their community placements and offers them an option to prison. The goal is to help offenders correct their behavior and return to the community without a costly prison stay. About 89 percent of offenders who enter the center are diverted to community-based programs.

Passages Alcohol and Drug Treatment (ADT) program is a 60- to 90-day chemical dependency treatment program with a capacity of 45 female offenders. Five of the beds are for offenders needing additional alcohol and drug treatment after being sanctioned through a disciplinary hearing. Offenders in the program participate in groups dealing with chemical dependency; behavioral therapy and criminal thinking errors; life skills and parenting training; domestic violence; grief counseling; anger management; and victim issues.

The Passages prerelease center houses 69 women. The company also operates a prerelease center in Billings for 162 men.

Warm Springs Addictions Treatment and Change (WATCH) programs provide treatment to those convicted of felony drunken driving. WATCH West located at Warm Springs opened in 2002 and has a capacity of 115 male offenders. WATCH East at Glendive started in 2005 and houses up to 50 male and female offenders. Both programs, operated by Community, Counseling and Correctional Services Inc. under contract with the state, offer intensive, six-month residential treatment that is modified to meet the needs and issues of a correctional population.



The program teaches offenders how to live and function while in treatment, home communities and with their families. WATCH West has developed programs to help DUI offenders who face additional treatment and recovery issues related to their offenses. The KNIGHTS program, started in 2007, addresses specific needs of offenders convicted of negligent vehicular homicide while under the influence. The five-bed program has a completion rate of 83.3 percent among its 50 admissions. Only 2.8 percent of those received another drunken-driving conviction.

*Michelle Jenicek, a probation and parole supervisor, and Patrick Boyle, a probation and parole officer, meet with offenders in the Treatment and Accountability Program at the Helena P&P office.*

Since opening, the WATCH programs have a 91 percent completion rate among the more than 2,900 offenders leaving the program. Of those completing WATCH and returning to communities, just 12.3 percent received another DUI.



*Trainees at the Treasure State Correctional Training Center begin a run as part of their physical training at the boot camp outside Deer Lodge.*

Connections Corrections program (CC) is a 60- to 90-day chemical dependency treatment program with a capacity of 52 male offenders located in the same building as WATCH West at Warm Springs. Another 52-bed program operates in Butte. Offenders in the program participate in groups dealing with chemical dependency; behavioral therapy and criminal thinking errors; life skills and parenting training; domestic violence; grief counseling; anger management; and victim issues. The programs have a 92 percent completion rate. Offenders in Connections Corrections have alcohol and/or drug dependency requiring an intensive in-patient style of treatment. They usually have little or no previous treatment. Connections also may serve revoked offenders needing a refresher on previous treatment. Offenders needing longer treatment to address specific drug treatment such as long-term methamphetamine, or cocaine/stimulant use or those with significant mental health and drug/alcohol addictions are referred to the Nexus program for treatment.

Elkhorn Treatment Center at Boulder has 42 beds and treats women sentenced for criminal possession of dangerous drugs involving methamphetamine use, cocaine or other stimulant use; have a history of failed treatments; and have co-occurring mental illness and or multiple substance abuse. Operated by Boyd Andrew Community Services under contract with the state, Elkhorn is a prison-alternative program providing 270 days of intensive treatment that includes behavioral therapy, parenting, anger management, criminal thinking errors classes, high school courses, self improvement, criminal conduct and substance abuse treatment. Elkhorn graduates continue their transition to the community with placement at a prerelease center for an additional 200 days to complete the 15-month program.

Nexus Treatment Center in Lewistown in a male counterpart to Elkhorn. The 82-bed program is operated by Community, Counseling and Correctional Services. Since both programs opened in 2007, about 700 have successfully finished the two programs, an 81.3 percent completion rate. Sixteen percent of those offenders subsequently returned to prison.

Treasure State Correctional Training Center, or “boot camp,” offers a valuable alternative to prison for some offenders. Offenders must volunteer to participate in the highly disciplined, military-style program that offers 90-120 days of intensive programming in victimology, victim impact, criminal thinking errors, parenting, anger management, substance abuse treatment and academic courses. Reentry efforts have been a new focus at the Deer Lodge program, in conjunction with mandatory aftercare program at the Great Falls Prerelease Center. The 90- to 120-day aftercare program helps offenders return to the community by providing employment and housing. This additional component of the boot camp program makes it a unique alternative to incarceration and unlike other boot camp programs. After completing the aftercare program, offenders usually are on probation or parole. As part of the reentry process, offenders are encouraged to develop goals for their release and are provided assistance in obtaining appropriate housing, counseling, education, employment and follow-up on any issues that will aid in their reentry to the community. Completion of the program may result in a shortened prison sentence.

The 60-bed center works closely with the community and victims of crime. Victim impact panels are conducted to help offenders better understand the effects of their crimes. Work projects such as providing firewood for the disabled and elderly occur on an annual basis. The return rate for those completing the program is about 45 percent. Although that is slightly higher than the state's overall offender return rate of nearly 44 percent, the difference reflects the more challenging nature of the boot camp population. Treasure State can accommodate about 180 offenders annually.

The **Adult Interstate Bureau** coordinates the movement and tracking of approximately 1,000 Montana offenders living in other states on probation, parole or conditional release. Since 1937, the National Interstate Compact for the Supervision of Parolees and Probationers has the sole statutory authority for regulating the transfer of adult parole and probation supervision across state boundaries. All 50 states and three U.S. territories are members of this interstate agreement controlled by a national commission. In the past two years, the department has collected more than \$49,000 in application fees from more than 1,000 Montana offenders who wish to transfer out of state for supervision. The money collected from the offenders pays for Montana's membership on the national commission. About seven out of every 10 applications are approved. During the same time, Montana received more than 600 offender transfers into Montana from other states.

### **Accomplishments:**

- Obtained a federal grant to host a pair of statewide conferences on sex offender management that were attended by more than 150 participants
- Assigned a specialized reentry probation and parole officer in five of the six regions
- Established an intensive supervision program team in Kalispell
- Introduced reentry efforts in community corrections programs and probation and parole
- Improved the division's communication process and expedited the screening process of our offenders by using a new program that sends offender information packets electronically over the Internet to all community-based facilities
- Operated a program at Treasure State Correctional Training Center in which trainees cut, split and delivered 300 cords of wood to citizens in Deer Lodge
- Obtained full-time nursing staff at Treasure State Correctional Training Center
- Established quarterly emergency preparedness summits with contracted facilities to assist with the consistent development of planning for emergencies
- Provided reentry funds for eligible DOC offenders to assist them with transitioning to communities
- Increased capacity in treatment and prerelease programs by 54 beds
- Completed heating, ventilation and air conditioning renovations to department-owned facilities in Warm Springs and Glendive
- Passed the first compliance audit by the National Commission for Adult Offender Supervision Interstate Compact
- Established a working relationship with Social Security offices to improve preparation and processing the documents for reactivating benefits for offenders before they leave community corrections programs
- Continued to exceed the initial mandate for the Missoula Assessment and Sanction Center to divert from prison at least half of offenders sent there for evaluation. The program diverted 84 percent in fiscal year 2012.
- After the end of a federal grant, maintained specialized probation and parole officers focusing on Native American offenders and those with co-occurring mental health and addiction problems, reducing violations among those populations
- Implemented a new firearms/use of force procedure that standardizes weapons, ammo and training requirements
- Trained self-defense instructors in the Probation and Parole Bureau
- Expanded probation and parole supervision capabilities in eastern Montana to deal with impacts of the oil boom
- Applied for and received a grant that provides funding for development of resources for three reentry probation and parole officers, a workload study and training officers on new offender assessment tools
- Hosted a "street survival" course for more than 90 probation and parole officers
- Implemented a GPS monitoring system in all regions for sex offenders and offenders in the intensive supervision and the treatment and accountability programs
- Implemented a new staff evaluations for all probation and parole employees based on competencies and work assignments
- Developed a probation officer assistant position to help field officers with workload

# Information Technology

The Information Technology Division provides leadership, guidance and expertise for gathering, storing, protecting, interpreting, improving and presenting information critical to the department's mission. The division manages technology applications and databases, and interacts with other public and private agencies and interests to meet technology demands. Division staff ensures department employees have adequate technology tools to find, use and provide accurate and timely information necessary to manage offenders, staff and public inquiries.

The division administrator provides leadership, direction and assistance in developing long-range plans related to the use of technology to advance the goals of the department. He ensures the plans are consistent with state government's overall strategic plan and with the goals of the department and state government. He also participates on multiple state, inter-agency and national information technology projects, committees, councils and technology working groups. The administrator is one of the original founders and current chairman of the National Consortium of Offender Management Systems, and serves on the executive board of the Corrections Technology Association and the State of Montana Information Technology Managers Executive Board.

The **Application Development Bureau** is involved in maintaining, supporting and updating the department's adult and youth information management systems. The bureau's main focus is on enhancing the department's electronic databases: Offender Management Information System (OMIS), Offender Management Plan (OMP), and Youth Management System (YMS). The bureau also creates and maintains interfaces with the State Integrated Justice Information Sharing broker, which allows government agencies to exchange information with each other.

The **Network Operations Bureau** administers and supports the department's servers, workstations, printers, department staff and the Board of Pardons and Parole. The bureau manages security for all server and workstation systems and also provides business analyses, planning and testing for data system usage and implementation for new systems.

The information security manager manages the department information security plan in conjunction with representatives from each department division and the state's Information Technology Services Division.

In recent years, the staff consolidated all but three file servers and this has made the administration of these systems more efficient. In September 2011, the department's data center moved to the state's new consolidated data center resulting in energy savings to the state.



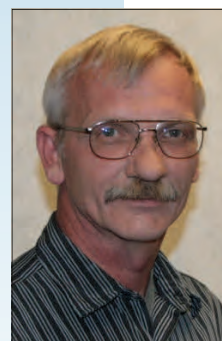
**John Daugherty**  
division  
administrator



**Anita Pisarsky**  
Application  
Development  
Bureau chief



**Jon Straughn**  
Network Operations  
Bureau chief



**Mark Johnson**  
Statistics &  
Data Quality  
Bureau chief

**For related  
statistical  
information,  
see Appendix E**



*Jim Moses and Kim Tuttle, network system analyzers, prepare desktop computers for distribution to correctional personnel.*

The bureau continues looking for other opportunities for consolidation throughout the department to further reduce administration costs.

The **Statistics and Data Quality Bureau** staff develops statistical information and reports for the department, the Legislature, federal agencies and Montana citizens. The staff also maintains the department's population management projections, detects and repairs data quality errors, and responds to national surveys requesting offender demographics and statistics. Staffers continue to work with other state and federal agencies on data-sharing initiatives with the goal of increasing data integrity, decreasing redundant data entry and enhancing public safety. The bureau also maintains data on the Internet-based offender information program called Correctional Offender Network.

**Accomplishments:**

- Moved the department's servers into the State of Montana Data Center
- Finished consolidating all file servers to a virtual file server located in the State Data Center with the exception of servers in Deer Lodge, Billings and Miles City
- Started an information security program
- Implemented the employee services center, which allows recording of supervisory notes and performance evaluations related to department employees

- Made significant enhancements to the department's electronic adult and juvenile offender databases, including an improved user interface, event scheduling, risk and needs assessments, restitution payment information, and case management tools
- Piloted a successful test implementation of a new victim notification process in conjunction with the U.S. Bureau of Justice Assistance, Integrated Justice Information System Institute and their vendors
- Implemented secure connectivity to OMIS using the state's e-government portal
- Implemented several new online services with Montana Interactive, including inmate trust account deposits, victim registration and an update to the Correctional Offender Network
- Implemented a system to manage mobile device security, including mobile phones and removable storage



*Steve Abson, application developer, works on a flowchart for a project in the Information Technology Division.*

# Montana Correctional Enterprises

Montana Correctional Enterprises (MCE) provides offenders with the life and job skills necessary to succeed after release from incarceration through work experience in industry, vocational and agricultural programs. Through these work programs, inmates are able to earn a wage, pay restitution to victims and fines, and save money for their release, which better prepares them for successfully returning to their communities.

Offenders involved in the programs develop marketable skills, a strong work ethic and self-esteem through pride in their work and achievement. Such opportunities improve offender behavior while incarcerated, provide a means to pay for hygiene and some clothing items and enhance their chances of succeeding when they leave prison and try to build productive, law-abiding lives. Several national studies indicate that offenders with job skills and work ethic are 20 percent to 40 percent more likely to stay out of prison.

In addition to being mostly self supporting, MCE programs benefit public safety by aiding offenders in their lives on both within and beyond prison. MCE's philosophy is simple: "Working on the inside .... succeeding on the outside."

The 22 business operations within six MCE programs are largely headquartered near Montana State Prison outside of Deer Lodge, and employ 75 civilians and about 500 offenders at the state prison and Montana Women's Prison. In fiscal year 2012, the programs generated revenues to cover 95 percent of the division's \$16.3 million budget. The general fund budget of \$801,597 pays for vocational education classroom study and salaries of civilian staff working in the canteen.

MCE's six programs are agriculture, industries, canteen, license plate production, vocational education and food factory. Beginning July 1, 2012, education services moved from MSP management and are managed by MCE's vocational-education director. This allows for better utilization of resources in the education programs.

**Agricultural operations** include a working cattle ranch and a dairy, milking parlor and milk processing plant. The programs include range cattle, crops, feedlot and land management. Offenders also are trained in sawmill and lumber processing operations and in wildland firefighting. Offenders in the agriculture program have opportunities for training on a wide variety of equipment including heavy machinery, cut-off saws, planers, molders, computerized milking equipment, milk-processing equipment, semi-trucks, farm implements, grain augers, fire suppression equipment and log peelers. Training also is available in animal husbandry, laboratory testing, horsemanship, packaging and shipping, clerical duties and veterinary care.



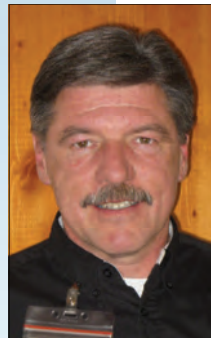
**Gayle Lambert**  
*division  
administrator*



**Ross Wagner**  
*agriculture  
director*



**Larry Burke**  
*education  
director*



**Joe Mihelic**  
*food factory  
director*



**Andrew Olcott**  
*fiscal director*



*Christine Lansford*  
industries director



*Sam Casey*  
reentry  
program  
manager



The **ranch** manages 1,600 head of Black Angus cattle. Calving begins in early March and the calves are sold in the fall through a video livestock auction. All range cattle sold through the auction are shipped out of state.

The **dairy** milks 325 cows three times a day in a state-of-the-art computerized milking parlor. About 30 percent of the raw milk produced by the dairy is used in the processing plant for cottage cheese, ice cream, skim milk and yogurt. These products are sold to Montana State Prison, Helena Prerelease Center, Lewis & Clark County Jail, Elkhorn Treatment Center, Riverside Youth Correctional Facility, Treasure State Correctional Training Center, Anaconda-Deer Lodge County jail, Montana State Hospital and the WATCH (felony DUI treatment) program. The remainder of the milk is sold to Darigold and cream is sold to several Montana confectioners. The dairy has a full-time, state-certified offender lab technician who works with the state Department of Livestock.

An MCE fire crew supervisor and his 15-man offender crew work with the state Department of Natural Resources and Conservation to help fight wildfires in western Montana. When not on active fire duty, the crew works at the prison, on the MCE ranch or in local communities providing community service for non-profit organizations or local governments by painting local government buildings, planting trees, installing playground equipment, cleaning up litter, performing fairground maintenance, assisting the local humane society and helping clean up after disasters. The fire crew was instrumental in the community of Deer Lodge's efforts to restore and reopen the historic Rialto Theater in 2012 after a fire gutted in building in 2006. The fire crew spent more than 2,500 hours assisting with demolition, cleaning and restoration of the structure.

**Industry operations** offer production-oriented training and work assignments in several manufacturing programs: furniture, upholstery, printing, signs, sewing and embroidery, screen printing, waste management bag assembly, all-terrain vehicle fender production, custom clamp manufacturing, inventory management, shipping, furniture design, website design, marketing, bow-sight assembly, and hygiene kit assembly. A dog-training program at Montana Women's Prison, called Prison Paws for Humanity, works with offenders to teach them how to provide basic and advanced dog training. Dogs can be trained for private individuals or can be adopted from the dogs that have passed all obedience classes after they were given to the training program.

Four industries are certified by the U.S. Justice Department's Prison Industry Enhancement Certification Program. Offenders in these programs are paid prevailing wage for their work, and 80 percent of their gross wage is deducted for income taxes, crime victim compensation, family support, and room and board. Each offender working in a certified



*Montana State Prison inmates pose with staff at a graduation ceremony marking their completion of the New Directions motivational course designed to change the way offenders act and think.*

*For related  
statistical  
information, see  
Appendix F*

program has 10 percent of his or her net wages deposited into a mandatory savings account that becomes available to them upon release.

The **canteen** operation sells commissary items to all offenders incarcerated in the five state-run or contracted prisons and the Elkhorn Treatment Center in Boulder. The items include snack foods, personal hygiene items, clothing, footwear and electronics. Profits from canteen operations are deposited in the inmate welfare fund, which is used to pay for TV service to offenders, provide money to offenders being released and finance special offender activities.

The **license plate factory** supplies all vehicle plates for the state; produces novelty plate items for customers; and trains offenders in digital graphic design, license plate production, packaging, shipping and inventory controls. The factory produces more than 400,000 plates annually, with that number increasing to more than 2 million when a new design is issued. The factory makes more than 200 types of plates, including 139 specialty versions for sponsoring Montana organizations. An offender graphics designer is involved in plate design. In 2010 the factory's funding source was converted to payments to a proprietary fund with payments made by vehicle owners receiving new plates covering the cost of the operation rather than from the state's general fund.



**Vocational education** trains offenders in automotive and heavy equipment mechanical repair, welding, machining, institutional laundry operations, electronics and computer applications. After offenders complete automotive training, they have the opportunity to put their skills to work in the motor vehicle maintenance shop. Non-automotive classroom studies include business skills, computer-aided drafting, and prisoner reentry. In addition to skill development, the vocational-education reentry program has a driver's license coordinator that assists offenders in obtaining a state of Montana identification card or driver's license prior to release. The coordinator works with offenders to clear any revocations and pay all fines against their licenses. Three additional reentry staff members assist offenders in obtaining other needed documentation such as birth certificates and Social Security cards.

*Members of the inmate fire crew managed by Montana Correctional Enterprises fill sandbags to help deal with 2011 spring flooding in the Deer Lodge Valley.*

Reentry staff also assists in identifying resources in the community such as housing, employment and treatment providers to assist offenders in the challenging transition back to their communities.

The **food factory** includes a bakery and a central food preparation facility that uses a cook-chill process to produce 12,000 meals per day. All menus are reviewed by a registered dietician to ensure all American Dietetic Association requirements are met. The factory's customers are Montana State Prison, Helena Prerelease Center, Elkhorn Treatment Center, Riverside Youth Correctional Facility, Treasure State Correctional Training Center, Anaconda-Deer Lodge County jail, Montana State Hospital, WATCH DUI treatment program and the Lewis and Clark County jail.

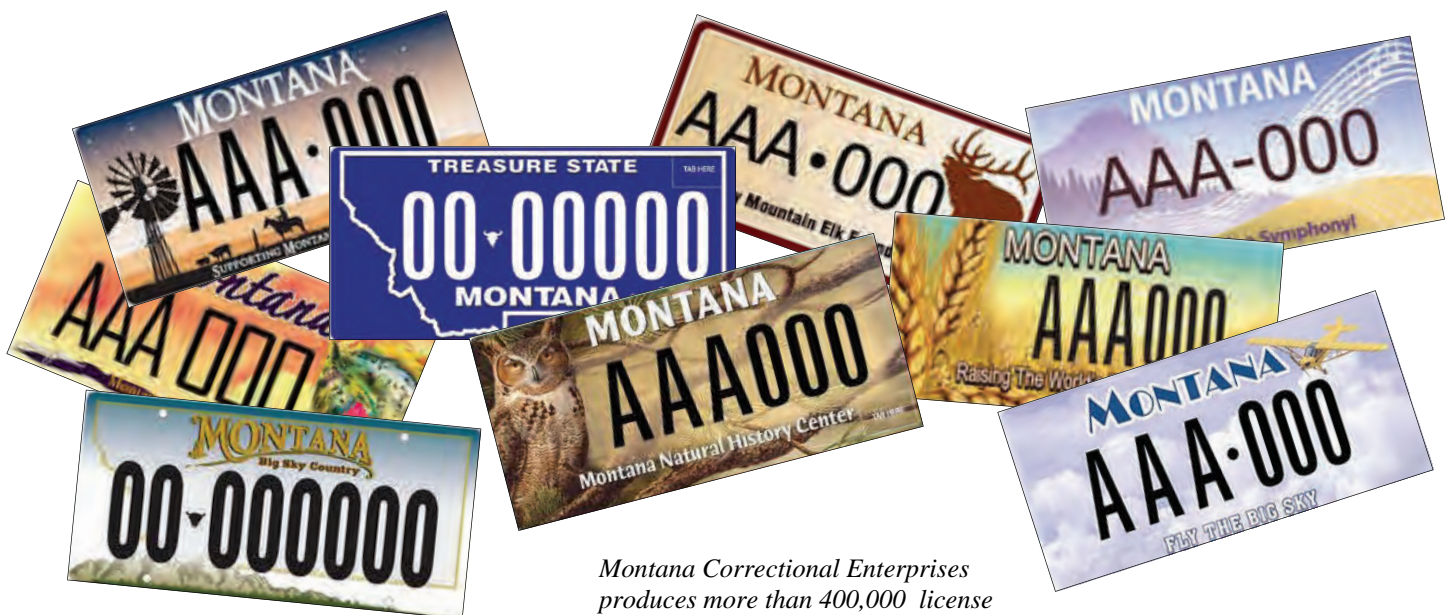
The **accounting and support program** oversees offender community work program, provides budgeting and accounting services for MCE programs and offers work and on-the-job training for offenders. It handles MCE ranchland public access security and clearance for more than 300 bow hunters who apply to hunt on MCE ranch lands each year, new business development, policy development, contract compliance and program coordination and support. In the community work program, 10 offenders work in the community of Deer Lodge daily for the Powell County Museum and Arts Foundation and the Deer Lodge golf course, both non-profit organizations, and the Powell County sheriff's office, Powell County Courthouse, Deer Lodge cemetery and the MCE/MSP hobby store.

## Accomplishments:

- In conjunction with the Department of Labor and Montana State University Billings, implemented the New Path New Life reentry program in Billings, assisting female offenders in four key areas of transition. This was possible with two years of funding as one of only 10 percent of successful applicants through a federal grant program.
- Working with MSU Billings, helped develop a mentoring project for female offenders using a \$150,000 federal grant the school received
- Provided more than 3,500 hours of community service to the local communities and 613 hours of wildland firefighting in fiscal years 2011 and 2012
- Collaborated with Montana State Prison to consolidate the MCE vocational education and MSP adult education programs for better utilization of personnel and funding resources
- Ensured that some money offenders earned by working in MCE programs was used to pay \$12,151 in court-ordered fines and victim restitution
- Implemented a reentry savings program for all offenders working in MCE jobs, in which offenders deposit money into a special savings account that will be available to them upon release from prison
- Continued with the Pacific Institute's Steps to Economic and Personal Success (STEPS) program for offenders, which is a cognitive-based program to assist in changing thought processes. Nearly 600 offenders have completed the program.
- Assisted 135 offenders with post-secondary education, with five obtaining associate degrees and 10 getting welding certificates from two different community colleges
- Continued working with Montana State University Billings to provide post-secondary and life skills education at Montana Women's Prison, with 84 offenders completing the life skills curriculum and 10 finishing credit course work
- Determined by U.S. Bureau of Justice Assistance audits to be in full compliance with federal regulations in regard to certified offender-training programs



*A Montana State Prison inmate in the motor vehicle maintenance program works on a tractor used on the prison ranch. The program and ranch are operated by Montana Correctional Enterprises.*



*Montana Correctional Enterprises produces more than 400,000 license plates a year.*

# Montana State Prison

Montana State Prison is the largest correctional facility in the state, housing nearly 1,500 inmates in a 68-acre compound designed to handle five custody levels: administrative segregation, maximum, close, medium and minimum. Despite its size and status as a familiar symbol of corrections in Montana, the prison accounts for just one out of every 10 offenders under Department of Corrections supervision.

The prison and its staff of about 620 uniformed and non-uniformed employees is committed to protecting Montana citizens, ensuring the safety of employees and inmates, maintaining communication with crime victims and providing opportunities for inmates to make positive changes needed to successfully return to their communities.

The prison, located west of Deer Lodge and the site of old territorial prison, opened in 1977 with room for 334 inmates and was already too small to meet demand. The 1977 Legislature authorized construction of two high-security housing units, but the 192 additional beds were inadequate for the growing population. A series of further expansions in the 1980s and 1990s added about another 900 beds. The most recent addition was 108 beds at the Work and Reentry Center in 2008, increasing the prison's operating capacity to 1,485.

The prison is divided into three compounds: low side, high side and maximum security. Within those custody levels are different types of supervision. Inmates range from general and special management populations to those with serious mental illness and inmates housed for pre-hearing confinement, detention or those in administrative segregation due to ongoing or serious behavior management problems.

The prison, in conjunction with Montana Correctional Enterprises, provides work for about 70 percent of the inmate population, as well as education, treatment, programming, recreation, religious activities and health services to promote development of self esteem, an environment that fosters self-improvement and a work ethic that will serve inmates before and after their release.

The prison undertook an array of construction projects in 2011. Most of the work involved needed updates to aging buildings to make them more accessible to disabled inmates, improve safety and security, handle increased demand for services and storage, improve energy efficiency and make more efficient use of available space.

The prison experienced significant changes in the past two years with the retirements of veteran administrators having a combined 150 years of correctional experience. The departures were led by Mike Mahoney after 16 years as warden and almost three decades in corrections. In November 2011, Circle-native Leroy Kirkegard succeeded Mahoney after a 20-year career in Nevada corrections.



**Leroy Kirkegard**  
warden



**Myron Beeson**  
associate warden  
housing



**Leonard Mihelich**  
associate warden  
operations



**Tom Wilson**  
associate warden  
programs



**Tom Wood**  
associate warden  
security

The warden reorganized the management structure of Montana State Prison with the retirement of the deputy warden, replacing that position with an associate warden for programs to provide oversight of specialized treatment units, act as primary liaison to the institutional probation and parole officers, serve as a member of the department's reentry task force and oversee the library and religious activities center. The new associate warden joins three other associate wardens and three bureau chiefs on the prison's management team.

The associate warden for security has responsibility for ensuring public, staff and inmate safety. This position ensures an orderly operation of an adult male correctional facility throughout all classification levels. Its other responsibilities include emergency preparedness, recreation, visiting, inmate property and transportation.

The associate warden for housing supervises the inmate housing functions, including housing unit managers and budgets.

The associate warden for operations supervises the support functions such as maintenance, construction, food service, vehicle fleet management and warehouse operations.

The following three bureaus also report to the warden under the new organizational structure:

The **Contract Placement Bureau** manages and monitors contracts with two regional prisons and a private prison. The cooperation with these partners is critical to operating an efficient network of secure facilities that provides the department the flexibility needed to manage the always-changing inmate population. The private and regional prisons house about 840 male inmates.

Adult male offenders are screened, evaluated, tested and classified before decisions are made regarding their placement in one of the regional facilities, the private prison or Montana State Prison. Placement decisions are based on an inmate's classification scores; medical, dental and mental health needs; security concerns; victims' issues; and gang activity.

Montana State Prison houses all high-security inmates, such as those requiring placement in restricted administrative segregation or locked housing. It also has those inmates with serious medical needs and mental health issues. The average cost per day to house an offender at the prison is approximately \$97.89.

*For related  
statistical  
information, see  
Appendix G*



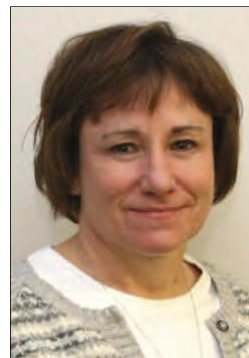
**Cathy Redfern**  
*Health Services  
Bureau chief*



**Pat Smith**  
*Contract Placement  
Bureau chief*



**Candyce Neubauer**  
*Technical  
Correctional  
Services Bureau chief*



**Linda Moodry**  
*public and victim  
information officer*



**Cheryl Bolton**  
*administrative officer*

Crossroads Correctional Center in Shelby houses a portion of the administrative segregation population. Corrections Corporation of America owns and operates the 13-year-old-facility that has about 540 state inmates. The department also contracts with Dawson County for operation of a 144-bed regional prison in Glendive and with Cascade County for a 152-bed regional prison in Great Falls. The average cost per day for an offender at the two regional prisons and Crossroads is about \$77.

The bureau coordinates movement of inmates among the state and contracted secure facilities and maintains a comprehensive monitoring process that ensures contract compliance, controls costs and maintains public safety. On-site state monitors report directly to the bureau chief and an audit team conducts periodic inspections to ensure compliance with department policies and contract provisions.

The **Health Services Bureau** provides medical, dental and mental health services for inmates at Montana State Prison and offenders in the nearby Treasure State Correctional Training Center. Through a comprehensive assessment at admission, inmates with the most serious mental and physical health issues are housed at the prison where extensive services are available. A staff of about 70 physicians, dentists, nurses and mental health professionals see more than 150 inmates daily. The staff is responsible for addressing the needs of about 500 inmates with chronic health problems.



*Members of the health care staff at Montana State Prison pose with the Governor's Award for Excellence in Performance given them for their work in obtaining national accreditation for the prison's health care system.*

The bureau operates a 16-bed licensed infirmary, two on-site mental health treatment unit and monitors a new 25-bed infirmary at Lewistown, opened in late 2012, for some of the most physically infirm inmates with long-term health care needs. The health care team is dedicated to meeting the constitutionally mandated requirements for inmate health care. In March 2011, the prison infirmary obtained accreditation by the National Commission on Correctional Health Care,

which sets standards for correctional health care nationwide.



*Once an outdated and deteriorating cellblock, this building at Montana State Prison was renovated for use as a visiting room, inmate property office, satellite infirmary and transportation office.*

The mental health department at Montana State Prison provides comprehensive mental health services to inmates. A staff of 19 includes a mental health director, psychiatrist, doctorate-level psychologist, five master's-level therapists, psychiatric nurse supervisor, mental health licensed practical nurse, six mental health

technicians, activity therapist and a discharge planner. Staffers provide medication management, assessments, groups, individual therapy, crisis response, programming and management of two mental health treatment units, behavioral consultation, case management, and reentry planning for inmates at Montana State Prison.

The **Technical Correctional Services Bureau** is responsible for inmate classification, discipline, grievance and placement and movement programs for the prison system in Montana. These programs are the cornerstone for managing the risk that inmates pose to the public, the correctional facilities, their staffs and other inmates. The bureau promotes public safety and institutional order by appropriately differentiating inmates based on security, custody and program needs, and preparing inmates for their return to society by promoting accountability and responsibility during incarceration. The bureau represents a corrections “check-and-balance” tool for handling inmate risk through proper classification and managing inmate behavior through the disciplinary and grievance system.

#### **Accomplishments:**

- Completed renovation of an antiquated cell block into the Security Services Unit. The work included redesign of the interior and the addition of new windows, boilers and lighting, and insulated siding. This low-side building supports a satellite infirmary, transportation, property office and visiting room.
- Finished renovation of the Rothe Hall/Low Support Building, including the addition of an elevator to provide access to second-floor classrooms and library. Energy conservation improvements included new windows, boiler and lighting, and insulated siding. The building provides inmate classrooms, library, inmate hobby area, food service, conference rooms, and staff offices.
- Concluded energy upgrades to the low-security compound, including new boilers and lighting in the gym, a housing unit and license plate factory; new lighting in the motor vehicle maintenance shop; and upgrades to the backup generators
- Made energy conservation upgrades to the high-security compound, including new boilers in the gym and two housing units
- Began fire sprinkler system upgrades to the Work and Reentry Center
- Replaced razor wire around the low-side compound
- Obtained, for the infirmary, accreditation by the National Commission on Correctional Health Care, which sets standards for correctional health care nationwide
- Completed development of an infirmary in Lewistown that is a collaborative effort between the corrections and Department of Public Health and Human Services to house 25 offenders with serious physical and medical conditions in an setting staffed and designed specifically to address their extensive needs
- Renamed housing units in the high-security compound to more accurately reflect classification levels inside the buildings



*Fencing and razor wire marking the double perimeter of Montana State Prison reflect the glow from high-pressure sodium lights.*

# Montana Women's Prison

Montana Women's Prison in Billings houses about 190 female felony offenders in a secure environment that emphasizes accountability, productivity and personal growth.

The state-run prison's operation is based on a therapeutic community model as part of the process for preparing women for reentry to their communities. Known as the Right Living Community program, the therapeutic community encourages pro-social behavior, attitudes and values as a means of maintaining abstinence from alcohol and other drugs and avoiding antisocial behaviors.

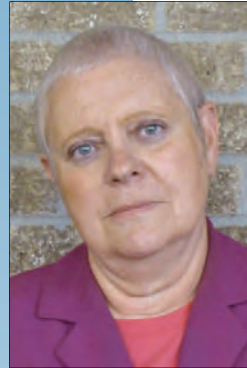
Medical and dental services, and mental health, chemical dependency, educational, work and parenting programs are available to the women. The programs are further enhanced by a large number of volunteers providing activities for the women. Volunteers assist with providing services and programs that encourage change and provide ties to the community, while allowing women to give back in a positive and productive way through interactions and community service projects.

The prison promotes child-parent bonding and development of parenting skills in preparation for family reunification. Special family "kids day" events occur once a month under the supervision of parenting staff to promote positive relationships between mother and their children. The prison sponsors an annual "family day" during which offenders and their loved ones can spend several hours socializing, enjoying a meal and playing games.

More than 90 percent of all offenders are involved in educational, vocational and therapeutic programs.

The prison's educational programs include classes to obtain high school-equivalency diplomas, college preparation courses and opportunities to learn computer, personal and job-related skills. In cooperation with Montana State University Billings and with federal grant funding, the prison provides offenders access to educational training, remedial and continuing education, employment planning and work skills development. In collaboration with the Montana Department of Labor, the Billings Area Reentry Task Force and MSU Billings, the prison participates in a grant-funded program that works with offenders considered high risk to return to prison. It focuses on employment, relationships and family, and housing needs during transition from prison to the Billings community.

The prison's industries program provides vocational training in fabric industries such as print-screening, direct-printing, design work and embroidery; and in assembly techniques for manufacturing duck call lanyards, fiber-optic bow sights and rifle slings. The prison has operated the Prison Paws for Humanity dog-training program since



**Jo Acton**  
warden



**Bob Paul**  
deputy warden  
security



**Joan Daly**  
deputy warden  
treatment



**Annamae Siegfried-Derrick**  
operations  
manager & public  
information officer



2004. The prison is developing a garden project to expand nutritional variety for offenders and provide additional produce for donation to the community food bank.

Medical and clinical services provide assessments, evaluation and care that significantly improve the health and wellness of offenders. The prison offers pharmaceutical and psychotropic management that promotes appropriate stabilization and behavioral change.

The overall goal of Montana Women’s Prison is to provide incarcerated women an opportunity to develop the necessary skills to make positive changes in their thinking, behavior and lifestyle to successfully live as positive and productive citizens after they transition to their home communities.

Montana Women's Prison has a staff of about 90, including 20 contract personnel.

The deputy warden of security supervises offenders and assures the overall security of the facility. This is accomplished by supervision of prison grounds; security inspections to eliminate contraband; enforcement of and compliance with critical policies and procedures affecting discipline, custody, security and safety of the offenders, staff, volunteers and the public; emergency preparedness; supervision of offenders on work crews or transports; and serving as a liaison with local law enforcement, state police and federal agents.

The deputy warden of treatment supervises programs providing offenders with opportunities to develop the necessary life skills to make positive changes to patterns of thinking and behavior associated with criminal activity such as anti-social attitudes, substance abuse, and associations with other offenders. An emphasis is placed on reducing the risks of offenders committing new crimes and increasing the probability they will remain drug and alcohol free, behave in a socially acceptable manner, develop useful parenting skills and make healthy choices for themselves and their families.



*An inmate at Montana Women’s Prison plays a game with her daughter during the annual Family Day at the Billings facility.*

The operations manager oversees contractors and volunteers that promote offenders’ educational and vocational opportunities, work skill development, spiritual and religious growth, health and welfare; and provide special programs and activities. Educational and vocational programs are intended to provide offenders with skills needed to get a job. Other programs facilitate personal growth through religion, spirituality, ethics and values, caring relationships, and all aspects of physical, mental, emotional and interpersonal health.

**Accomplishments:**

- Conducted assessment that resulted in a 7.3 percent discount in workers compensation insurance premium
- Completed development of a garden and greenhouse that will provide food to augment the food service and save about \$2,000 a year
- Finished an upgrade of the control system that includes integration of all cameras into one network, and improvements in the card swipe system for staff movement, cell and door intercom systems, and door controls

*For related statistical information, see Appendix H*

- Participated in Operation Coyote, a full-scale emergency preparedness exercise that required the facility to respond to a hypothetical scenario, in cooperation with the Yellowstone County Local Emergency Planning Committee, Billings police, Yellowstone County sheriff's office, a nearby refinery and other agencies
- Computerized the inmate property system
- Reviewed programs to ensure they meet criminogenic and reentry needs
- Began development of a specialized program to assist offenders in readiness to participate in the Right Living Community
- Implemented a new risk and needs assessment that begins the reentry planning process at the time offenders enter prison
- Worked with and supported inmates in fund-raising activities for the American Cancer Society that raised a total of \$6,277, ranking the offenders 20<sup>th</sup> out of 162 teams in Billings for their contribution
- Started a trial period to determine the effectiveness of recycling some of the prisons bulk waste in partnership with Earth First Recycling
- Expanded opportunities for the offenders to explore pro-social activities including opportunities for development of art and music appreciation
- Hosted a presentation about healing and the need for change by the International Council of 13 Indigenous Grandmothers
- Offered an offender-selected self-help retreat program focusing on recovery to promote wellbriety
- Started a dialogue with tribal members from Montana and Wyoming to promote cultural and traditional programs within the prison and to focus on Native American offenders' reentry into their communities



*ABOVE: Montana Women's Prison inmates and staff walk on a track in the prison yard to raise money for the American Cancer Society during the annual Relay For Life fundraising event in Billings. The women raised more than \$6,000.*

*LEFT: A teepee, decorated by the inmates, was among items auctioned to raise money for the cancer-fighting event in July 2012.*

# Staff Services

The Staff Services Division provides human resource and Native American cultural services, legal defense and general counsel support; criminal and administrative investigative services, employee and organizational development and training programs, and department policy management.

As part of the third-largest state agency, the division serves about 1,300 employees located in offices and facilities throughout Montana. It has staff located at central office in Helena, Montana State Prison and the department training center at Deer Lodge, Montana Women's Prison and the regional probation and parole office in Billings, and Pine Hills Youth Correctional Facility in Miles City.

The **Human Resources Bureau** provides a comprehensive range of human resource management and consulting services. The bureau provides department staffing through development and implementation of targeted recruitment plans for agency positions where it has been difficult to attract qualified candidates and retain employees, including correctional officers, nurses, and sex offender and mental health therapists. Bureau staff represents the department at career fairs throughout Montana including Montana university system campuses, and private and tribal colleges.

Human resource specialists develop and maintain job position descriptions; prepare and advertise job announcements; develop individualized selection plans; and provide technical assistance for hiring supervisors to identify and hire the most qualified candidates for department positions.

Bureau staff monitors agency compliance with complex federal and state employment and civil rights laws, responds to employee and citizen complaints, facilitates disability accommodation requests, and manages administrative procedures related to these laws, rules and policies. Staff classifies department positions, establishing their band and compensation levels and provides supervisors with advice and assistance with employee pay and compensation issues. The bureau provides supervisors with advice and assistance on staff discipline and performance management, and oversees workers' compensation injury losses and early return-to-work initiatives.

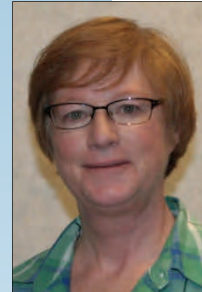
The bureau also provides labor relations and contract administration for about two-thirds of department employees involving nine collective bargaining agreements and three unions.

The **Legal Services Bureau** represents the department in litigation in state, federal, trial and appellate courts and before administrative law judges and bodies. Most litigation handled by the bureau involves inmate claims that challenge the conditions of their confinement and state and federal challenges to the legality of their incarceration. This responsibility involves the investigation of claims for damages and claims of

**VACANT**  
*division  
administrator*



**Gary Phillips**  
*Human Resources  
Bureau chief*



**Colleen Ambrose**  
*Legal Services  
Bureau chief*



**Dale Tunnell**  
*Investigations  
Bureau chief*



**Lisa Hunter**  
*Professional  
Development  
Bureau chief*

***For related  
statistical  
information,  
see Appendix I***

constitutional violations against inmates and offenders. Although some claims are only decided by trial before a court or administrative tribunal, most are resolved by timely filing of motions supported by well-documented briefs or through mediation. Bureau staff also provides assistance and input in cases handled by outside counsel and involving department staff.

The bureau provides the department and its divisions and facilities with verbal and written legal advice on a day-to-day basis, regarding the sentencing, supervision, care and custody of offenders; land management; and issues relating to the department's role as an executive branch agency, including administrative rulemaking and legislative services. In addition, bureau attorneys assist in providing training to department staff. Bureau staff is composed of an attorney in Billings, three attorneys and one paralegal at central office, and a legal secretary at Montana State Prison.

The **Investigations Bureau** is responsible for statewide criminal and administrative investigations that occur within department facilities and programs. The bureau investigates suspected serious staff violations of policy and procedure and criminal behavior. Staff also conducts offender criminal investigations and provides assistance to local, state and federal law enforcement. Two criminal investigators and two administrative investigators are located at Montana State Prison. The bureau chief, who is also an administrative investigator; one criminal investigator; the coordinator for the federal Prison Rape Elimination Act (PREA) program; and the emergency preparedness planning manager are located at central office in Helena. A crime analyst is assigned as a corrections representative to the Montana All-Threat Information Center. Criminal investigators are sworn Montana peace officers.

The bureau is responsible for enforcing and coordinating provisions of PREA. This responsibility includes enforcement of the department's zero-tolerance standard for sexual assault within Montana's correctional system. Bureau investigators with specialized training conduct investigations into all allegations of offender-on-offender and staff-on-offender sexual misconduct. The bureau is responsible for data collection and reporting requirements, and coordinates the PREA compliance monitoring and training requirements with the department's Quality Assurance Unit and the Professional Development Bureau.

The emergency preparedness and planning manager facilitates implementation and testing of the department emergency

operation plan to ensure the department is ready to adequately respond to emergencies that arise in corrections, which could jeopardize the safety of the public and correctional facilities. The manager also is responsible for management of the department's interoperability radio system, which is part of a statewide effort to develop an emergency radio system in which all jurisdictions can seamlessly communicate with one another in the event of an emergency.

The **Professional Development Bureau** provides cutting-edge course curriculum development, evidence-based training and technical assistance based on current best practices within the correctional field. The bureau provides department staff with basic, intermediate and advanced training courses; distance and computer-based learning opportunities; self-study programs; and on-the-job training that is supervised, documented and

**Myrna Kuka**  
*American Indian  
liaison*



**Kurt Aughney**  
*Policy Unit  
manager*



*Montana State Prison nursing staff undergoes training in immobilizing patients.*

evaluated. Bureau training courses provide employees the opportunity to develop, reinforce and increase the skills necessary to perform the duties and responsibilities of their position and to acquire knowledge needed for career development and advancement.

The bureau uses multiple training methods including traditional classroom study, a staff library, distance-learning curricula and state-of-the-art computer-based education. This universal approach to providing staff education allows employees to obtain the most relevant, up-to-date training, while reducing training costs. The bureau manages a comprehensive training records system that includes maintenance and retention of staff training and course curriculum records. Staff also assesses for supervisors the work flow of their operations, analyzes the results and recommends organizational change. Bureau staff conducts strategic planning and team-building exercises throughout the agency, ensuring consistency with the department's mission, vision, values, goals and objectives.

The **American Indian liaison** serves as the department's authority to provide knowledgeable guidance to department staff on Native American spiritual and cultural issues within the environment of sound correctional practices. The liaison regularly meets with the governor's Indian affairs coordinator, tribal officials, Indian Alliance Center staffs, Montana-Wyoming Tribal Leaders Council members, and other American Indian representatives to ensure ongoing communication regarding department activities, programs and initiatives. The liaison communicates with American Indian offenders and their families to listen to concerns and develop solutions that take into consideration the cultural and spiritual needs of native offenders. The liaison provides training on American Indian cultural practices and helps recruit prospective employees from within the native community and at state and tribal colleges.

The **Policy Unit** manages the development, review, revision and publication of 218 department policy directives. The policy specialist facilitates the department's offender drug-testing program and provides technical support to the reentry initiative. Policies are developed and managed in accordance with applicable national standards and federal and state laws in order to ensure public safety, institutional security and protection of offenders' civil rights. The 216 unrestricted department policies are available to the public on the department's website: <http://www.cor.mt.gov/Resources/Policy/default.mcp.x>. In the past two years, the policy unit has extended technical assistance and outreach services to division and facility staff assisting them in updating their operational procedures in accordance with the department policy management system. The unit has also coordinated the annual policy review process in accordance with American Correctional Association standards, and maintains online policy access for department employees and the public through the agency's intranet and Internet sites.

#### **Accomplishments:**

- Teamed with the National Institute of Corrections to provide the "Unleash Your Leadership Potential" training programs for executives, supervisors and managers
- Coordinated, researched and developed a department-wide succession planning model and implemented the first program at Montana State Prison
- Implemented a corrections "fatigue to fulfillment" program to educate and develop staff in personal and professional wellness
- Increased the use of the Corrections Distance Education Program optimizing the bureau's intranet site to provide staff with 24/7 access to more than 175 professional online development courses
- Facilitated a department-wide review of offender drug-testing policies and developed standardized reporting
- Developed a consistent department approach, based on the changes in medical marijuana statutes, working closely with the attorney general's office and the Department of Public Health and Human Services
- Revised department policies and procedures, resolving constitutional claims related to foreign language correspondence and publications, American Indian spiritual programming and treatment of youthful offenders
- Researched, developed and implemented an expanded base of staff selection tools focused on targeted occupations
- Updated the annual department staff survey and Human Resources Annual Report
- Conducted 10 American Indian cultural awareness training courses at central office, the law enforcement academy, and in secure and community corrections facilities
- Participated in career fairs on all seven Indian reservations at tribal colleges, local high schools and Carroll College
- Trained and assigned two investigative technicians as administrative investigators providing additional investigative support to the department
- Implemented a department-wide plan for each facility to conduct threat and vulnerability assessments, a critical step to ensure each facility is properly prepared for potential emergencies

# Youth Services

The Youth Services Division holds juvenile offenders accountable for their actions through custody, supervision, restitution and life-skills development. This is achieved by providing habilitation services from the time a youth is committed to the department to transition into the community and eventual completion of sentence. The goal is to give youths every possible opportunity for successful and productive lives. In fiscal year 2012, the division supervised 225 youths.

The division has three bureaus and the Interstate Compact on Juveniles Unit, which ensures nationwide and statewide cooperative supervision of delinquent juveniles on probation or parole, and the return of runaways, absconders and escapees.

**Pine Hills Youth Correctional Facility** in Miles City is a 96-bed, secure-care program for males 10-17 years old who are judged delinquent by the Youth Court. The facility, which averaged 64 youths in fiscal year 2012, is a member of Performance-based Standards for Youth Correctional Facilities, which provides a system for juvenile agencies to identify and monitor critical areas of performance and demonstrate effectiveness using the highest national standards and performance outcome measures set by the Council of Juvenile Correctional Administrators.

Pine Hills offers a year-round educational program accredited by the state Board of Public Education, one-on-one and group counseling, treatment programs for chemically dependent and sexual offenders, spiritual activities, daily recreation, and life skills and work restitution programs. Pine Hills serves the needs of its youths with registered nurses, licensed addiction counselors, and medical, dental, vision and psychiatric services. The facility has a staff of 126.

American Indian “Wellness Days” are conducted quarterly to significantly augment Native American-related programming, and the White Bison program assists American Indian youth dealing with chemical dependency issues

**Riverside Youth Correctional Facility** in Boulder is a 20-bed, secure-care program for females 10-17 years of age who are judged delinquent by Youth Court. The facility, which averaged 12 youths during fiscal 2012, provides gender-specific programming using nationally recognized best practices, and has implemented enhanced training and program curricula to support this focus. Services include a year-round education program accredited by the state Board of Public Education, one-on-one and group counseling, licensed social worker, and treatment programs for chemical dependency. The clinical staff is composed of a case manager, licensed chemical dependency counselor and two registered nurses. Riverside contracts for additional medical care, including a psychologist for evaluations and consultations. The facility has a staff of 33.



***Cindy McKenzie***  
*division  
administrator*



***Dan Kissner***  
*Riverside  
superintendent*



***Steve Ray Jr.***  
*Pine Hills  
superintendent*

***For related  
statistical  
information,  
see Appendix J***

As part of a division-wide effort, Riverside focused on the cultural needs of American Indian youths. The quarterly “Wellness Days” provides opportunities for youths to interact with members of several tribes from across the state. Activities included construction of a medicine wheel, crafting, storytelling and construction of a sweat lodge.

The **Youth Community Corrections Bureau** oversees aftercare coordinators, juvenile parole officers, Youth Transition Centers, youth detention licensing, youth corrections transportation, and financial and program services.

Aftercare coordinators follow youth case plans and focus on reentry needs from the time a youth arrives at an institution to his or her community placement. They also coordinate family and provider visits to the secure facilities and accompany youth to pre-placement meetings in the community. They work with institutional staff, juvenile parole officers, contracted service providers, and other community team members to promote successful return of youths to their communities.

Juvenile parole officers coordinate with institutional case managers and the aftercare coordinators in planning for those returns.



*Members of the Youth Services Division’s community corrections staff gather in Helena for a divisional meeting.*

During the 2012-13 biennium, parole officers’ supervision of youths included such duties as support for placements, assistance with job searches, monitoring of restitution payments and community service, and connecting youth and families with resources such as education, employment training, mentoring, health insurance opportunities, therapy and – upon request – faith-based community connections.

Financial and program services staff members in fiscal years 2011 and 2012 administered and/or tracked about \$12 million in juvenile placement and contracted funds, and collected revenue amounting to almost \$800,000 to offset youths’ cost of care.

The Youth Transition Center in Great Falls provides a dual role of offering an intermediate program to male youths whose placement in a less-restrictive community setting has failed and a transition program for male youths being released from Pine Hills Youth Correctional Facility. The center provides access to mentors, life skills development, job-hunting skill development, education in local schools as well as onsite Title I tutoring, access to out-patient mental health and chemical dependency counseling, community service opportunities and coordination with employers for jobs. Until October 2012, the center included two separate buildings and offered the same services for female youths. Due to declining numbers in the overall youth population under the department’s supervision, the female portion was closed and an existing contract with Youth Homes in Missoula was expanded to provided transition services for girls.

#### **Accomplishments:**

- Completed Pine Hills candidacy to become a member of Performance-based Standards for Youth Correction and Detention Facilities, and focused on facility improvement using best practices and validated research as a guide
- Reviewed, studied and updated treatment for youthful sex offenders
- Saw a 19 percent decline in the number of juvenile offenders supervised by the department during the past two years and a 35 percent decrease since 2006
- Reroofed campus buildings and Riverside and upgraded the facility high-efficiency boilers and heating systems

- Expanded the Pine Hills garden production for the school lunch program to include a high-production greenhouse grow tunnel, with excess food being donated to the local food bank
- Continued to enhance Native American services at both secure facilities by hosting sweats and Native American wellness days, and bringing in tribal elders to teach and lead
- Provided training at Pine Hills in non-violent crisis intervention to help reduce staff and youth injuries through an emphasis on verbal de-escalation techniques
- Received reaccreditation of juvenile parole from the American Correctional Association
- In cooperation with the office of court administrator, greatly improved the process for requesting and approving prevention incentive funding requests
- Collected almost \$800,000 in revenue to offset youths' cost of care
- Constructed a medicine wheel and a new sweat lodge at Riverside
- Maintained a perfect record of zero secure-care facility escapes
- Trained three full-time employees in "Girls Circle," a gender-responsive curriculum that integrates relational theory, resiliency practices, and skills training designed to increase positive connection, strengths and competence in girls
- Reroofed campus buildings at Riverside and upgraded the facility with high-efficiency boilers and heating systems



*A high-production garden grow tunnel under construction at Pine Hills Youth Correctional Facility in Miles City*



*At Riverside Youth Correctional Facility in Boulder, staff members help prepare a sweat lodge for Native American spiritual activities.*



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DOC Monitor Louis Peterson: 434-7055 ext 47415  
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- **Cascade County Regional Prison**  
Warden Dan O'Fallon  
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DOC Monitor Travis Harris: 727-1930  
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- **Dawson County Regional Prison**  
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## Board of Pardons and Parole

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# Glossary of Correctional Terms

**Absconder** – A parolee or probationer who fails to report to a probation officer as required or who illegally leaves his or her county and whereabouts are unknown

**Ad Seg** – Shorthand for administrative segregation, which refers to the process of temporarily separating an inmate in a single-bed cell unit for the safety of the inmate or security of the institution

**ADP** – Average daily population of an institution or program during a certain period of time and taking into account daily fluctuations

**Adult community corrections** – Programs in the community that provide for the supervision of low-risk felony adult offenders and offenders moving from prison to the community. The programs involve citizens in setting policy, and determining placement and programming.

**Beds** – A way of measuring space available to house offenders in a correctional facility. A bed is equal to one offender.

**Board of Pardons and Parole** – A quasi-judicial citizen board created by the Legislature in 1889, its seven members are appointed by the governor to staggered four-year terms. The board is attached to the Department of Corrections for budgeting purposes. The board is charged with granting or denying paroles, rescinding and revoking paroles, and recommending pardons or commutations to the governor.

**Canteen** – A store within a correctional facility from which inmates can purchase personal items, such as personal hygiene supplies, snacks, electronics and writing materials

**Capacity** – The maximum number of inmates that can be safely housed and managed in an institution. The number is usually based on operating capacity and is higher than the design capacity.

**Cell block** – A group of cells with a common day room or a group of cells considered a block because of their location or classification

**CD** – Usually refers to chemical dependency

**CJIN** – (pronounced SEE-juhn) The Criminal Justice

Information Network is an electronic system for sharing among law enforcement and corrections agencies information about criminals.

**Classification** – The process of scoring an offender's risks and needs in order to determine his or her appropriate custody level and placement in a prison

**Close custody** – The second most secure custody level, between medium-high and maximum security

**CO** – Correctional officer

**CON** – Correctional Offender Network, which is a public website that provides basic information about adults convicted of felony offenses who are or have been under state supervision. The site has information about an offender's criminal record, sentence, current custody status, location in the corrections system, ID number, physical description and a photo.

**Conditional release** – This refers to instances when an inmate is released into the community under auspices of the department and subject to its rules. This is not a parole and inmates are not eligible for parole consideration while on conditional release. Offenders who violate conditions of their release and sent to prison would become eligible for parole when prison records show they have served their minimum sentence.

**Connections Corrections** – Two residential-based, chemical-dependency treatment programs operated by a private, nonprofit corporation under contract with the state at Warm Springs and Butte. They have a combined capacity of 104.

**Contraband** – Any substance, material or object that is illegal for an inmate to possess

**CP** – Command post, the central operational area of a prison

**Crime victim compensation program** – A state Justice Department program that provides victims with money to offset some of their expenses resulting from a crime, such as lost wages, medical bills, counseling bills and funeral costs.

**Crossroads Correctional Center** – Montana's only privately run prison, located at Shelby and owned and

operated by Corrections Corporation of America under contract with the state. It houses about 540 state inmates.

**Detention** – Imprisonment or confinement for an offense, detention by a police officer following arrest, placement in a community corrections program, or participation in a supervised-release program or a county jail work program

**Discharge** – Release from Department of Corrections supervision based on completion of a court-imposed sentence

**Discharge (juvenile)** – Release from Department of Corrections juvenile supervision due to expiration of a Youth Court order, conviction as an adult, attaining age 18, or complying with conditions of a parole agreement and receiving the maximum benefit from all services available through the department

**Diversion** – Placement of an offender by a court or the department in facility or program as an alternative to prison

**DOC commit** – Commitment by a court to the Department of Corrections that allows the agency to determine where to place an adult offender within legal guidelines

**EIP** – “Earned incentive program,” in which youths in a secure facility can be rewarded for appropriate behavior

**Electronic monitoring** – An automated system capable of recording and transmitting information about an offender’s location, using conventional or cellular phones and sometimes relying on global positioning satellites (GPS). The systems are usually used to monitor offenders ordered to remain in their homes during certain times of day or for certain periods of time. Monitoring is sometimes required as a condition of pretrial release, probation, parole or conditional release.

**Elkhorn** – The name of the methamphetamine treatment center opened at Boulder in April 2007. The 42-bed facility for women offers nine months of intensive treatment followed by six months of aftercare in a prerelease center. Elkhorn is operated by Boyd Andrew Community Services, a nonprofit corporation, under contract with the state.

**EPP** – “Earned privilege program,” which awards and removes an inmate’s privileges based on behavior and progress in treatment programs

**ESP** – “Enhanced supervision program,” which relies on

contracts with prerelease center staffs to provide daily assistance to offenders having trouble finding a job and struggling with substance abuse

**Executive clemency** – Leniency exercised by the governor in the form of commutation of a sentence to a less severe one, a respite or pardon

**Felony** – Any offense for which an adult offenders can be sentenced to the Department of Corrections

**Good time** – This credit for good behavior in prison reduced an inmate’s sentence, abolished by the Legislature in 1997.

**Habitual offender** – An offender with two or more separate prior convictions. A judge determines this designation.

**Home arrest** – Using a person’s home for confinement, usually through some form of electronic monitoring

**ID number** – The unique number assigned to each offender under department supervision

**Inmate welfare fund** – An account holding money from involuntary contributions by inmates and used to assist inmates in need

**Interstate Compact** – A mutual agreement among the states that allows for parolees and probationers to live in a state other than the one where their crime was committed

**ISP** – Intensive supervision program, which is a more structured level of probation or parole that can include electronic monitoring of offenders in the community

**Jail holding** – The temporary housing of state inmates in county jails until space becomes available in the prison system

**JDIP** – Juvenile Delinquency Intervention Program, which provides funding to communities for alternatives to secure care for juvenile offenders

**Kite** – A form for inmates to submit various requests to prison staff

**Lockdown** – Securing a cell, unit or entire institution by locking offenders in their cells as part of a daily routine or to control an incident or disturbance

**MASC** – Missoula Assessment and Sanction Center, a 144-bed program that assesses male offenders committed

to the Department of Corrections by the courts and determines appropriate placement in the corrections system

**MCE** – Montana Correctional Enterprises, the department division that offers inmates work and training opportunities in various programs, including ranch, dairy, lumber processing, food production, laundry, industry programs and vocational education.

**MSP** – Montana State Prison located outside Deer Lodge

**MWP** – Montana Women’s Prison in Billings

**Nexus** – The methamphetamine treatment center opened at Lewistown in June 2007. The 82-bed facility for men offers a nine-month program of intensive treatment, followed by six months of aftercare in a prerelease center. Nexus is operated by Community, Counseling and Correctional Services Inc., a nonprofit corporation, under contract with the state.

**Offender accountability letter** – Letters written to victims by offenders who wish to express their sincere sorrow for a crime and to say they taking steps to change their criminal behavior. The department maintains the letters until victims choose to receive them.

**Offender Management Plan** – A systematic case plan that tracks an offender’s needs and programming throughout their time in all levels of the corrections system

**Operating capacity** – The maximum number of beds with which a facility can operating efficiently and safely

**OMIS** – Offender Management Information System, a computerized database containing information about adult offenders under supervision of the department.

**On-site hearing** – A preliminary administrative hearing on a parolee conducted by the department at the site of an alleged parole violation or arrest

**Pardon** – A gubernatorial declaration that an offender is relieved of all legal consequences related to a prior conviction

**Parole** – The supervised release into a community of an inmate prior to the completion of a sentence, as a result of a decision by the state Board of Pardons and Parole, and subject to conditions imposed by the board

**Parole eligibility** – The earliest possible date a person can

be released from prison to parole supervision, usually a fourth of a prison sentence

**Passages** – A multi-faceted correctional facility for women in Billings. Operated under contract with the state by Alternatives Inc., a nonprofit corporation, the facility opened in January 2007 and combines a 69-bed prerelease center; a 50-bed assessment, sanction and revocation center; and 45-bed drug-treatment program

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

**PO** – A probation and parole officer

**PREA** – The acronym for the Prison Rape Elimination Act, which was passed by Congress in 2003 and imposes requirements on state and local governments under threat of losing federal funds. It mandates development of standards for detection, prevention, reduction and punishment of prison sexual assault; and collection of data on the incidence of prison sexual assault. The law provides for grants to state and local governments to implement the act.

**PRC** – Prerelease center, which is a low-security community-based residence for offenders. The state has contracts with nonprofit Montana corporations for operation of six prerelease centers that house, treat and supervise about 840 men and women offenders at any one time. The centers offer a six-month program that provides transition from prison to community and give judges an alternative to prison for offenders when public safety and the offenders' interests are best served by a level of supervision between prison and probation.

**Probation** – The court’s release of an offender, subject to supervision by the department and under direction of the court. Juvenile probation is supervised by the Montana Supreme Court

**PSI** – A pre-sentence investigation report prepared by a parole or probation officer to assess a newly convicted offender and provide assistance to judges in handing down sentences

**Reception** – Part of a prison where offenders are initially housed pending classification and transfer to an assigned cell

**Recidivism rate** – The rate at which adult offenders return to prison in Montana for any reason within three years of release from prison. Each release can have only one

corresponding return.

**Reentry** – The term given to pre- and post-release programs serving adult and juvenile offenders as they transition back to communities

**Regional prisons** – Two prisons housing male inmates and operated in Great Falls and Glendive by Cascade and Dawson counties, respectively, under contract with the state. They have a combined capacity of 296 inmates.

**Restorative justice** – A criminal justice philosophy that focuses on healing the harm and restoring the losses to individuals and communities affected by crime. This philosophy is based on offender accountability, habilitation and restitution.

**Retributive justice** – A philosophy that a crime is committed against the state and the offender is held personally liable through punishment

**Return rate** – The rate at which adult offenders enter or return to an adult community correctional facility or prison in Montana for any reason within three years of release from any correctional facility

**Revocation** – The act of a judge or the Board of Pardons and Parole to end an offender's parole or probation because of a technical violation of conditions imposed

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

**Screening** – The process of reviewing an inmate's sentence, criminal history, special needs and prison behavior to determine placement in or transfer to a program or another facility

**Security threat groups** – Sometimes called STGs, these most often refer to prison gangs.

**START** – The Sanction, Treatment, Assessment, Revocation and Transition center, a 133-bed facility. It opened at Warm Springs in December 2005 as a pilot project offering an alternative to prison for those who violate conditions of their community placement. START moved to its new facility near Anaconda in July 2010. Offenders are assessed and offered some treatment in an effort to return them to the community.

**TAP** – Treatment and accountability programs, which are six-month programs focusing on offenders at higher risk of revocation because of their failure to comply with

treatment requirements or other treatment-related violations

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

**UA** – The acronym for urinalysis that determines the presence of alcohol or other drugs in an offender's system

**VINE** – The acronym for Victim Information and Notification Everyday, an automated 24-hour telephone and e-mail offender tracking system that is operated by a private company under contract with the Corrections Department. Victims and the general public can register with VINE to receive notice of an offender's transfer, release, escape, parole hearing, sentence review or death.

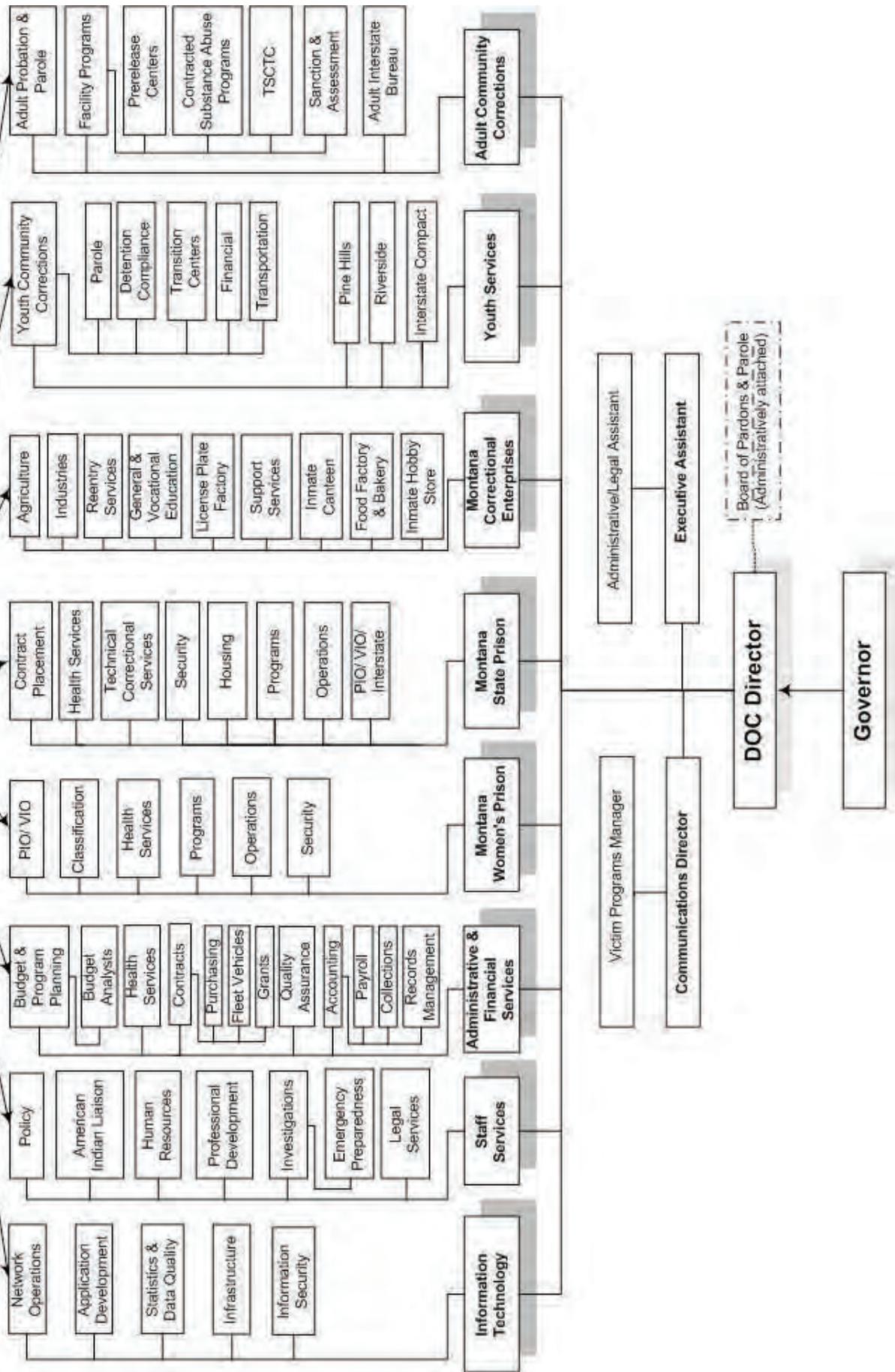
**Victim-impact statement** – A report presented by a victim to the court before sentencing, or to the Board of Pardons and Parole before a parole hearing that summarizes the trauma caused by the crime. The victim often offers his or her opinion about an appropriate sentence or whether parole should be granted.

**Victim-offender dialogue** – A process that allows victims to meet with their offenders in a safe and secure setting to ask questions about the crime and to discuss the harm it caused. A facilitator assists in the process that is designed to hold offenders accountable and help victims begin a healing process.

**WATCh** – Warm Springs Addiction Treatment and Change, which opened in February 2000 and is a 115-bed program offering supervision and treatment to felony DUI offenders, who are those with four or more drunken-driving convictions. WATCh East opened in Glendive in 2005 and has 50 beds.

**Youth community corrections** – This portion of the Department of Corrections encompasses juvenile parole, transition centers, detention licensing of private detention centers, interstate compact services for youths on probation and parole, and community juvenile placement funds.

# Department of Corrections 2013 Organizational Chart





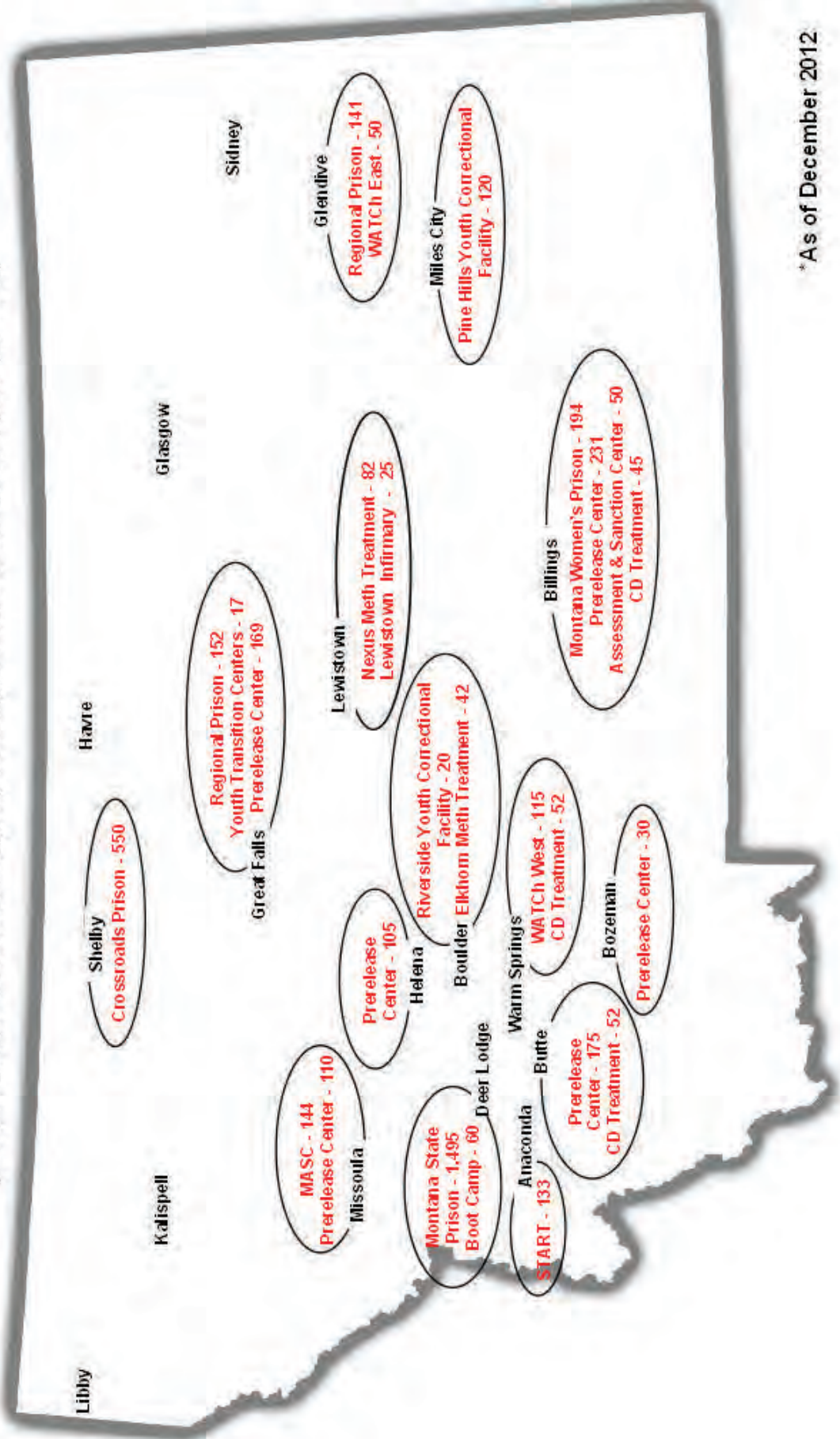


# General Information

***Statistical information of a general nature  
about offenders and department operations,  
and not specific to a particular division or facility.***

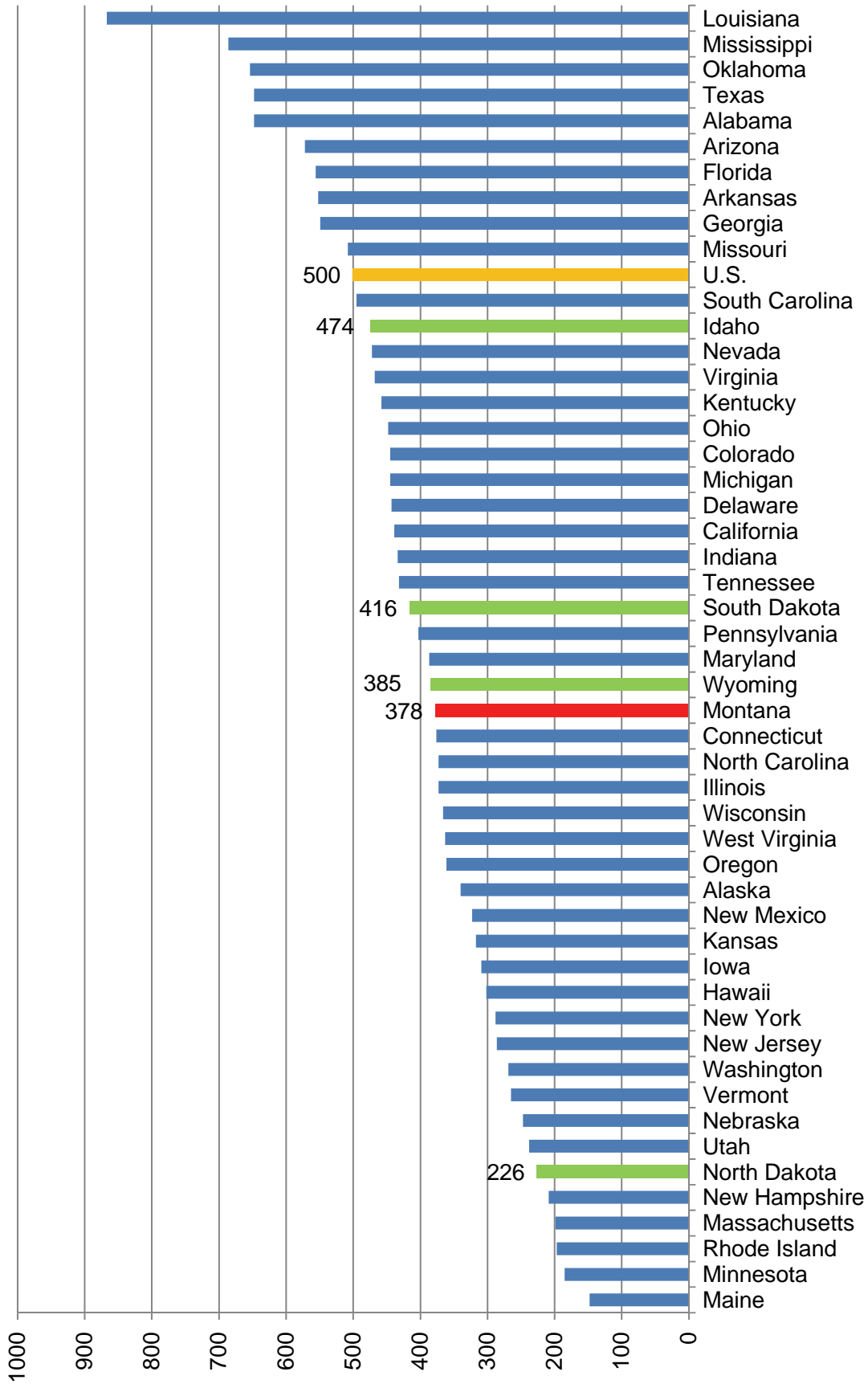
# Locations and Capacities of Corrections Programs and Facilities\*

(Does not include transitional living, day reporting, intensive or enhanced supervision - 536)



\*As of December 2012

# Incarceration Rates Per 100,000 Residents



Source: U.S. Bureau of Justice Statistics, Jan. 1, 2011. Includes federal and state inmates.

# Top 10 Conviction Offenses

FY2008-2012

	Males		Females
1	FELONY DUI	1	POSSESSION OF DRUGS
2	CRIMINAL ENDANGERMENT	2	THEFT
3	POSSESSION OF DRUGS	3	CRIMINAL ENDANGERMENT
4	THEFT	4	ISSUING A BAD CHECK
5	BURGLARY	5	DISTRIBUTION OF DRUGS
6	DISTRIBUTION OF DRUGS	6	FELONY DUI
7	ASSAULT WITH A WEAPON	7	FORGERY
8	PARTNER/FAMILY MEMBER ASSAULT	8	FRAUDULENTLY OBTAINING DRUGS
9	POSSESSION WITH INTENT TO DISTRIBUTE	9	THEFT BY EMBEZZLEMENT
10	ISSUING A BAD CHECK	10	BURGLARY

OMIS Data Extracted 7/3/2012

For the first time in more than a decade, felony drunken driving tops the list of most common crimes among male offenders in the Montana correctional system. Possession of illegal drugs had been the top-ranked offense for men and woman since 2000. Felony driving under the influence had been the second or third most common offense for men through that period. Theft continues to be the second most frequent offense among women. All of the top 10 crimes among women are nonviolent offenses.

The overall average daily offender population remained almost unchanged in the past five fiscal years, with an increase of just 14 offenders. The Department of Corrections' increased emphasis on developing alternatives to prison has resulted in nearly 23 percent growth in such programs during the past five years. Although the women's prison average daily population grew by about 20 percent in that time, the small population of inmates means that the growth was a result of only 34 additional inmates, an average of about seven per year.

During the seven full fiscal years of the Schweizer administration, the department's emphasis on developing and using correctional programs other than prison was significant. The population of the alternatives to prison, such as treatment, assessment and sanction programs, increased more than 48 percent, prerelease centers grew by more than 28 percent and the probation and parole population increased almost 9 percent. At the same time, the number of male inmates grew by just 0.6 percent and the female prison population declined nearly 17 percent.

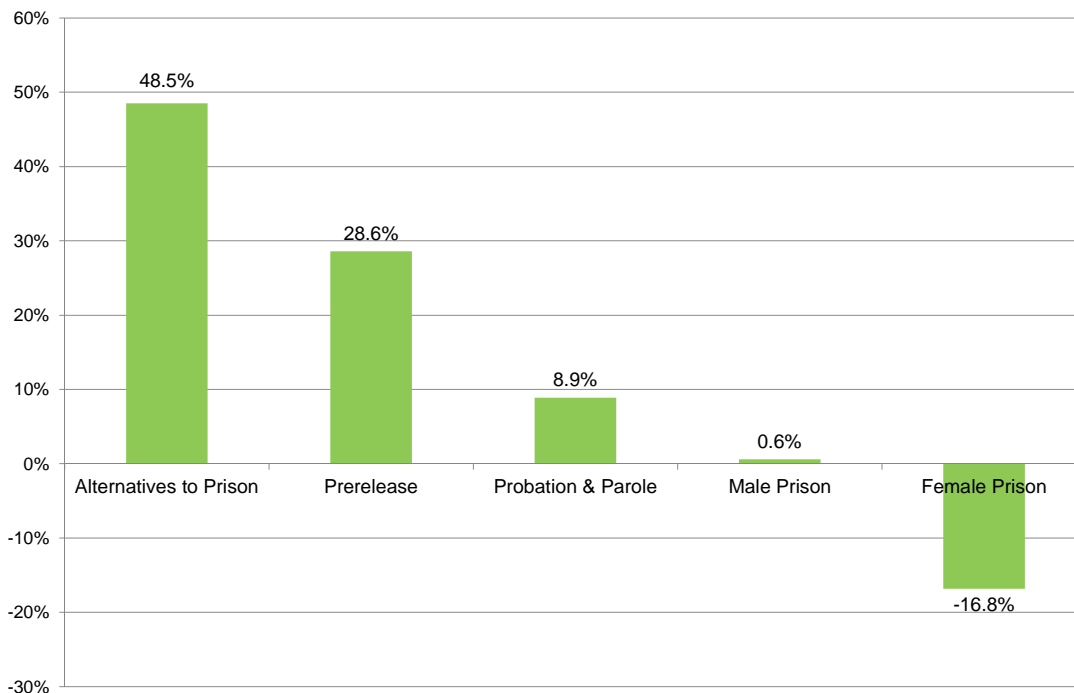
# Adult Average Daily Population by Program

Fiscal Years 2008 to 2012



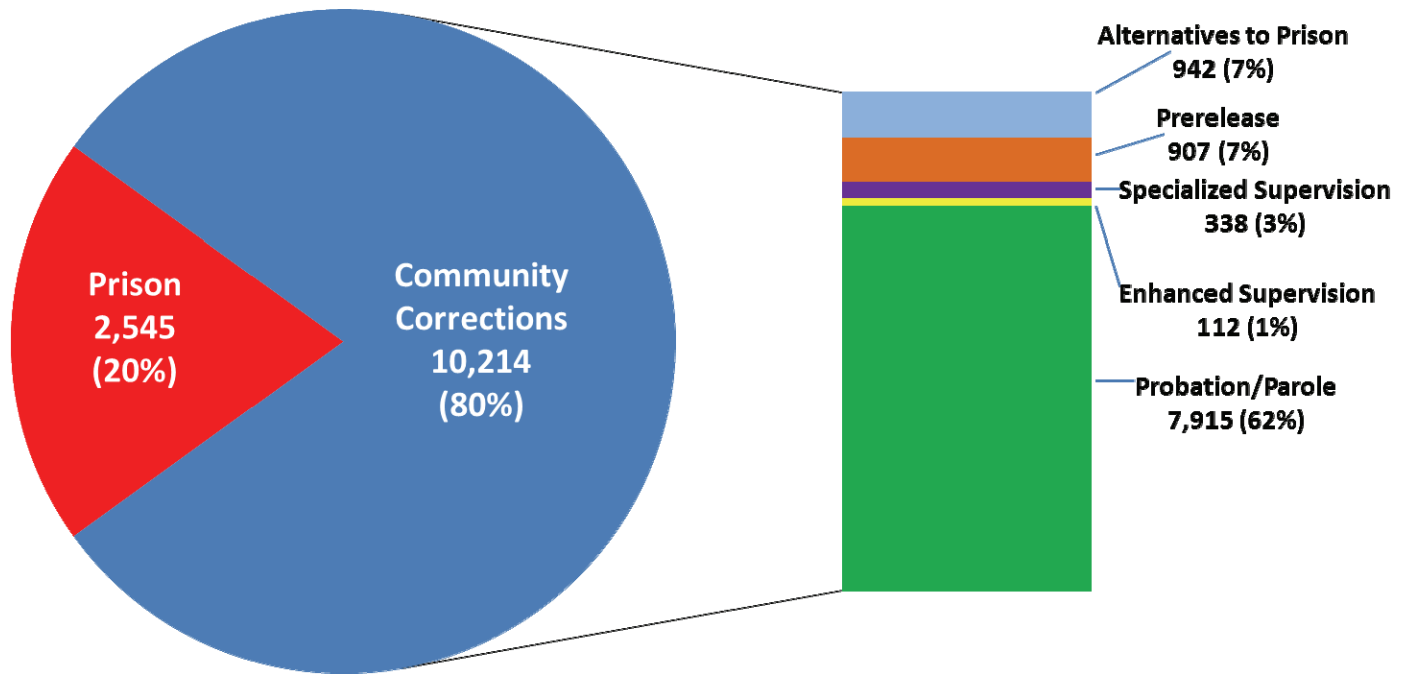
# Percentage Changes in Offender Populations by Program

FY2006-2012



# Distribution of Offender Daily Population

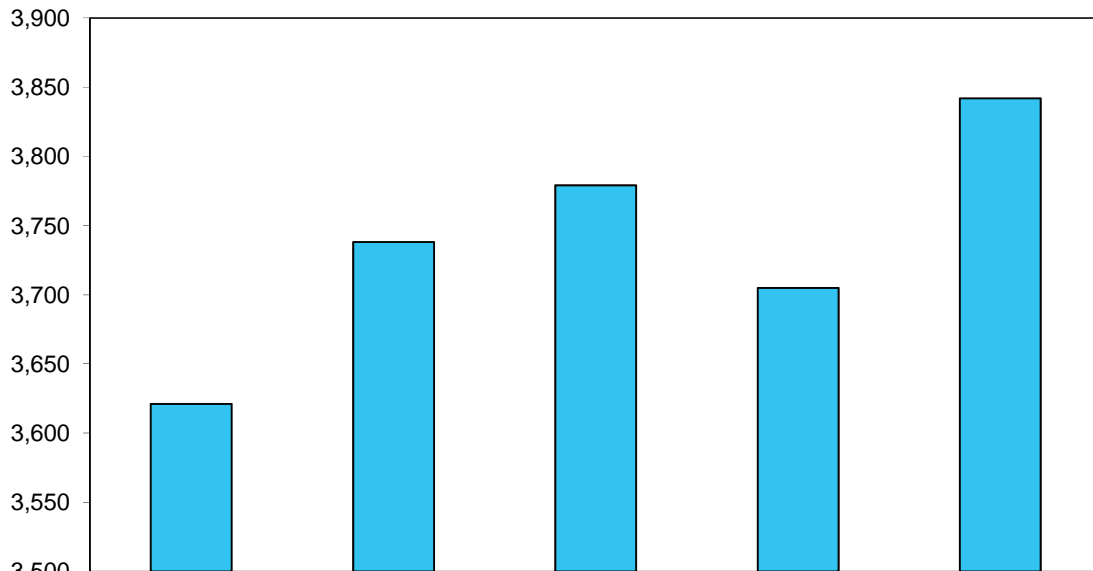
12,759 offenders under DOC jurisdiction on June 30, 2012



This “snapshot” of the offender population, taken every two years, shows little overall change in the distribution of offenders throughout the correctional system. Community corrections continues to account for about eight out of every 10 offenders. The largest segment of community corrections, probation and parole, has slightly more than six out of every 10 offenders. Prisons hold only 20 percent of all offenders under department jurisdiction.

# Adult Male Institutional Fiscal Year End Population

FY2008-2012



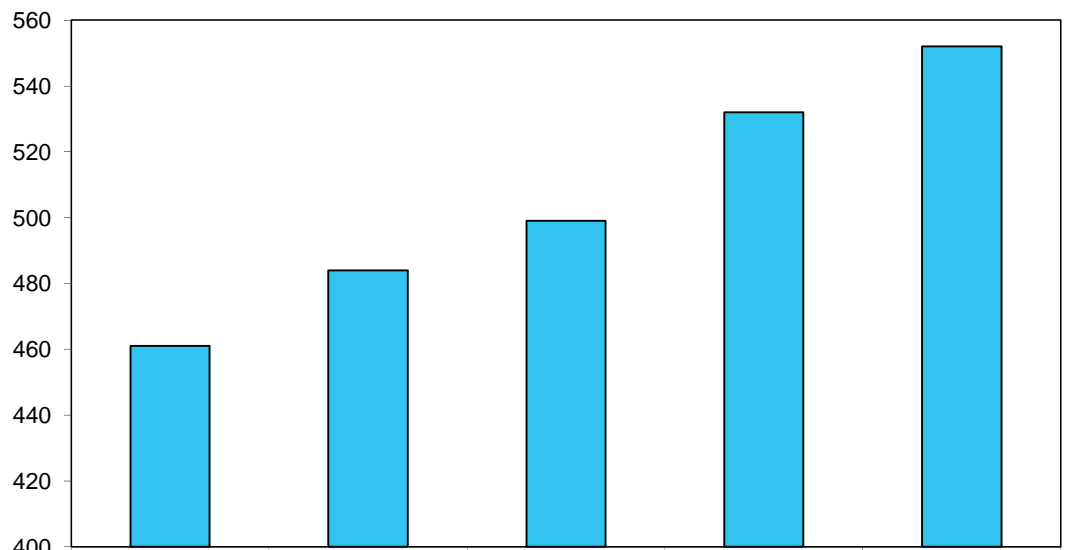
The number of male offenders in some kind of correctional facility increased in 2012 after a one-year decline. The average annual growth in the institutional population was 3 percent during the past five years.

	2008	2009	2010	2011	2012
% Growth	2.0%	3.2%	1.1%	-2.0%	3.7%
Population	3,621	3,738	3,779	3,705	3,842

\* Counts include offenders in prison, prerelease, alcohol and chemical dependency treatment centers, assessment & sanction centers and in county jails.  
Count data as reported by facilities on June 30<sup>th</sup> of each fiscal year.

# Adult Female Institutional Fiscal Year End Population

FY2008-2012



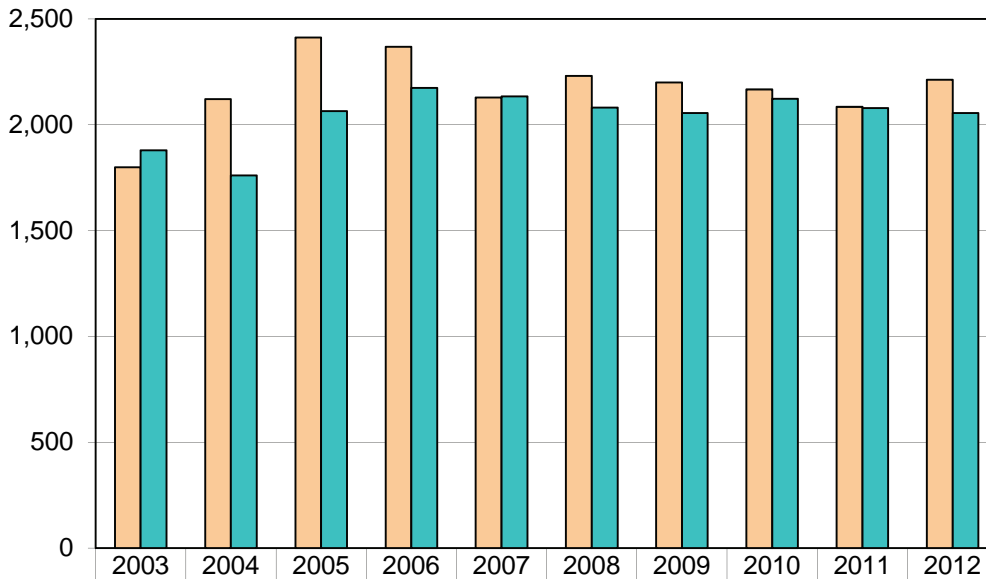
The number of female offenders in correctional institutions grew steadily over the past five years, increasing an average of 4.7 percent annually.

	2008	2009	2010	2011	2012
% Growth	4.8%	5.0%	3.1%	6.6%	3.8%
Population	461	484	499	532	552

\* Counts include offenders in prison, prerelease, alcohol and chemical dependency treatment centers, assessment & sanction centers and in county jails.  
Count data as reported by facilities on June 30<sup>th</sup> of each fiscal year.

## Institutional Admissions and Releases

Fiscal Years 2003 to 2012



Admissions to correctional institutions outpaced releases in 2012 by the largest margin since 2006. Correctional facilities had 157 more admissions than releases in 2012. Only once in the past 10 years — 2007 — did releases exceed admissions.

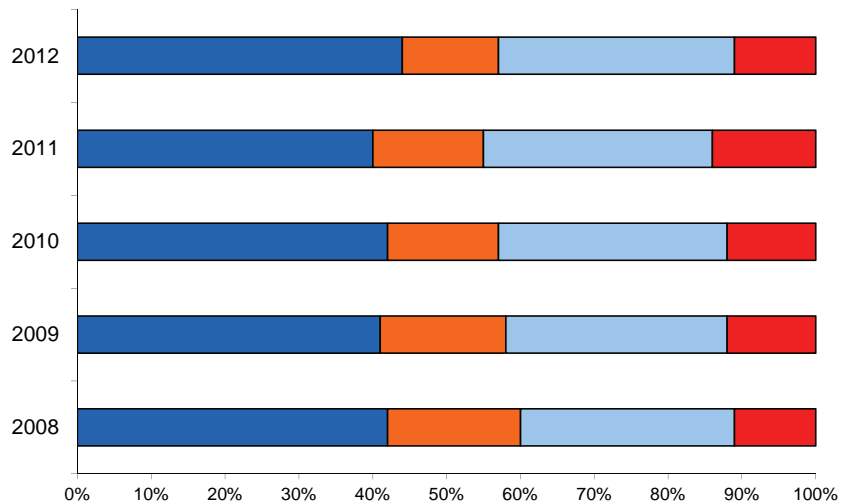
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Admissions	1,798	2,121	2,413	2,369	2,128	2,230	2,200	2,166	2,085	2,212
Releases	1,880	1,761	2,064	2,175	2,133	2,081	2,055	2,122	2,079	2,055

Data extracted from OMIS – 7/18/2012

Montana continues to place its focus on use of non-prison programs. About 76 percent of admissions to correctional facilities in 2012 went to some program other than prison. In the past five years, the average rate of placement in alternative programs was 71 percent.

## Adult Admissions by Type and Placement

FY2008-2012

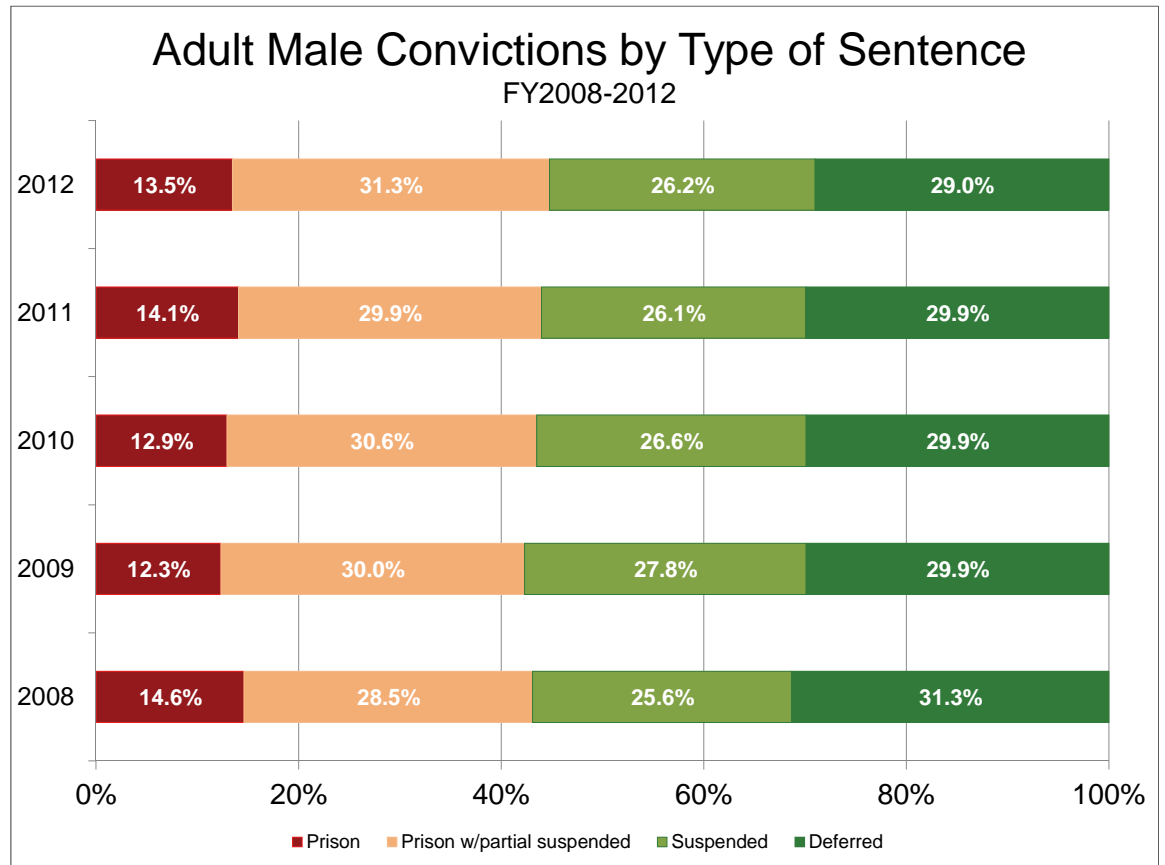


	2008	2009	2010	2011	2012
Revoke to Alternate Placement	42%	41%	42%	40%	44%
Revoke to Prison	18%	17%	15%	15%	13%
New Conviction to Alternate Placement	29%	30%	31%	31%	32%
New Conviction to Prison	11%	12%	12%	14%	11%

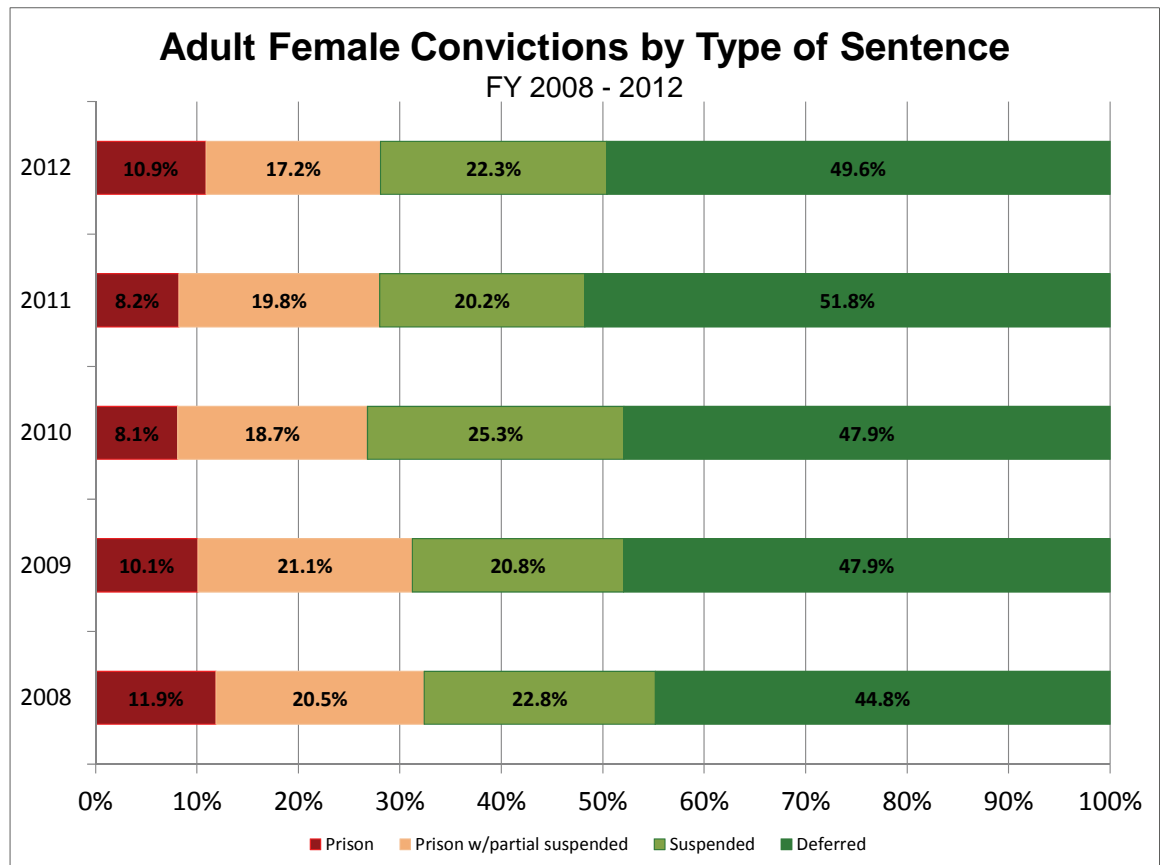
Data extracted from OMIS – 7/20/2012



Judges increased their use of prison in their sentencing of male offenders during the past five fiscal years. In 2008, prison was part of a sentence about 43 percent of the time. In 2012, that increased to almost 45 percent. The use of suspended and deferred sentences changed little in that time.



Montana judges reduced their use of prison in sentencing female offenders during the past five years. In 2008, prison was included in sentencing for nearly a third of the cases (32.4 percent). In 2012, that figure dropped to 28 percent. Judges also increased use of deferred sentences, from 44.8 percent to 49.6 percent, while use of suspended sentences remained about the same.



**Type of Sentence Received by Conviction Offense, FY-2008 to FY-2012**

Offense	Type of Sentence Received											
	Deferred Sentence			Suspended Sentence			Prison Sentence with Partial Suspension Imposed			Prison Sentence with No Suspension Imposed		
	N	%		N	%		N	%		N	%	
<b>Total</b>												
AGGRAVATED ASSAULT	53	23%	53	23%	99	42%	28	12%				
AGGRAVATED KIDNAPPING	1	7%	0	0%	10	71%	3	21%				
ARSON	12	22%	11	20%	19	35%	12	22%				
ASSAULT	57	41%	49	35%	18	13%	15	11%				
ASSAULT ON PEACE OFFICER	65	33%	31	16%	67	34%	32	16%				
ASSAULT WITH A WEAPON	173	34%	148	29%	127	25%	60	12%				
BAIL JUMPING	16	12%	57	44%	27	21%	30	23%				
BURGLARY	506	45%	233	21%	259	23%	116	10%				
CRIMINAL ENDANGERMENT	696	47%	459	31%	196	13%	123	8%				
CRIMINAL MISCHIEF	206	59%	96	27%	34	10%	16	5%				
DECEPTIVE PRACTICES	73	45%	51	32%	20	12%	17	11%				
DELIBERATE HOMICIDE	0	0%	0	0%	12	27%	32	73%				
DISTRIBUTION OF DRUGS	596	42%	385	27%	334	23%	110	8%				
ESCAPE	0	0%	33	23%	19	13%	90	63%				
FELONY DUI	0	0%	33	2%	1739	89%	184	9%				
FORGERY	159	41%	131	34%	58	15%	37	10%				
INCEST	1	1%	12	16%	46	63%	14	19%				
INTIMIDATION	28	39%	21	30%	15	21%	7	10%				
ISSUING BAD CHECKS	296	51%	221	38%	37	6%	31	5%				
KIDNAPPING	1	8%	3	23%	2	15%	7	54%				
MITIGATED DELIBERATE HOMICIDE	0	0%	10	34%	8	28%	11	38%				
NEGLIGENT HOMICIDE	9	21%	0	0%	29	69%	4	10%				
PARTNER/FAMILY MEMBER ASSAULT	84	20%	199	48%	69	17%	62	15%				
PERSISTENT FELONY OFFENDER	0	0%	5	28%	6	33%	7	39%				
POSSESSION OF DEADLY WEAPON BY PRISONER	0	0%	1	9%	2	18%	8	73%				
POSSESSION OF DRUGS	1004	49%	560	27%	178	9%	325	16%				
ROBBERY	43	20%	27	12%	112	51%	36	17%				
SEXUAL ABUSE OF CHILDREN	4	15%	5	19%	13	50%	4	15%				
SEXUAL ASSAULT	27	11%	54	22%	134	55%	27	11%				
SEXUAL INTERCOURSE WITHOUT CONSENT	19	10%	36	18%	117	59%	26	13%				
STALKING	19	48%	12	30%	6	15%	3	8%				
THEFT	841	49%	469	27%	246	14%	172	10%				
<b>OVERALL</b>	<b>4,989</b>	<b>35.4%</b>	<b>3,405</b>	<b>24.1%</b>	<b>4,058</b>	<b>28.8%</b>	<b>1,649</b>	<b>11.7%</b>				

\*\* Totals do not include 27 offenders that received life sentences.

Source: DOC Offender Management Information System - 7/10/2012

<b>Average Sentence Length for Selected Conviction Offenses and Type of Sentence, FY-2008 to FY-2012</b>						
Offense	Type of Sentence					
	Average Deferred Sentence (Months)	Average Suspended Sentence (Months)	Average Prison Sentence (Months) with Partial Suspension Imposed			Average Prison Sentence with No Suspension Imposed (Months)
			Total Term	Net Prison Term*	Suspended Term	
AGGRAVATED ASSAULT	51.6	71.6	181.6	82.0	99.6	163.3
AGGRAVATED KIDNAPPING	36.0	0.0	521.6	273.4	248.2	599.6
ARSON	51.0	115.6	157.2	63.7	93.4	169.9
ASSAULT	40.0	53.6	57.1	26.0	31.1	56.8
ASSAULT ON PEACE OFFICER	34.2	57.8	103.0	48.8	54.2	75.5
ASSAULT WITH A WEAPON	42.2	79.4	144.8	58.2	86.6	107.1
BAIL JUMPING	40.5	53.2	92.4	41.6	50.7	46.4
BURGLARY	40.6	69.8	137.4	57.2	80.2	94.0
CRIMINAL ENDANGERMENT	38.1	63.2	97.6	45.3	52.3	66.1
CRIMINAL MISCHIEF	42.5	60.3	99.3	47.4	52.0	65.2
DECEPTIVE PRACTICES	39.6	66.3	145.1	79.2	65.9	62.8
DELIBERATE HOMICIDE	0.0	0.0	487.7	259.8	227.8	933.1
DISTRIBUTION OF DRUGS	38.7	73.2	123.8	51.1	72.7	67.6
ESCAPE	0.0	51.1	69.4	36.0	33.5	38.6
FELONY DUI	0.0	48.3	64.8	16.8	47.9	66.3
FORGERY	40.4	80.1	113.5	50.6	62.9	59.3
INCEST	72.0	200.8	391.0	191.6	199.4	543.9
INTIMIDATION	34.9	86.2	100.7	44.0	56.8	77.1
ISSUING BAD CHECKS	39.9	58.3	125.3	64.2	61.1	48.8
KIDNAPPING	72.0	79.9	149.9	72.0	77.9	111.4
MITIGATED DELIBERATE HOMICIDE	0.0	120.4	400.2	229.3	170.9	479.7
NEGLIGENT HOMICIDE	57.3	0.0	190.6	90.7	99.9	230.8
PARTNER/FAMILY MEMBER ASSAULT	33.0	48.8	70.1	31.5	38.6	56.7
PERSISTENT FELONY OFFENDER	0.0	179.9	319.8	149.9	169.9	56.5
POSSESSION OF DEADLY WEAPON BY PRISONER	0.0	60.0	149.9	89.9	60.0	102.7
POSSESSION OF DRUGS	32.2	48.4	74.8	37.5	37.3	52.7
ROBBERY	41.1	85.1	177.0	73.6	103.5	150.9
SEXUAL ABUSE OF CHILDREN	57.0	81.6	461.2	155.0	306.3	404.7
SEXUAL ASSAULT	55.7	158.8	290.7	111.5	179.2	460.6
SEXUAL INTERCOURSE WITHOUT CONSENT	48.6	109.4	330.6	140.8	189.8	438.9
STALKING	34.4	38.5	54.0	30.0	24.0	44.0
THEFT	42.2	66.6	112.3	51.3	61.0	62.3

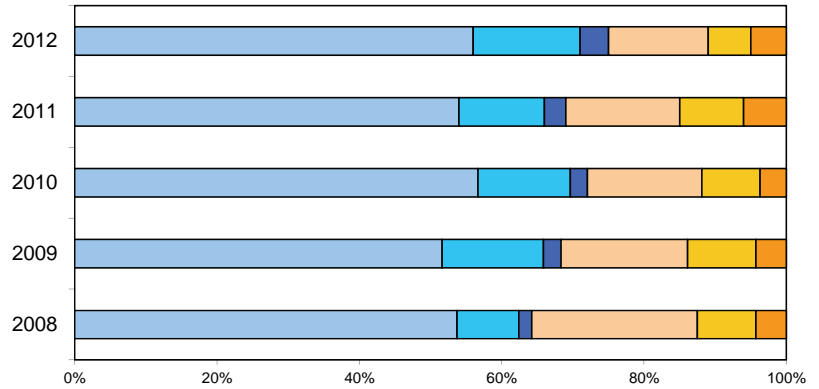
\*Net Prison Term=Total Prison Term-Suspended Term

\*\* Averages do not include 27 offenders that received life sentences.

Source: DOC Offender Management Information System - 7/10/2012

The criminal justice and corrections systems are making greater use of prison alternatives for both male and female offenders. In 2008, almost 36 percent of male admissions were to prison. In 2012, that percentage dropped to 25. The remaining 75 percent of admissions involved placements other than prison. Use of prison for nonviolent offenders also declined, from 23.3 percent to 14 percent in the five years.

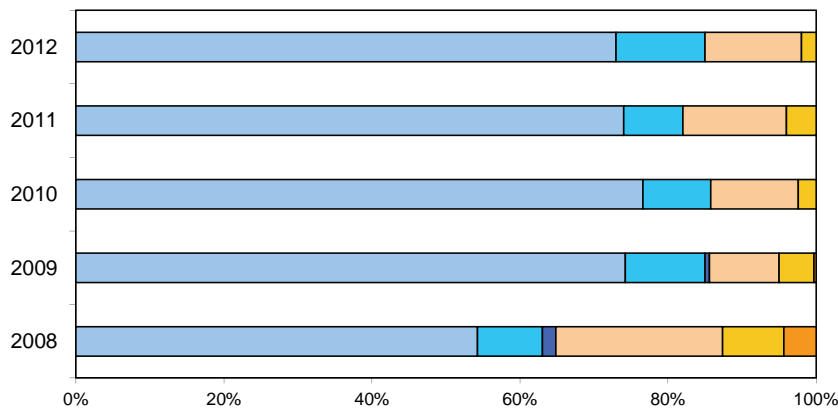
## Male Admissions by Type and Initial Placement FY2008-2012



	2008	2009	2010	2011	2012
Non-Sex/Violent Offender Alternate Placement	53.7%	51.7%	56.7%	54.0%	56.0%
Violent Offender To Alternate Placement	8.7%	14.2%	13.0%	12.0%	15.0%
Sex Offender Alternate Placement	1.8%	2.5%	2.4%	3.0%	4.0%
Non-Sex/Violent Offender To Prison	23.3%	17.8%	16.1%	16.0%	14.0%
Violent Offender To Prison	8.2%	9.6%	8.2%	9.0%	6.0%
Sex Offender To Prison	4.3%	4.3%	3.7%	6.0%	5.0%

Sexual and violent offenses are defined on the Department of Justice Sexual and Violent Offender Registry website.  
OMIS data extracted 7/20/2012

## Female Admissions by Type and Initial Placement FY2008-2012



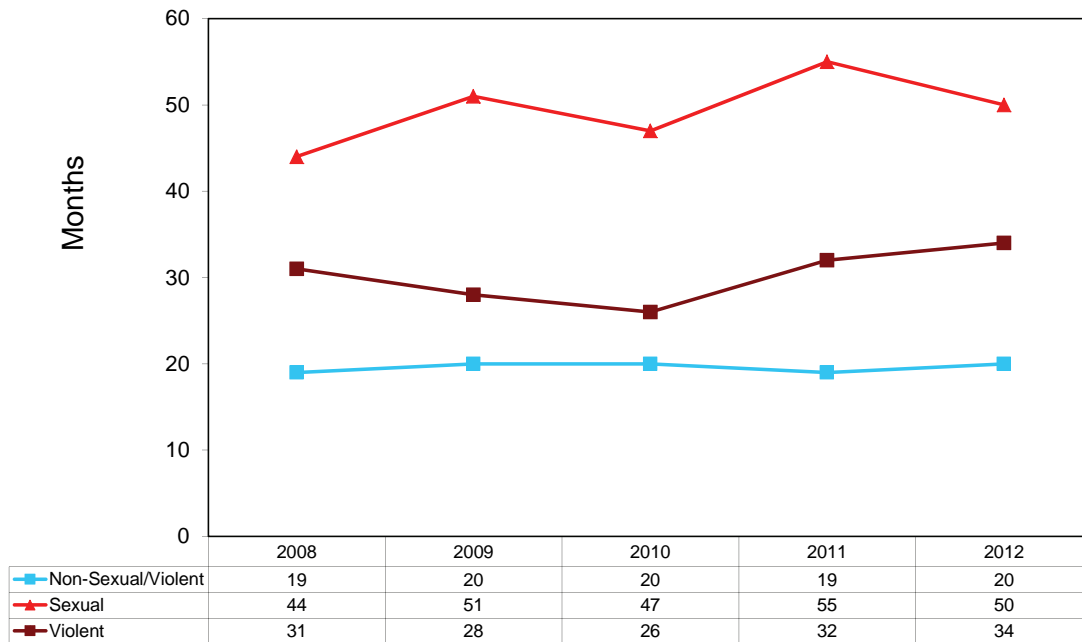
	2008	2009	2010	2011	2012
Non-Sex/Violent Offender Alternate Placement	53.7%	74.3%	76.6%	74.0%	73.0%
Violent Offender To Alternate Placement	8.7%	10.8%	9.2%	8.0%	12.0%
Sex Offender Alternate Placement	1.8%	0.6%	0.0%	0.0%	0.0%
Non-Sex/Violent Offender To Prison	22.3%	9.4%	11.8%	14.0%	13.0%
Violent Offender To Prison	8.2%	4.7%	2.4%	4.0%	2.0%
Sex Offender To Prison	4.3%	0.3%	0.0%	0.0%	0.0%

Sexual and violent offenses are defined on the Department of Justice Sexual and Violent Offender Registry website.  
OMIS data extracted 7/20/2012

The five-year trend for admissions of male offenders was even more pronounced for admissions of female offenders. In 2008 nearly 35 percent of women entering the corrections system went to prison. By 2012, that number dropped to 15 percent. The percentage of women going to prison for nonviolent crimes declined from 22.3 percent to 13 percent.

## Male Average Length of Institutional Stay by Sexual, Violent & Non-Sexual/Violent Status

FY2008-2012

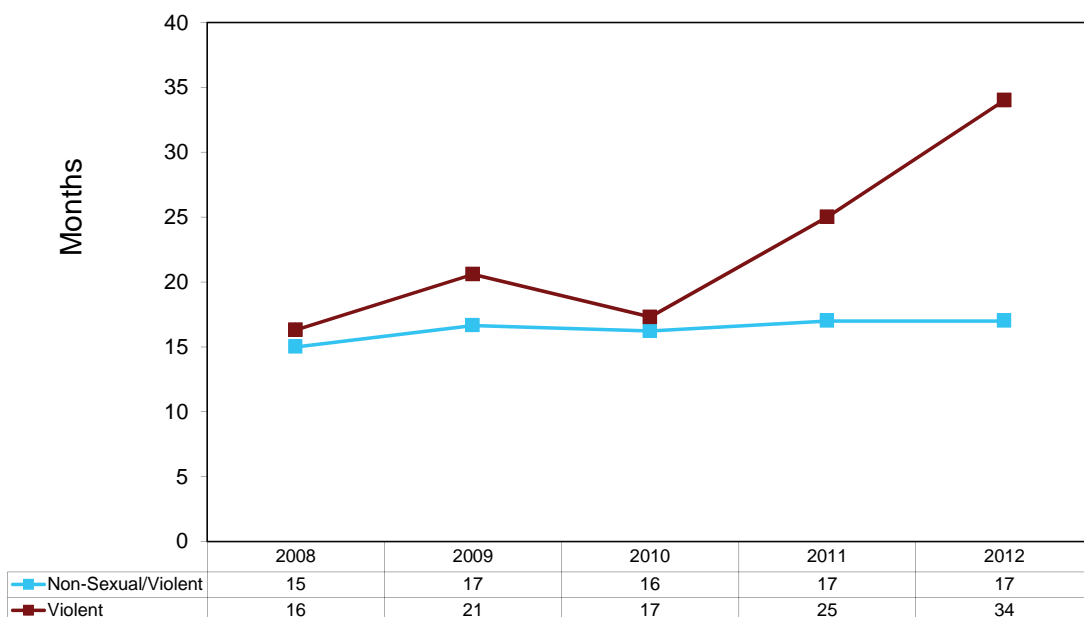


Sexual and violent offenses are defined on the Department of Justice Sexual and Violent Offender Registry website.  
OMIS data extracted 7/20/2012

Offenders released in fiscal year 2012 from any correctional institution spent an average of 22½ months in the facility before being discharged. Male offenders stayed an average of 23.4 months before being released. That is a half-month less than the average stay of a male inmate in prison. Compared with nonviolent offenders, violent offenders in all correctional institutions stay an average of 14 months longer and sexual offenders stay 30 months longer.

## Female Average Length of Institutional Stay by Sexual, Violent & Non-Sexual/Violent Status

FY2008-2012

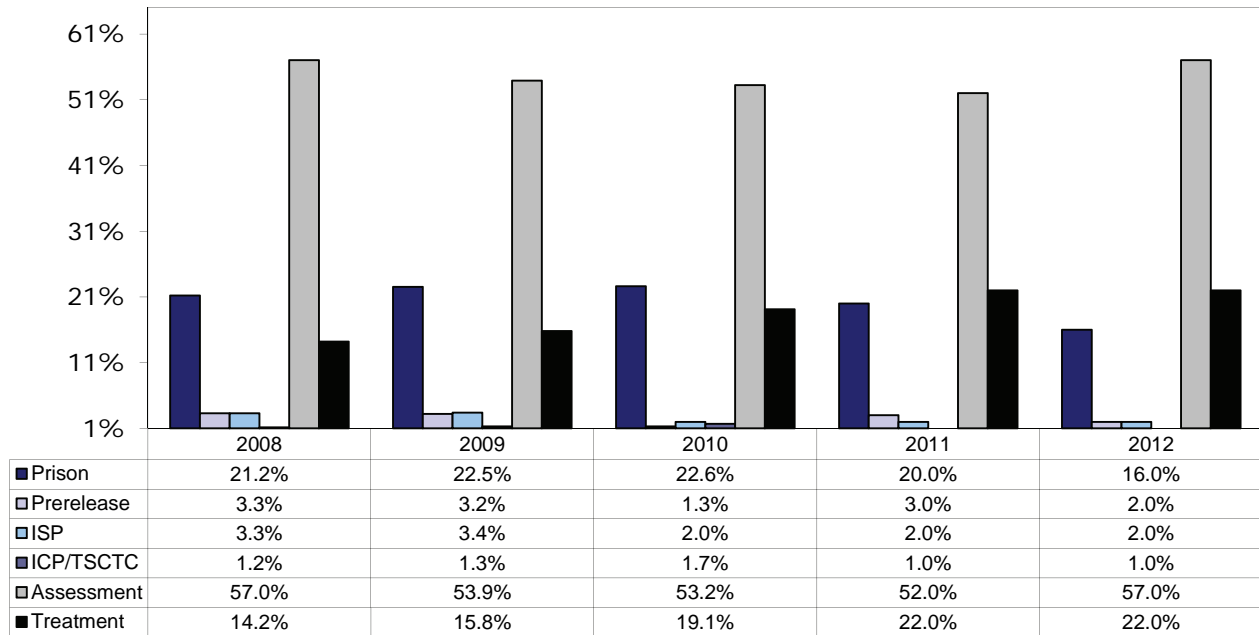


Sexual and violent offenses are defined on the Department of Justice Sexual and Violent Offender Registry website.  
OMIS data extracted 7/20/2012

Female offenders released from correctional institutions in 2012 had an average stay of slightly more than 18 months, or about 5½ months less than the average stay for male offenders. Females in prison stay about a month less than they stay in all correctional facilities. On average, violent female offenders stay twice as long as nonviolent offenders.

# DOC Commits by Initial Placement

## FY2008-FY2012



Treatment includes WATCH, Connections Corrections, Passages ADT, Elkhorn Treatment Center and NEXUS Treatment Center

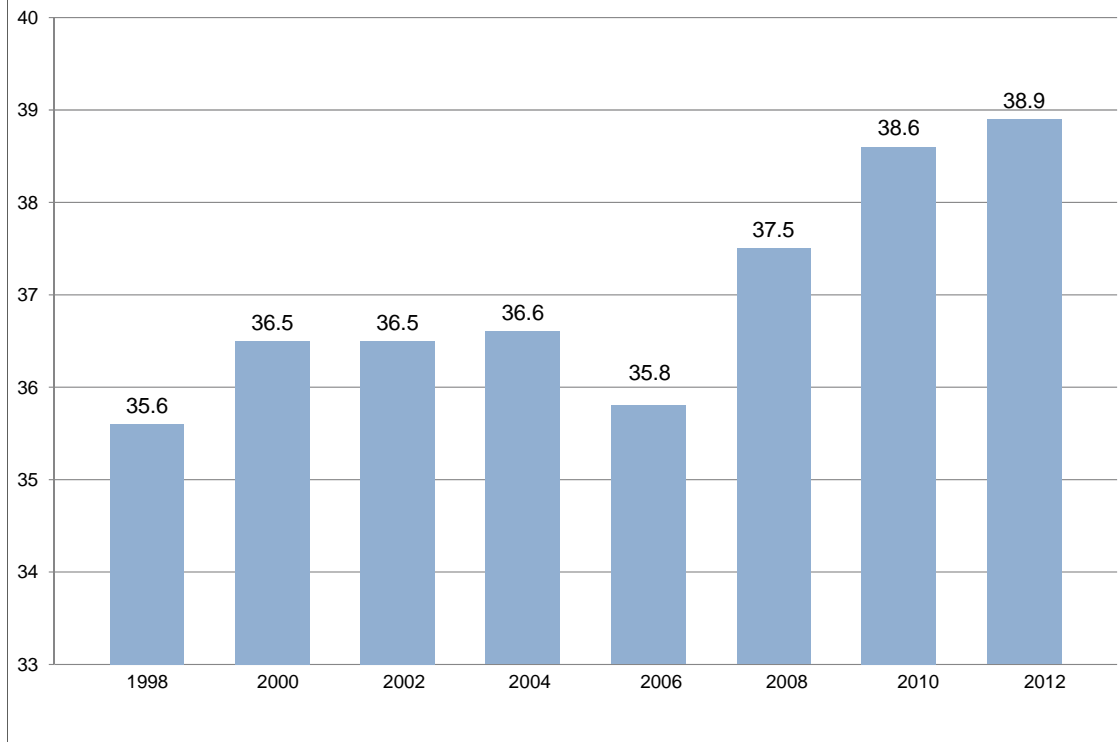
Data extracted from P&P Monthly Reports FY2008 to FY2012

Department of Corrections commitments reflect a unique feature of the Montana criminal justice system. Judges are able to sentence an offender to the custody of the department, which is responsible for determining the most appropriate placement for offenders based on their individual circumstances, risk and needs.

Sixteen percent of “DOC commits” initially went to prison in fiscal year 2012. Five years earlier, that rate was 21.2 percent. Twenty-two percent go to a treatment program, an increase from 2008 when only 14 percent went to such programs. Most of the DOC commits (57 percent) are placed in assessment centers for further evaluation as to their needs and final decisions on where they should go.

## Average Age of Montana Offenders

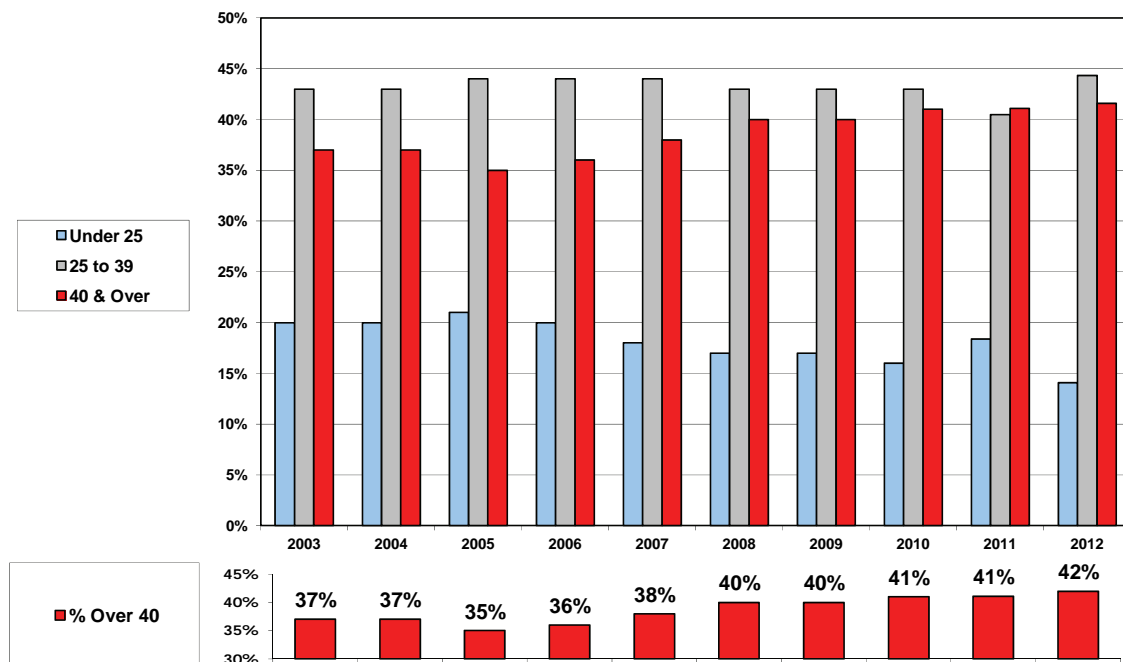
FY1998-2012



The average age of Montana offenders continues to rise, increasing by about three years since 2008. That nearly 9 percent change contrasts with a relatively stable previous four years when the average age increased by just one year.

## Institutional Populations by Age Groups

FY2003-2012

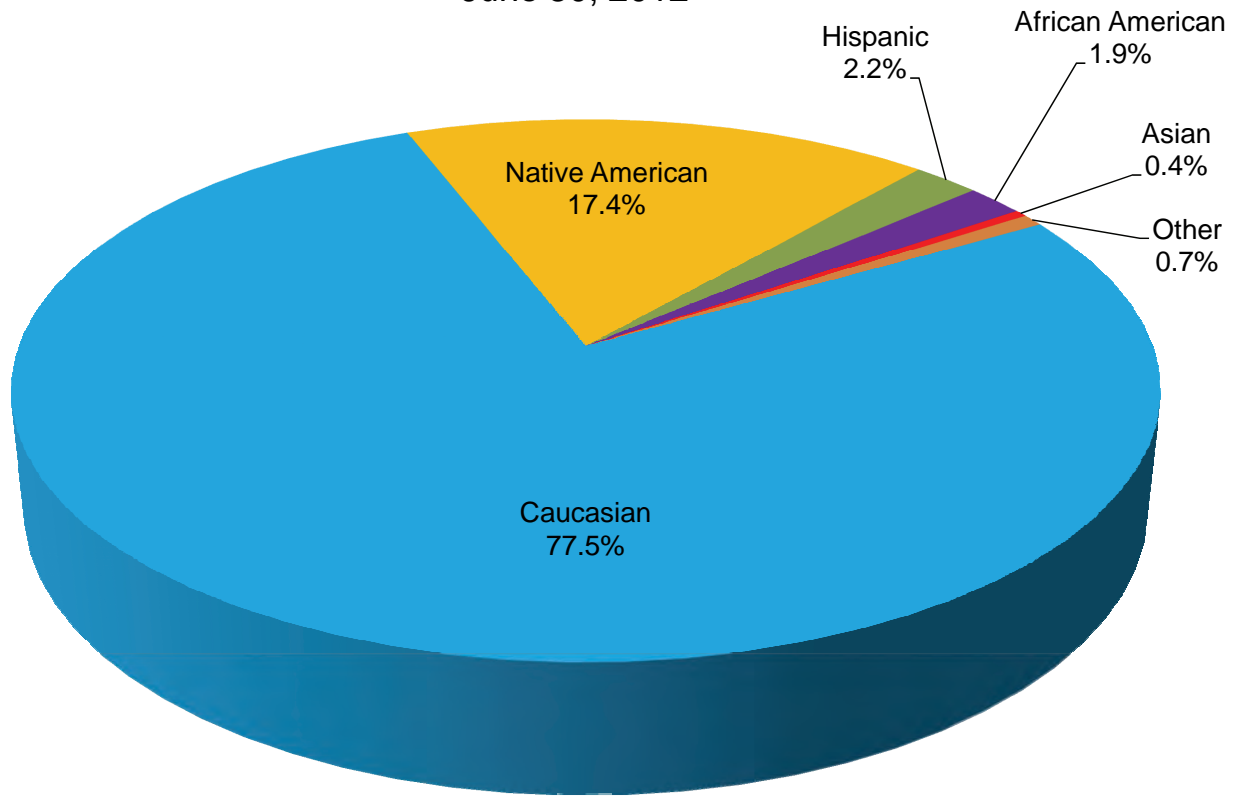


The portion of offenders in Montana correctional institutions over 40 years of age has increased from 37 percent to 42 percent in the past 10 years. That is the fastest-growing segment of the population. The under-25 group has declined and the 25-39 year-old segment has remained relatively unchanged.

Extracted from OMIS 7/11/2012

# Ethnic Distribution of Montana Offenders

June 30, 2012

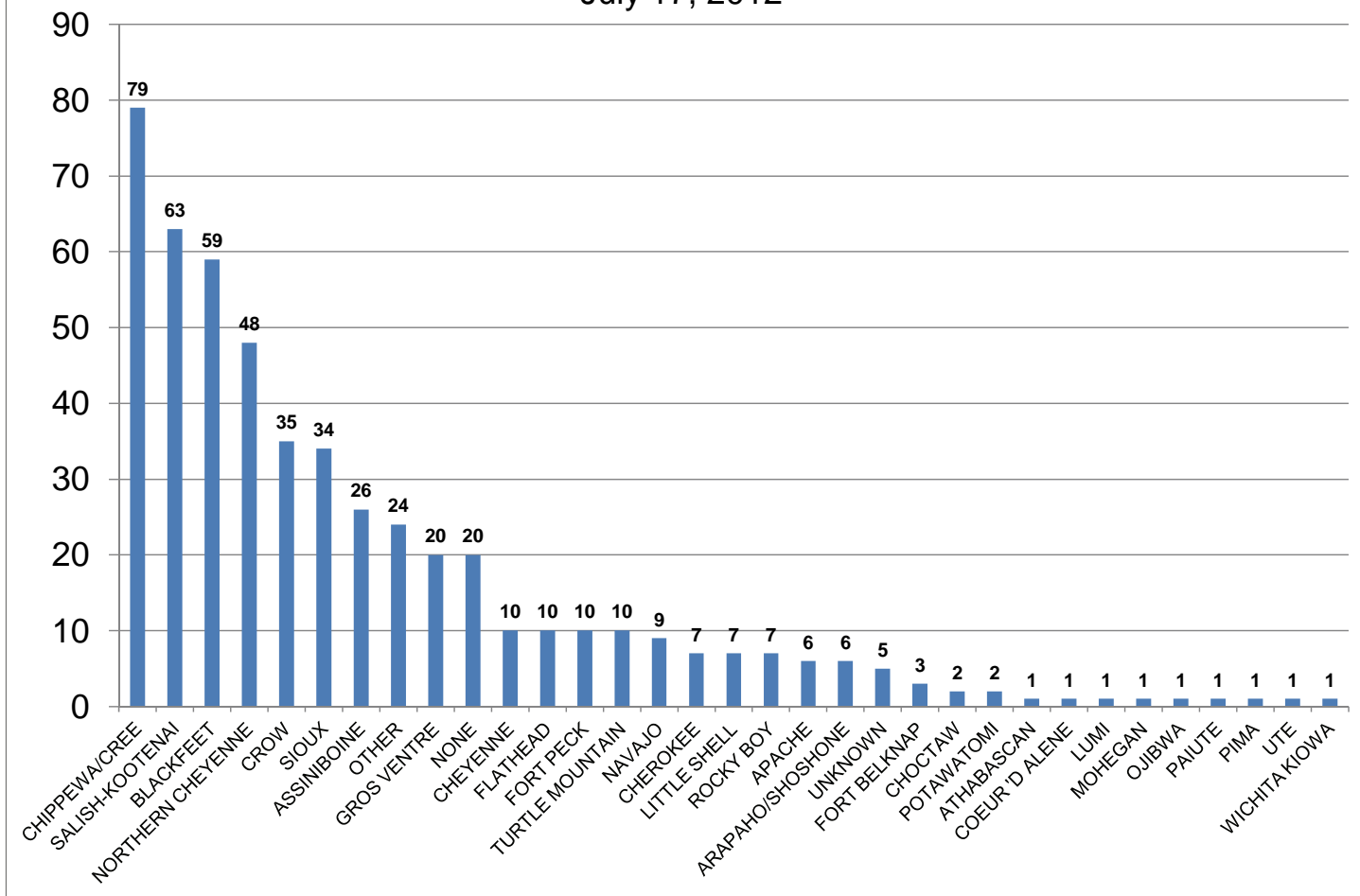


Based on self-reporting by offenders, Native Americans continue to be over-represented in the corrections system. Although they make up about 7 percent of Montana's overall population, Native Americans account for more than 17 percent of the total number of offenders under department supervision. This includes offenders anywhere in the corrections system, from prison to parole and probation. All other minorities represent 5.2 percent of the offender population.



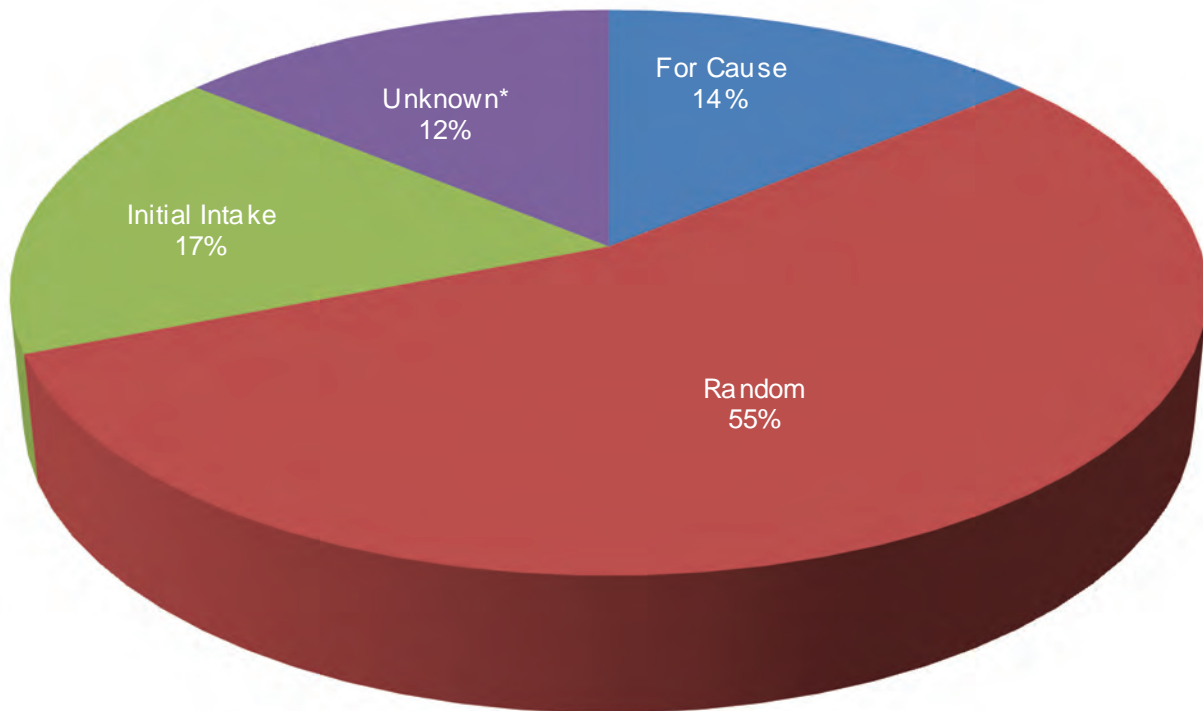
# Tribal Affiliation of American Indian Inmates

July 17, 2012



Offenders identifying themselves as Native American also have the opportunity to identify a tribal affiliation, if any. That information is collected at whatever point they enter the corrections system. Based on that self-identification, a snapshot of the male and female prison population taken in mid-2012 showed almost half of the 512 Native Americans at that time were members of the Chippewa-Cree, Salish-Kootenai, Blackfeet or Crow tribes.

## Adult Offender Drug Testing by Reason FY2012



\*Entry shows multiple categories or category not specified.

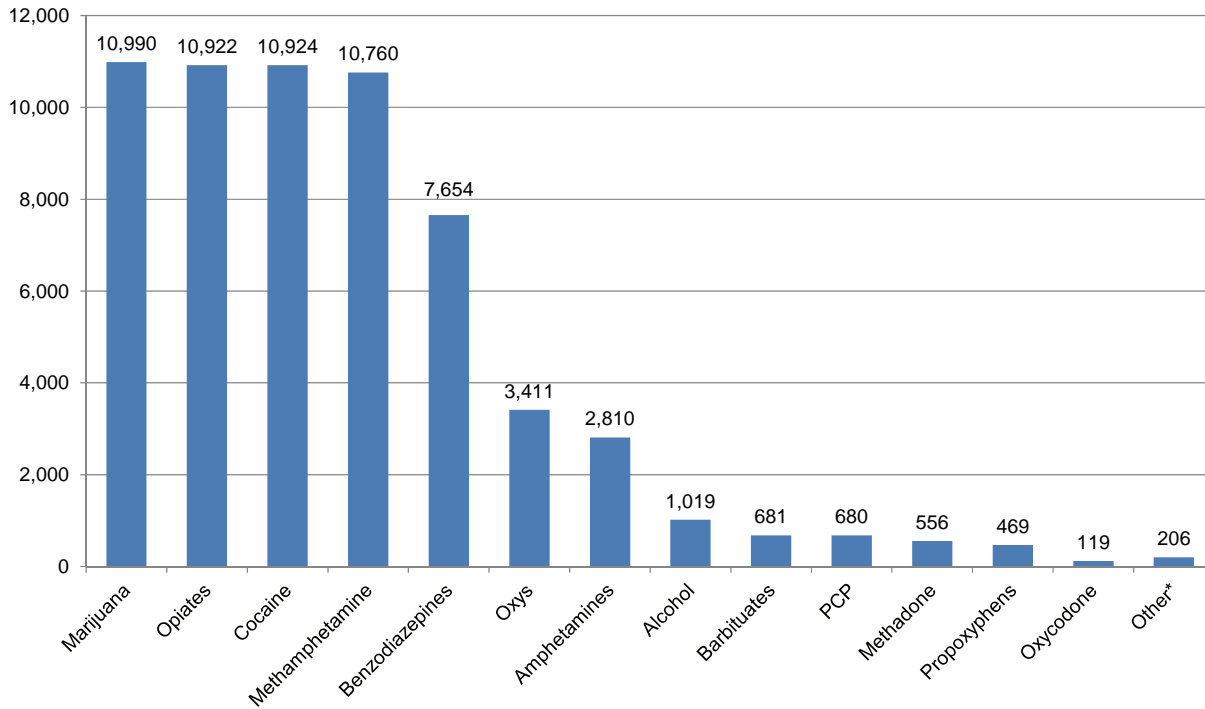
Drug and alcohol use is a common factor in most criminal activity and more than 90 percent of all offenders have some kind of substance abuse problems. As a result, drug testing is a major part of managing offenders in the corrections system. Department of Corrections standards dictate that drug screenings be administered to adult offenders upon entry to a facility or program, whenever officials have reason to believe an offender is using, and on a random basis. The number of drug screenings administered by department personnel is tracked through entries in the agency's offender management system.

In fiscal year 2012, the department administered 13,195 drug tests. Ninety percent of those were administered to adult offenders throughout the system. Slightly more than half of the drug tests occurred randomly, 17 percent occurred upon initial intake and 14 percent were administered because officials suspected illegal drug or alcohol use by offenders. The remaining 12 percent did not fall into any category because the entries listed multiple categories or no designation was listed.

Individual tests most often screen for multiple drugs. That results in a large number of tests related to certain drugs. Marijuana, opiates, cocaine and methamphetamine were the most common drugs targeted in these multi-panel tests, with each substance included in about almost 11,000 tests.

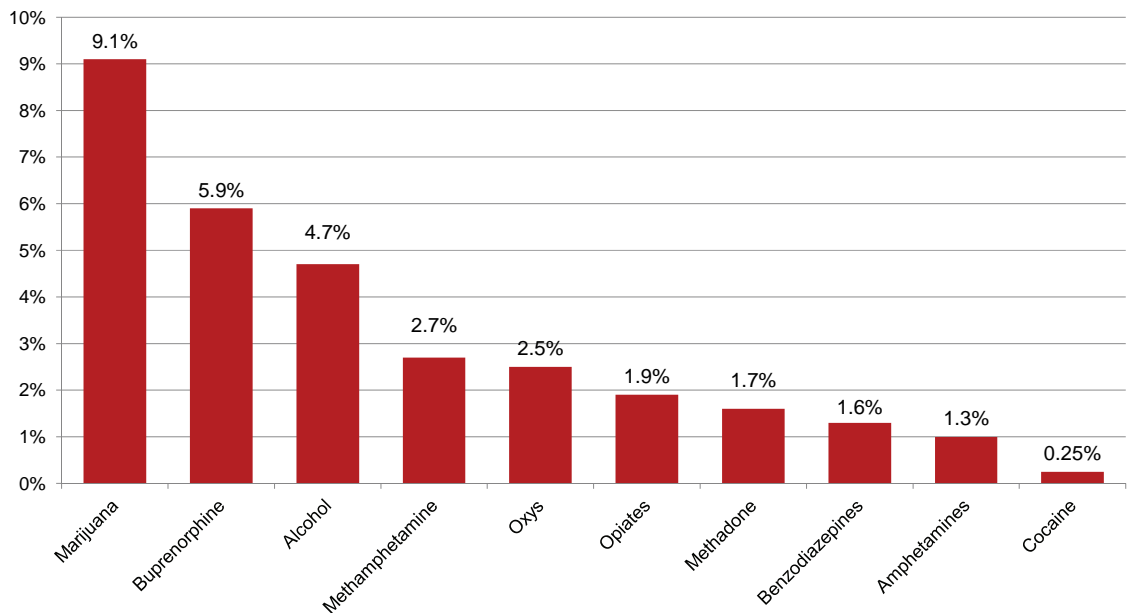
Drugs were found relatively seldom in the testing, indicating the use of such testing acts as an effective deterrent for offenders. Marijuana was the drug most frequently found, but even then was detected in fewer than one out of every 10 tests. Buprenorphine, a drug used to treat opiate addiction with some of the same effects as opiates, was found in about 6 percent of the tests and alcohol was detected in 4.7 percent of tests.

## Offender Drug Screenings by Drug Type FY2012



\*Other includes buprenorphine, synthetic cannabinoid, tobacco, doladiesas, ecstasy, wellbutrin

## Percentage of Drug Screenings System-wide With Positive Results by Type of Drug FY2012

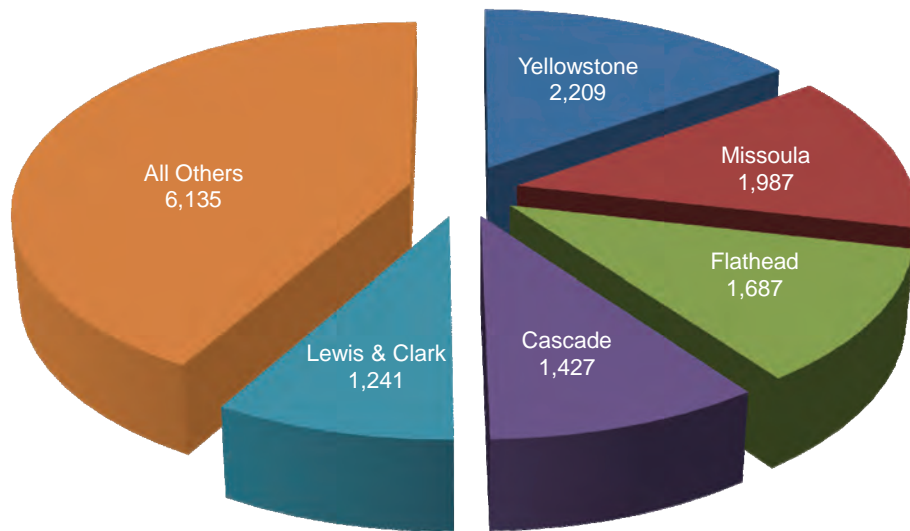


NOTE: Excludes drugs with fewer than five positive results.

## County Contributions to Offender Population

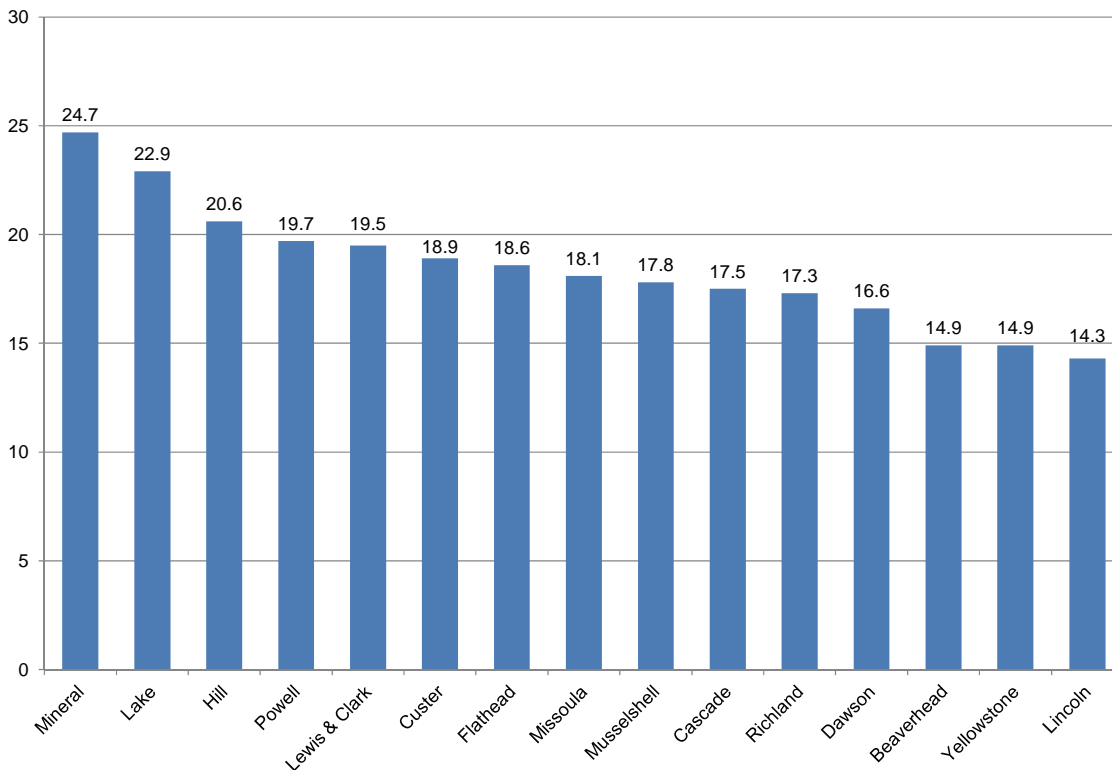
June 30, 2012

Montana's most-populous counties contribute the largest number of offenders to the corrections system. The five counties with largest population were responsible for 58 percent of all offenders counted in mid-2012. The other 51 counties combined sent 42 percent of offenders.



## Offender Population Rates by County

Per 1,000 Residents



Determining offender population rates for Montana counties provides an analysis that corrects for population variances among the counties. Western Montana counties of Mineral and Lake and the Hi-Line's Hill County contribute offenders at rates above 20 per 1,000 residents.

# County of Sentence

6/30/2012

County <sup>1</sup>	Count of Inmates <sup>2</sup>	Count of Offenders in an Alternate Facility <sup>3</sup>	Count of Offenders in a Prerelease <sup>4</sup>	Count of Offenders on P&P Supervision <sup>5</sup>	Count of All Active DOC Offenders <sup>6</sup>	Number Per 1000 County Population	County Population on July 1, 2012 <sup>7</sup>
BEAVERHEAD	14	7	3	114	138	14.9	9,253
BIG HORN	21	17	14	113	165	12.8	12,914
BLAINE	7	2	4	30	43	6.6	6,507
BROADWATER	13	3	0	47	63	11.2	5,629
CARBON	15	9	1	75	100	9.9	10,085
CARTER	0	1	0	4	5	4.3	1,154
CASCADE	284	78	84	981	1,427	17.5	81,519
CHOUTEAU	7	3	2	23	35	6.0	5,803
CUSTER	52	16	13	140	221	18.9	11,703
DANIELS	0	0	0	5	5	2.8	1,758
DAWSON	28	11	5	104	148	16.6	8,936
DEER LODGE	26	12	5	77	120	12.9	9,294
FALLON	3	2	2	23	30	10.4	2,887
FERGUS	23	6	6	87	122	10.5	11,582
FLATHEAD	231	115	106	1,235	1,687	18.6	90,901
GALLATIN	121	50	35	626	832	9.3	89,658
GARFIELD	0	0	0	7	7	5.9	1,192
GLACIER	17	6	9	80	112	8.3	13,451
GOLDEN VALLEY	0	1	2	3	6	6.8	884
GRANITE	1	1	1	15	18	5.8	3,082
HILL	74	24	43	192	333	20.6	16,152
JEFFERSON	15	6	6	71	98	8.6	11,424
JUDITH BASIN	1	0	0	11	12	5.8	2,068
LAKE	126	53	49	432	660	22.9	28,766
LEWIS & CLARK	184	95	85	877	1,241	19.5	63,620
LIBERTY	2	0	0	6	8	3.4	2,344
LINCOLN	57	12	18	194	281	14.3	19,670
MADISON	8	7	0	47	62	8.1	7,691
MCCONE	2	1	0	21	24	13.8	1,741
MEAGHER	2	1	1	12	16	8.5	1,887
MINERAL	22	8	2	72	104	24.7	4,219
MISSOULA	358	127	106	1,396	1,987	18.1	109,494
MUSSELSHELL	8	7	5	61	81	17.8	4,560
PARK	23	6	4	105	138	8.8	15,608
PETROLEUM	1	0	0	5	6	12.1	495
PHILLIPS	6	1	1	23	31	7.3	4,249
PONDERA	5	7	5	34	51	8.3	6,160
POWDER RIVER	1	0	0	5	6	3.4	1,741
POWELL	58	11	5	64	138	19.7	7,022
PRAIRIE	2	1	0	7	10	8.4	1,189
RAVALLI	132	38	32	390	592	14.7	40,308
RICHLAND	21	12	10	126	169	17.3	9,759
ROOSEVELT	5	4	3	57	69	6.6	10,453
ROSEBUD	23	8	4	95	130	14.0	9,254
SANDERS	31	6	7	74	118	10.4	11,382
SHERIDAN	5	1	0	25	31	9.2	3,377
SILVER BOW	91	27	28	290	436	12.7	34,234
STILLWATER	16	5	4	67	92	10.1	9,121
SWEET GRASS	4	0	2	20	26	7.2	3,622
TETON	9	2	1	48	60	9.9	6,081
TOOLE	21	3	2	44	70	13.1	5,337
TREASURE	0	0	0	9	9	12.6	713
VALLEY	19	6	3	55	83	11.3	7,359
WHEATLAND	4	0	0	10	14	6.5	2,166
WIBAUX	0	0	0	7	7	6.9	1,008
YELLOWSTONE	410	178	168	1,453	2,209	14.9	148,432
<b>Total</b>	<b>2,609</b>	<b>997</b>	<b>886</b>	<b>10,194</b>	<b>14,686</b>	<b>14.8</b>	<b>990,898</b>

<sup>1</sup> County is based on last Sentence Date of legal judgments entered in OMS.

<sup>2</sup> Inmates include MWP, MSP, Regional & Private Prisons, Inmates Out to Court, and Offenders in County Jails pending transport to prison.

<sup>3</sup> Alternate facilities include Boot Camp, CD/Alcohol Treatment Centers, Assessment & Sanction Centers and Offenders in County Jails pending transport to an alternate facility.

<sup>4</sup> Offenders in a prerelease include residents and those in the Transitional Living program.

<sup>5</sup> Probation and Parole includes Probation, Parole and Conditional Release.

<sup>6</sup> Counts include persons on Interstate Compact or in Jail or Prison in another state. Counts include persons who have absconded from supervision. Counts do not include a small group where data entry of legal judgments is pending receipt of court documents. Counts do not include out of state persons on courtesy supervision in Montana.

<sup>7</sup> <http://ceic.mt.gov/Demog/estimate/pop/County/CO-EST2010-01-30.htm> - Release Date: September 2011

## Adult Offender Population Demographics

Average Age is Calculated as of 6/30/2012

Gender	Correctional Status	Type	Race					Gender Totals	Combined Totals	
			White	American Indian	African American	Asian	Other			
Female	Inmate	Age	38.4	34.9	22.8	0.0	22.4	37.0		
		Percent	63.4%	35.8%	0.4%	0.0%	0.4%	9.3%	1.8%	
	PASC	Age	35.7	33.9	0.0	0.0	38.2	35.2		
		Percent	64.4%	31.1%	0.0%	0.0%	4.4%	1.8%	0.3%	
	Chemical Depednancy	Age	37.0	36.1	28.1	0.0	0.0	36.6		
		Percent	66.7%	31.4%	2.0%	0.0%	0.0%	4.1%	0.8%	
	Prerelease	Age	36.8	33.5	0.0	29.1	35.9	35.9		
		Percent	72.6%	25.8%	0.0%	1.1%	0.5%	7.5%	1.4%	
	Conditional Release	Age	39.8	38.8	37.2	0.0	0.0	39.5		
		Percent	78.6%	20.4%	1.0%	0.0%	0.0%	7.9%	1.5%	
	Parole	Age	41.0	40.9	37.4	0.0	0.0	40.8		
		Percent	77.4%	19.8%	2.8%	0.0%	0.0%	4.3%	0.8%	
	Probation	Age	39.3	37.3	32.5	36.1	34.5	38.8		
		Percent	80.2%	17.5%	1.0%	0.5%	0.8%	65.1%	12.6%	
	Overall	Age	39.0	36.7	32.8	34.7	34.3	38.4		
		Percent	77.0%	21.0%	1.0%	0.4%	0.7%		19.3%	
	Male	Inmate	Age	40.9	37.7	37.4	39.8	28.7	40.1	
			Percent	77.2%	19.6%	3.0%	0.1%	0.0%	24.3%	19.6%
MASC/START /TSCTC		Age	34.0	33.2	34.6	29.0	34.6	33.8		
		Percent	75.4%	20.2%	2.4%	1.5%	0.6%	3.2%	2.6%	
Chemical Depednancy		Age	39.4	37.7	37.6	26.0	36.0	38.9		
		Percent	75.6%	20.9%	0.9%	0.6%	1.9%	3.1%	2.5%	
Prerelease		Age	35.9	34.7	37.6	37.5	36.9	35.6		
		Percent	72.8%	24.6%	1.4%	0.7%	0.5%	7.0%	5.7%	
Conditional Release		Age	36.9	39.1	38.3	36.9	26.6	37.2		
		Percent	79.6%	16.8%	2.2%	0.6%	0.7%	6.4%	5.2%	
Parole		Age	43.0	41.4	35.7	54.7	0.0	42.6		
		Percent	82.7%	14.9%	2.2%	0.1%	0.0%	6.5%	5.2%	
Probation		Age	39.3	38.4	37.8	33.3	35.7	39.1		
		Percent	83.4%	13.4%	1.7%	0.4%	1.0%	49.4%	39.9%	
Overall	Age	39.4	37.8	37.4	34.2	35.0	39.0			
	Percent	80.4%	16.5%	2.1%	0.4%	0.7%		80.7%		
Combined Totals		Age	39.3	37.5	36.9	34.3	34.9	38.9		
		Percent	79.7%	17.4%	1.9%	0.4%	0.7%			

Inmates include offenders in MSP, MMP, CCC, GFRP, DCCF, Jail Hold, and Out to Court.

Chemical Dependency Treatment includes offenders in WATCH, CCP, PADT, Elkhorn and NEXUS

Prerelease includes Prerelease and Transitional Living.

Extracted from OMS on 7/12/2012

## Offender Population

The charts on the following two pages show the distribution of offenders throughout the corrections system on the basis of annual average daily populations within various programs. The chart contain detailed population figures for each correctional program or facility. The chart is divided into four major correctional divisions: male prison, female prison, alternatives to prison (treatment, sanction, assessment and revocation programs), prerelease centers, specialized community supervision, and probation and parole.

The charts include the department's population projections for fiscal year 2013 and the next eight fiscal years, as adopted by the agency's population management team. The projections are based on recent and current trends, as well as the expertise and experience of correctional professionals in the department.

**The average number of offenders supervised daily by the department increased by 9.6 percent between fiscal years 2006 and 2008, but grew by just 0.1 percent since 2008.**

But it's important to note that, although the total number of offenders reflected at the bottom of the chart has changed little in the past few years, the system has seen significant increases in certain populations, including the women's prison, alternatives to prison and specialized supervision programs. The women's prison population increased almost 19 percent from 2010 to 2012 and alternative programs saw a more than 11 percent growth.

Each category of programs has a limited capacity for offenders. The figures in red indicate whether projected populations may exceed those capacities. A positive red number indicates the expected population will exceed capacity; a negative red number means that a program's capacity will be able to accommodate the projected number of offenders.

The projections are adjusted to reflect the potential effect of the Montana Reentry Initiative, which is expected to reduce the recidivism rate and limit the growth of some offender populations. During the next eight fiscal years, the reentry effort is expected keep almost 1,100 offenders out of prison and another 900 offenders would avoid prerelease centers and alternatives to prison due to reentry programs and services. In FY2021 alone, most offender populations will be about 10 percent lower than they would be if not for the reentry initiative. (See page A-26.)

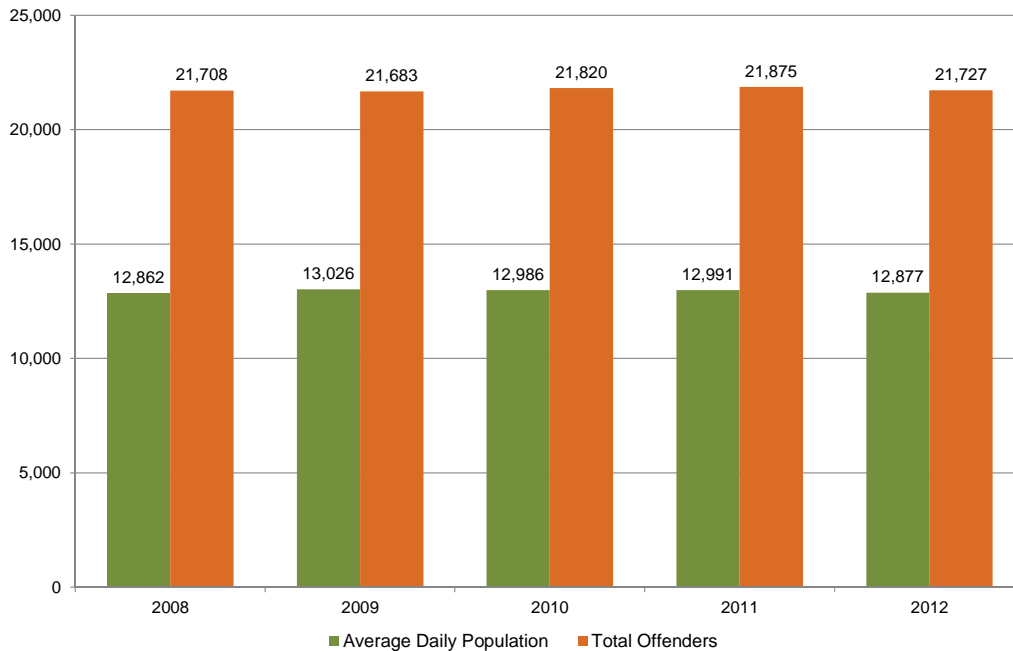
Still, the corrections system will need to supervise about 386 more offenders by fiscal year 2017, including 69 more prison inmates. Population projections beyond fiscal year 2017, while less certain, indicate a need to increase capacity in the entire corrections system by 912 through fiscal year 2021. The male prison system needs 103 beds within those eight years and 70 beds will be required for female inmates during that time. Programs offering alternatives to prison require almost 270 beds while probation and parole will need to handle 414 more offenders by 2021.







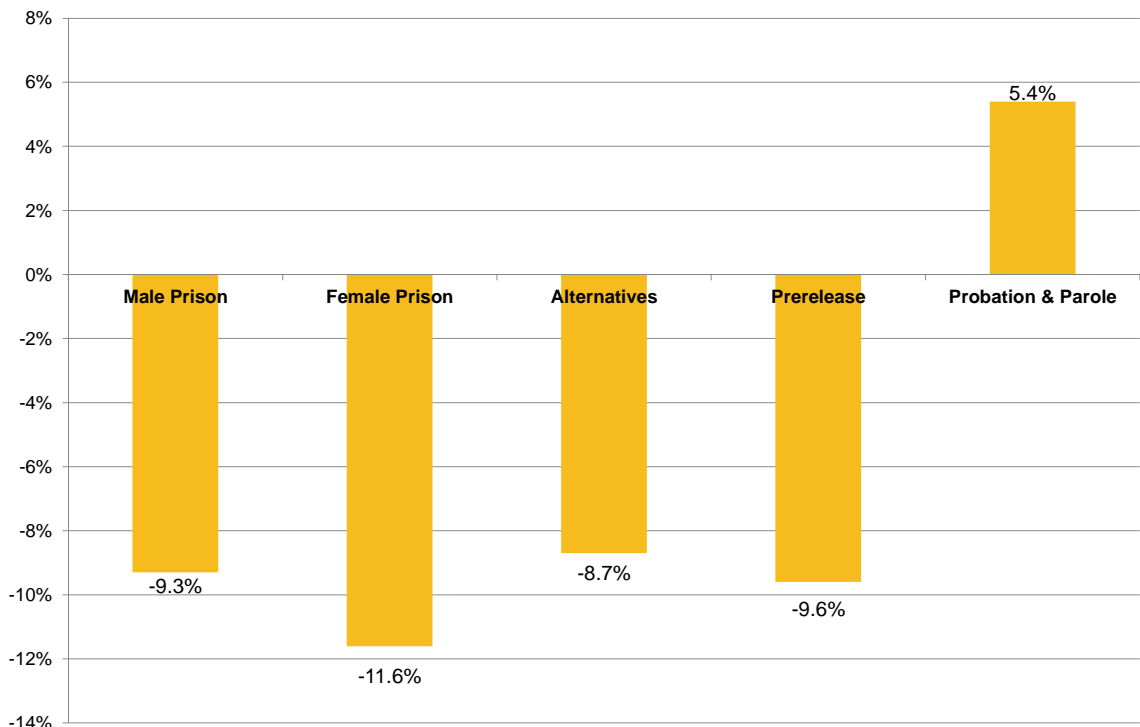
## Average Daily Offender Population vs Total Supervised FY2008-2012



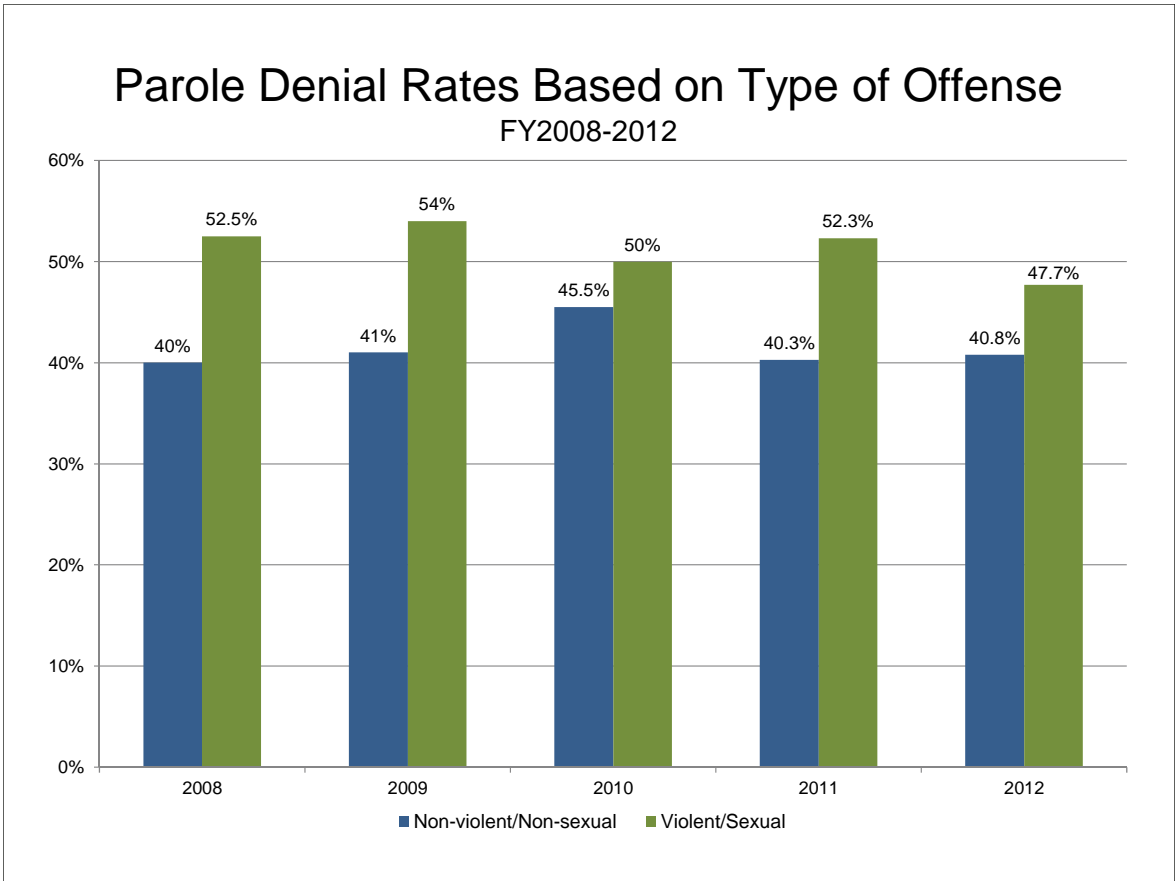
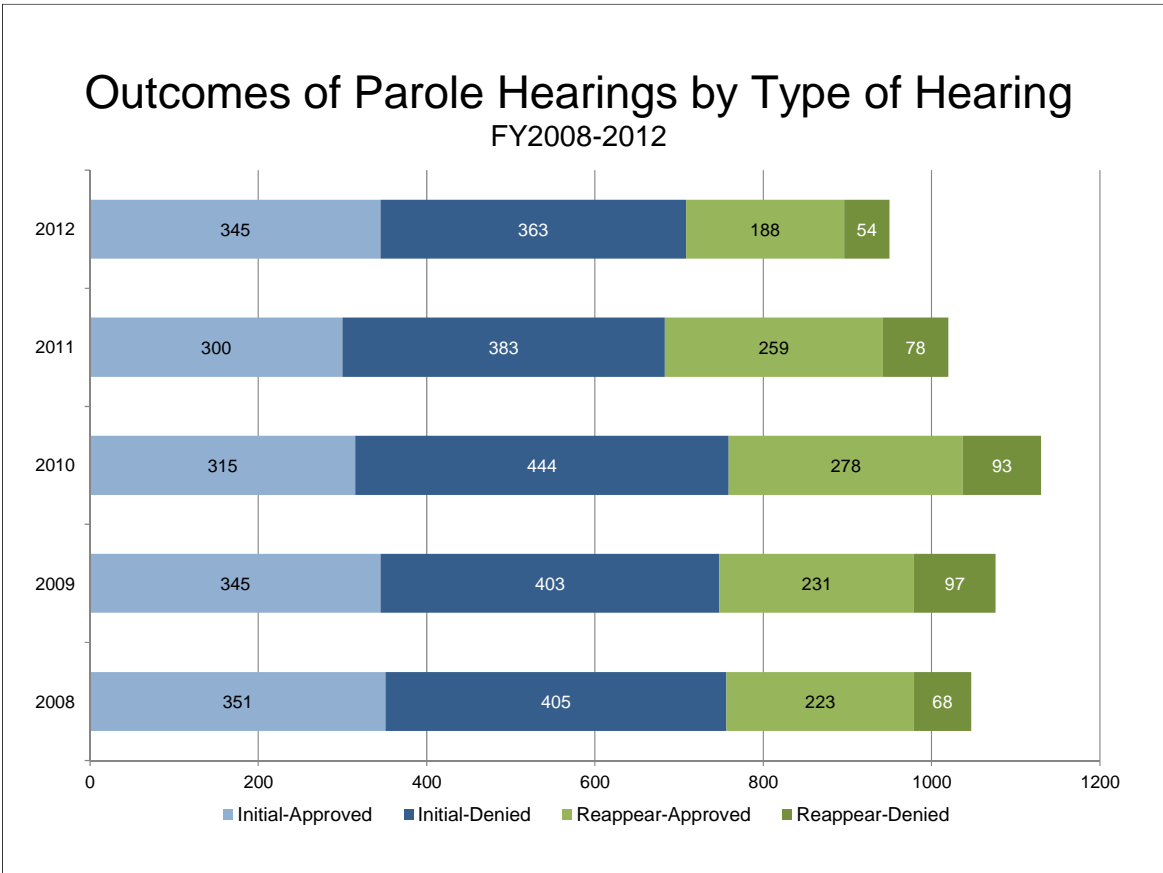
The average daily population of offenders is a calculation commonly used in the correctional budgeting process. But it is not an accurate reflection of the demand placed upon corrections resources. The total number of offenders counts all those who, at some point in time during the course of a fiscal year, were managed in the corrections system. During the past five years, the total number of offenders managed by the department averaged 21,763 annually, or about 41 percent more offenders than were measured using average daily population.

The Montana Reentry Initiative is a focused effort to reduce recidivism, particularly among those offenders at greatest risk to return to prison. The department has adjusted its offender population projections to reflect the effects of the initiative during the next eight years. While growth still will occur, it may be mitigated by varying amounts.

## Projected Effect of Reentry Initiative on Offender Populations FY2021



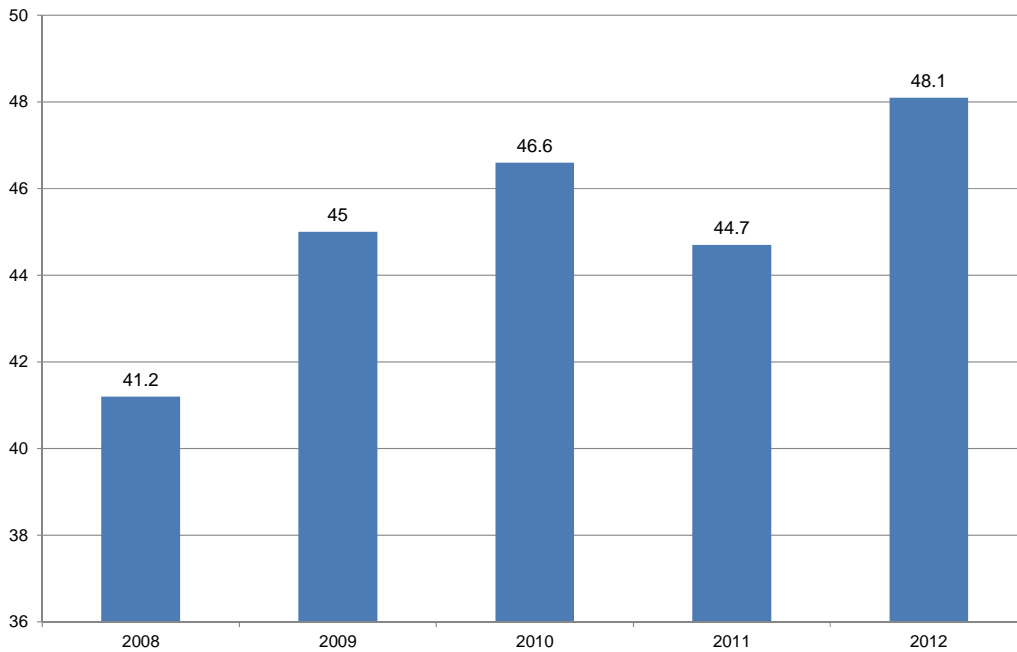
During the past five fiscal years, the Board of Pardons and Parole has granted parole in 54 percent of the cases coming before it. On average, 45 percent of those making an initial appearance before the board have their parole approved. Offenders are more successful when reappearing before the board, when the approval rate is 75.3 percent. The lower rate on initial appearances reflects the fact that many of those offenders have not yet completed required programming or treatment.



Sexual and violent offenders are more likely to have paroles denied than are offenders in prison for non-violent and non-sexual crimes. In the past five fiscal years, 51.3 percent of violent and sexual offenders appearing before the Board of Pardons and Parole were denied parole. The denial rate for other offenders during that time was 41.5 percent.

## Average Months in Correctional Facility Before Parole

FY2008-2012

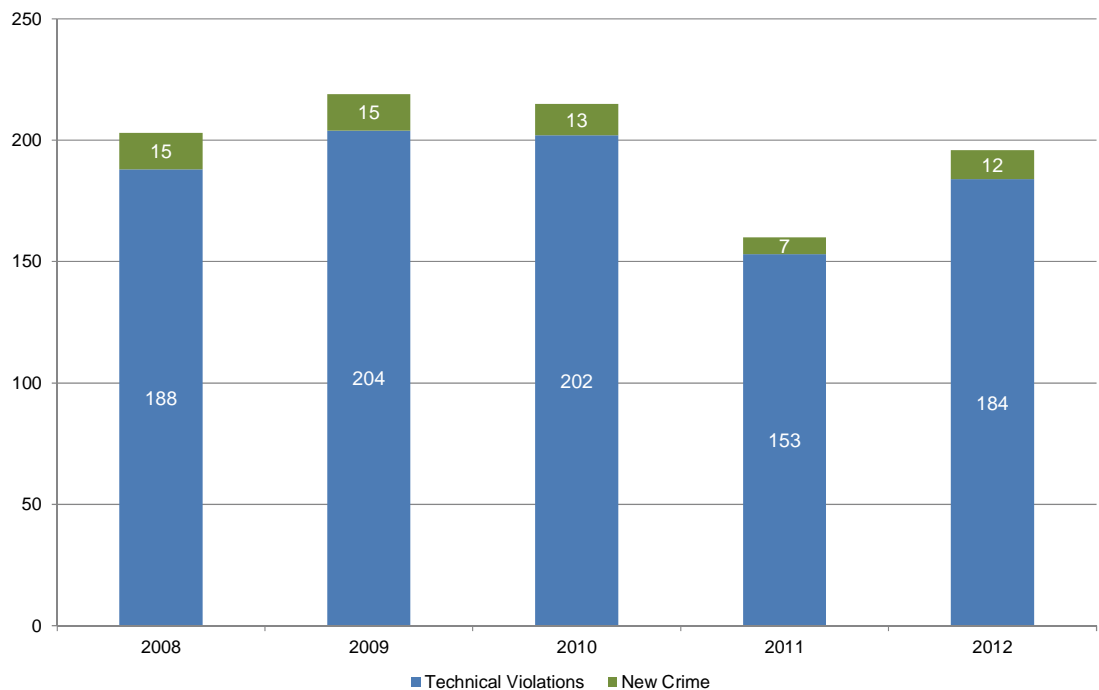


The typical offender spent three years and nine months in a correctional facility before being paroled during the past five fiscal years. The average time in a facility — prison, treatment or sanction program, or prerelease center — before parole increased by about seven months since 2008, although the prison stay dropped by nearly two months in 2011. Offenders must complete a fourth of their prison sentence before being eligible for parole.

Paroles are revoked when offenders commit a new crime or repeatedly violate conditions of their community supervision. On average, new offenses account for only 6.1 percent of revocations. In the past five years, the board has revoked 993 parolees, an average of about 199 annually.

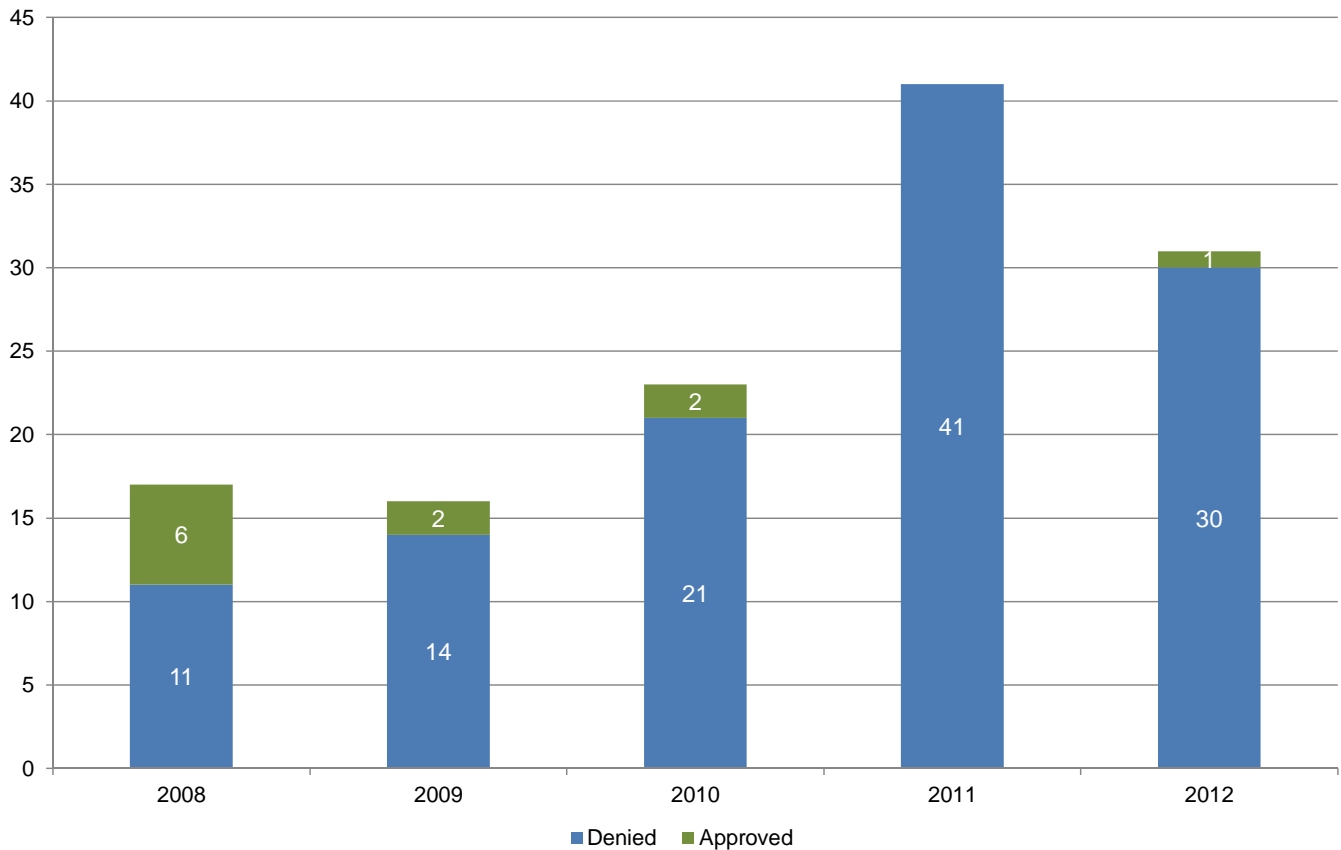
## Parole Revocations by Type

FY2008-2012



# Disposition of Pardon Requests

FY2008-2012



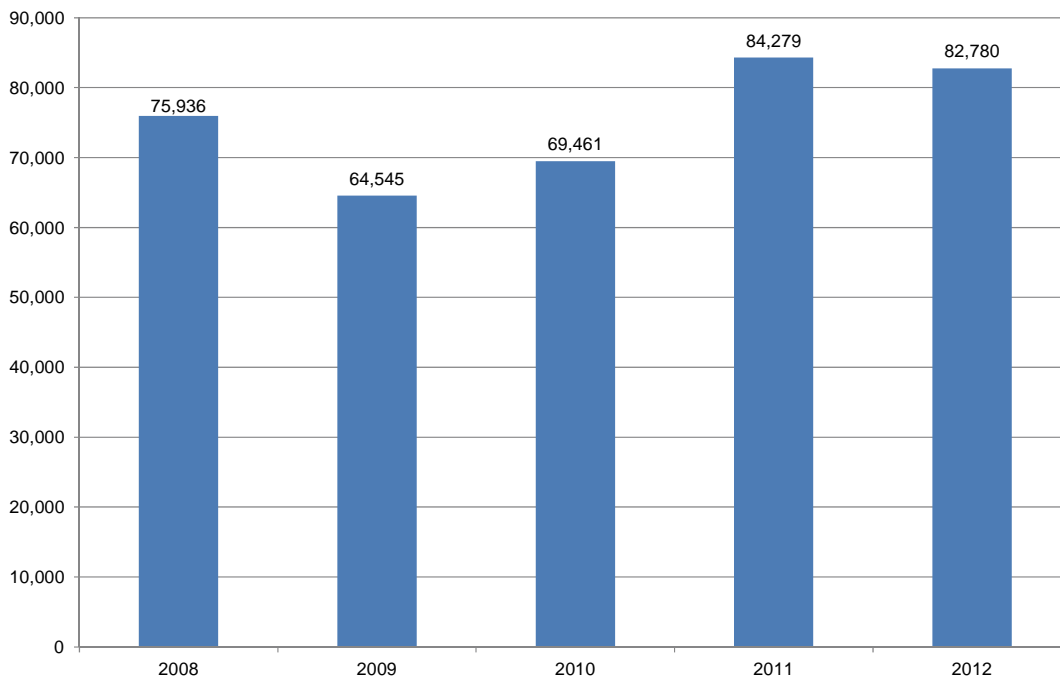
The Board of Pardons and Parole received 128 requests for pardons in the past five fiscal years, an average of 25 per year. On average, the board approved about 12 percent of the requests, or two per year. The number of pardon requests increased significantly in 2011 and 2012, perhaps prompted by similar trends in other states and a growing desire of offenders to have their gun rights restored under federal law.



# Victim Programs

*Statistical information related to  
notification services provided  
to victims of crimes and their families*

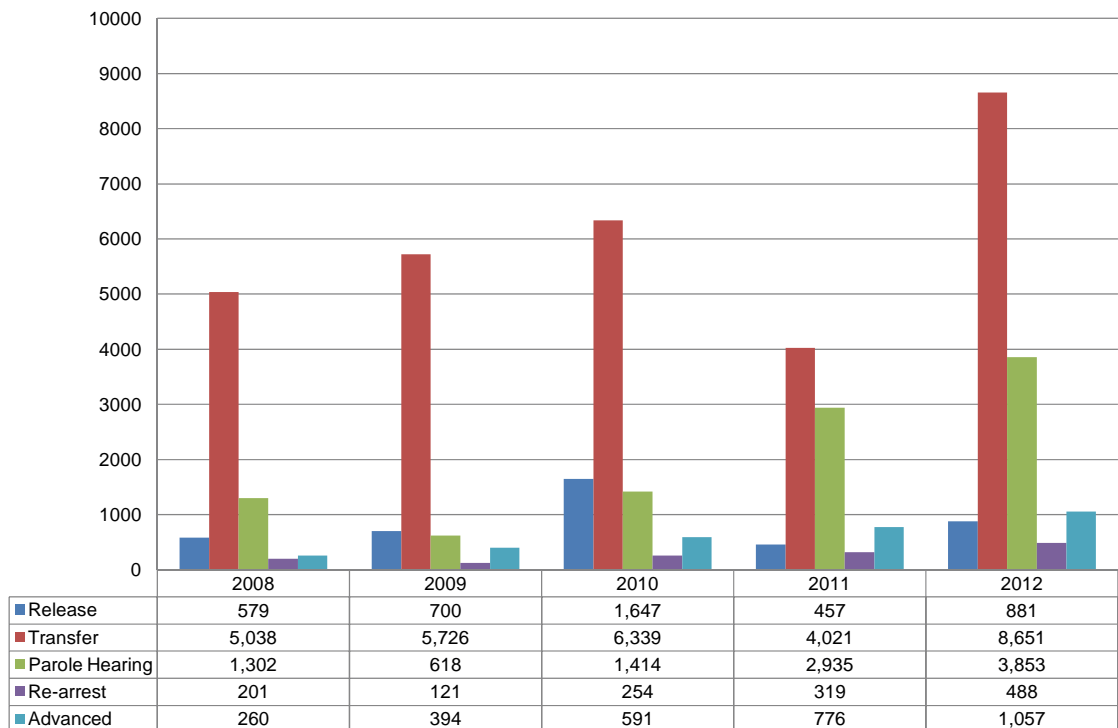
## Total Annual VINE Transactions FY2008-2012



The Victim Information and Notification Everyday (VINE) system is the department's primary means of keeping crime victims, their families and others informed about the location of offenders. The system handled more than 80,000 transactions in each of the past two fiscal years. Transactions include all phone and email inquiries and notifications. VINE averaged 79,400 transactions annually in the past five years.

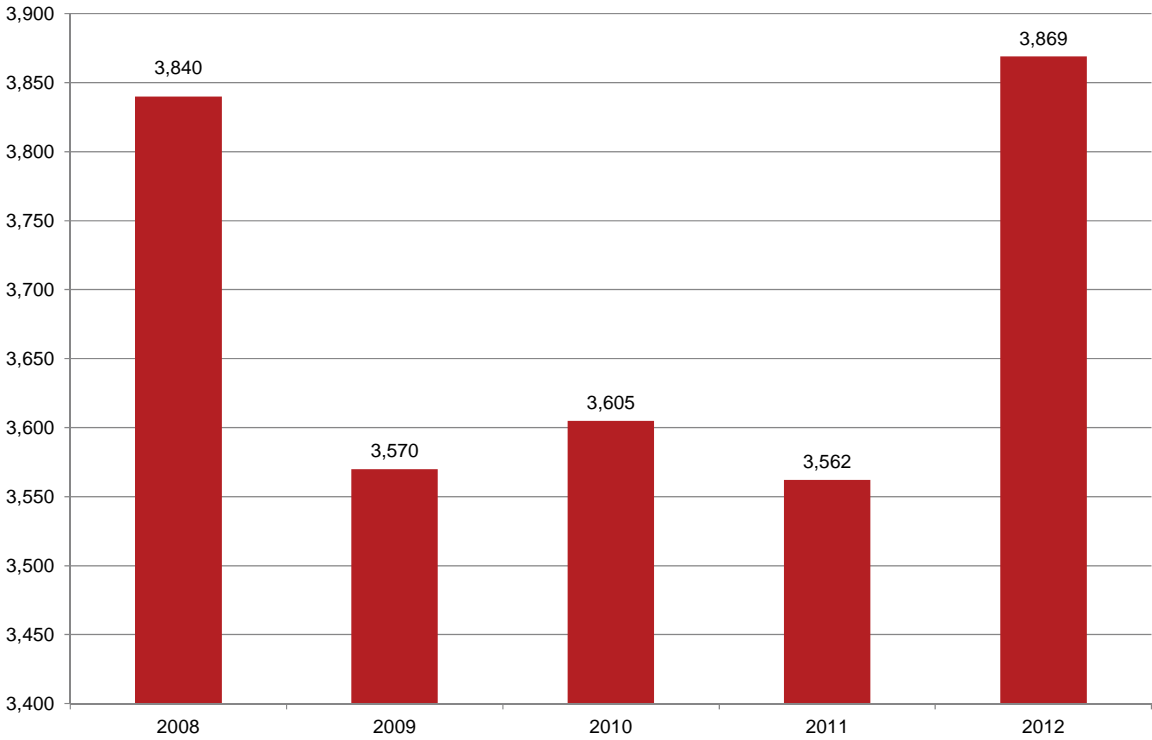
VINE notifications are made for a variety of reasons involving offenders' changing status. Most of the notifications are made due to offenders being transferred among correctional programs. The "advanced" category refers to instances where advance notice is given of an offender's pending release from prison.

## Annual Victim Notifications by Reason FY2008-2012

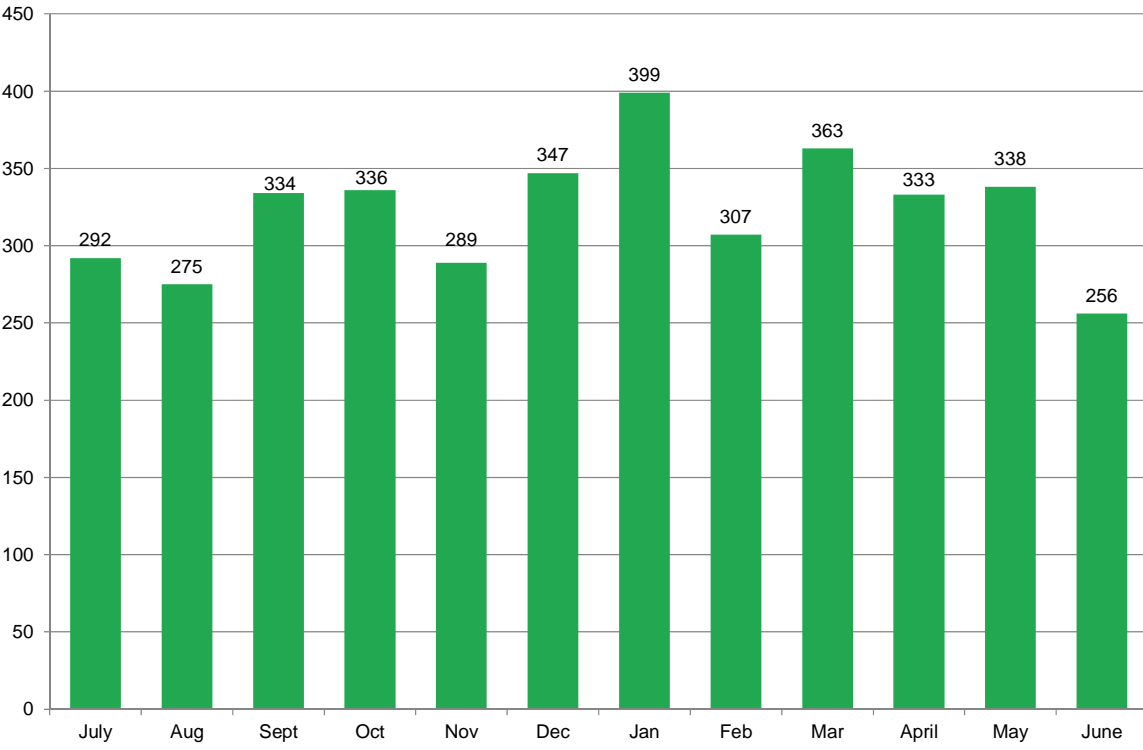


# Annual VINE Registrations

FY2008-2012

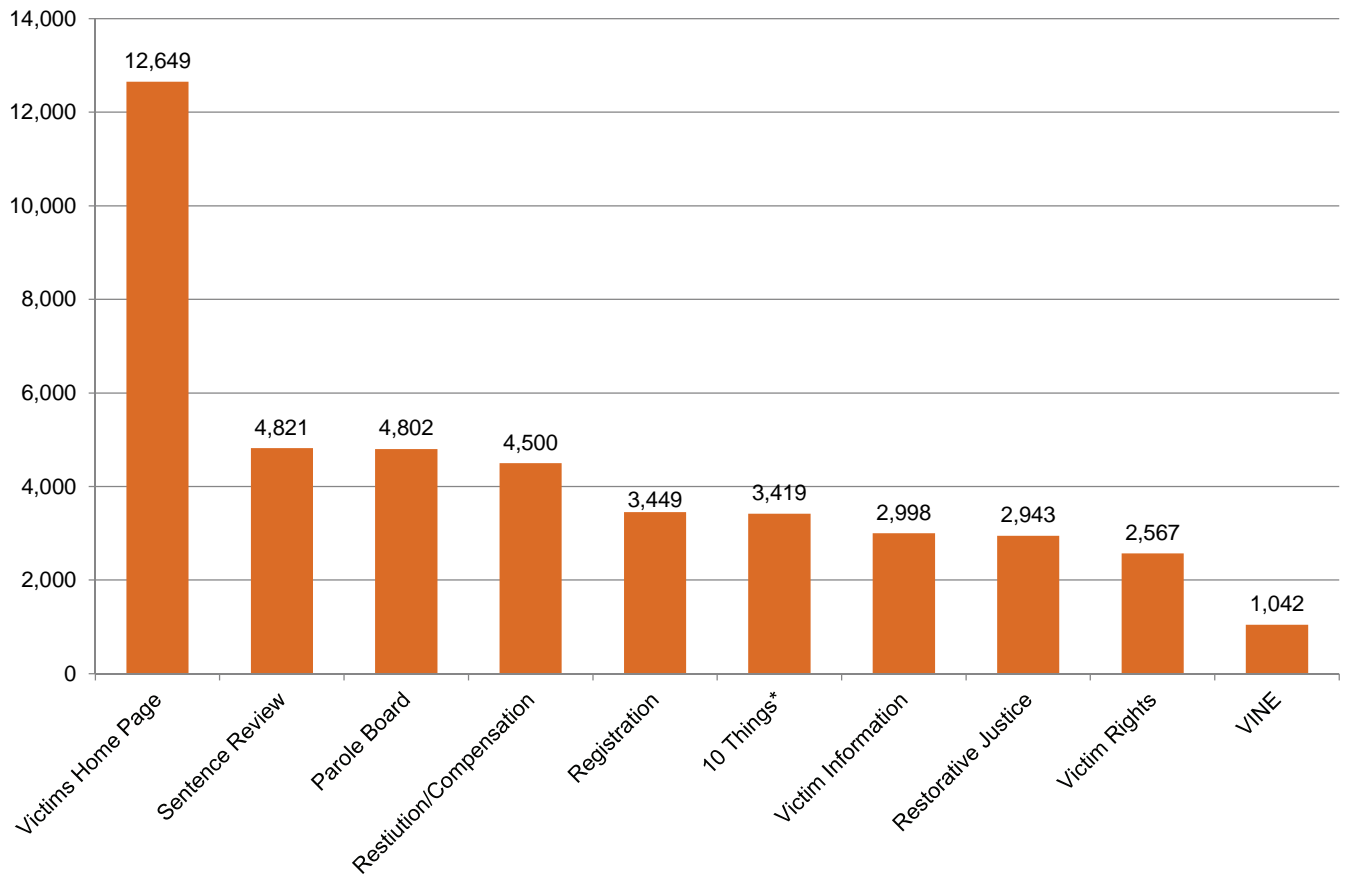


# VINE Registrations by Month





# Page Views of Online Victim Program Websites FY2012



\*10 things every crime victim needs to know

The number of page views on various department websites for victim-related programs gives an indication of the public's interest in the programs. After the home page for victim programs, the most viewed site in fiscal 2012 was the one providing information on sentence review hearings. The Board of Pardons and Parole site was the second most popular, followed by the site providing information about victim restitution and compensation payments.

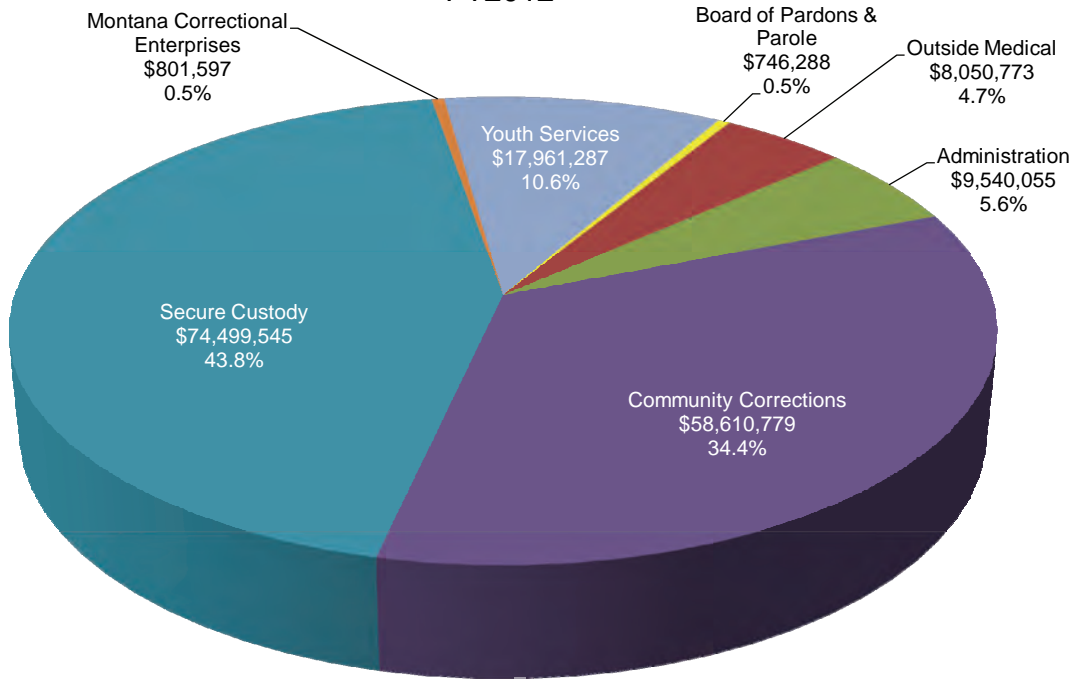


# Administrative and Financial Services

*Statistical information  
about budget and fiscal operations*

# General Fund Expenditures by Program

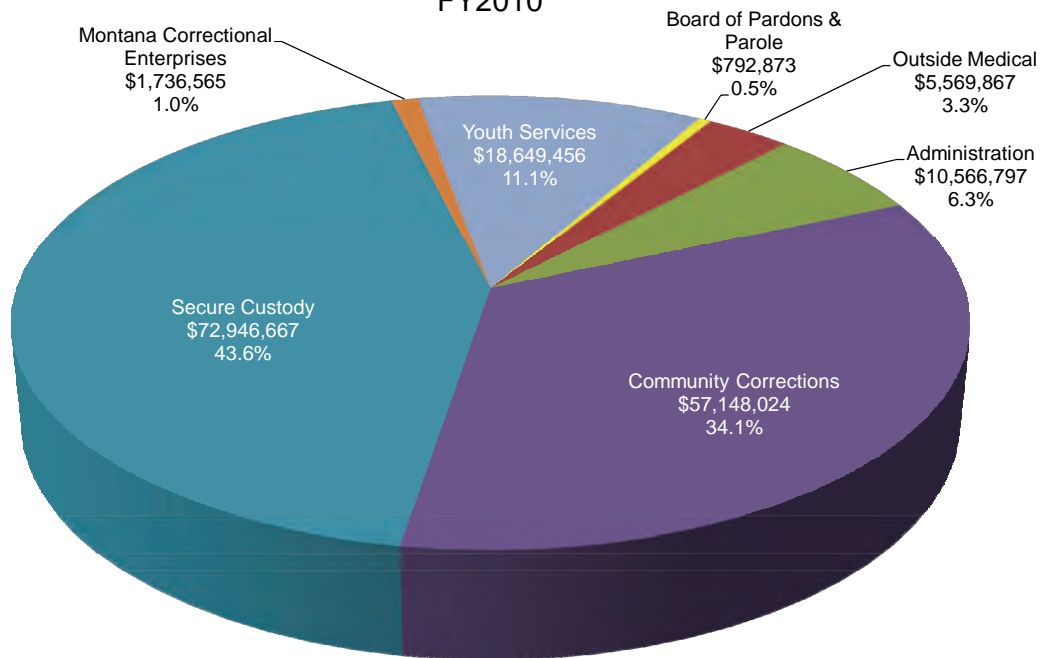
FY2012



Board of Pardons and Parole is administratively attached to DOC.

# General Fund Expenditures by Program

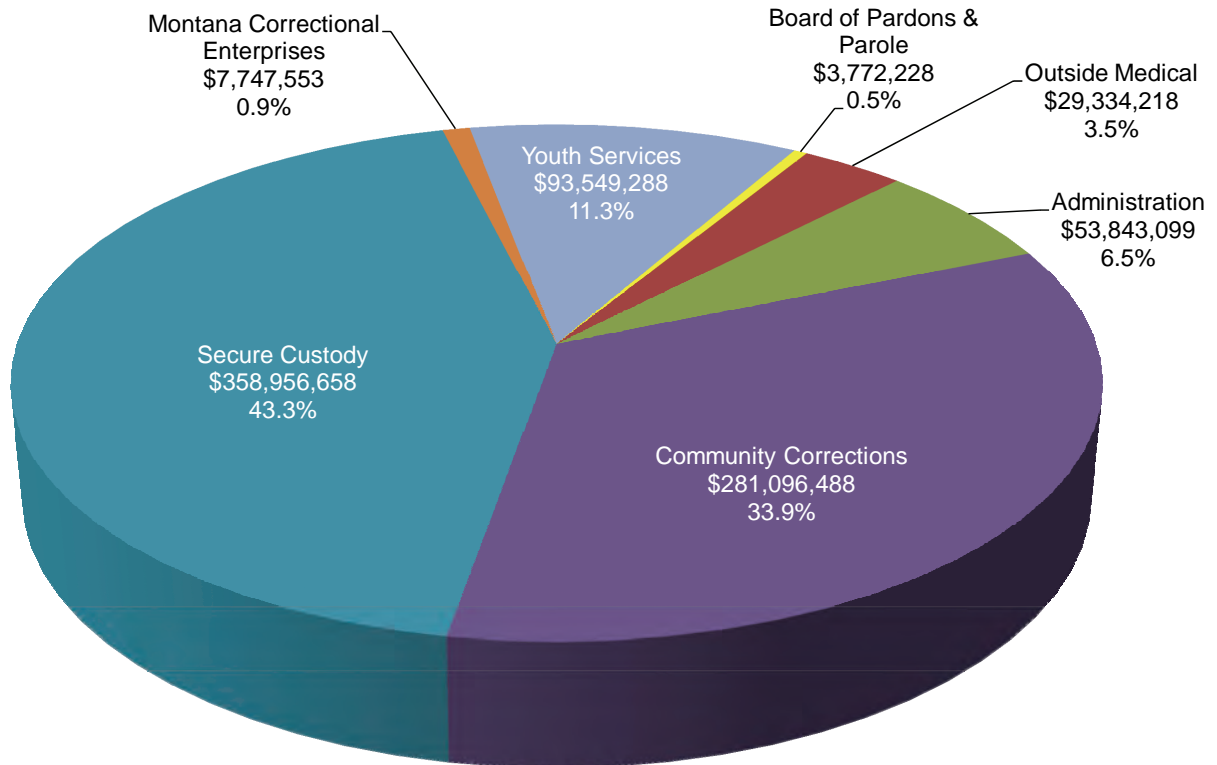
FY2010



Board of Pardons and Parole is administratively attached to DOC.

# General Fund Expenditures by Program

FY2008-2012



Secure custody, or prisons, accounted for about 43 percent of all general fund spending by the department in fiscal year 2012. That is nearly the same proportion found two years earlier, but slightly more than the 42.5 percent recorded four years ago. About 20 percent of the total Montana offender population is in prison.

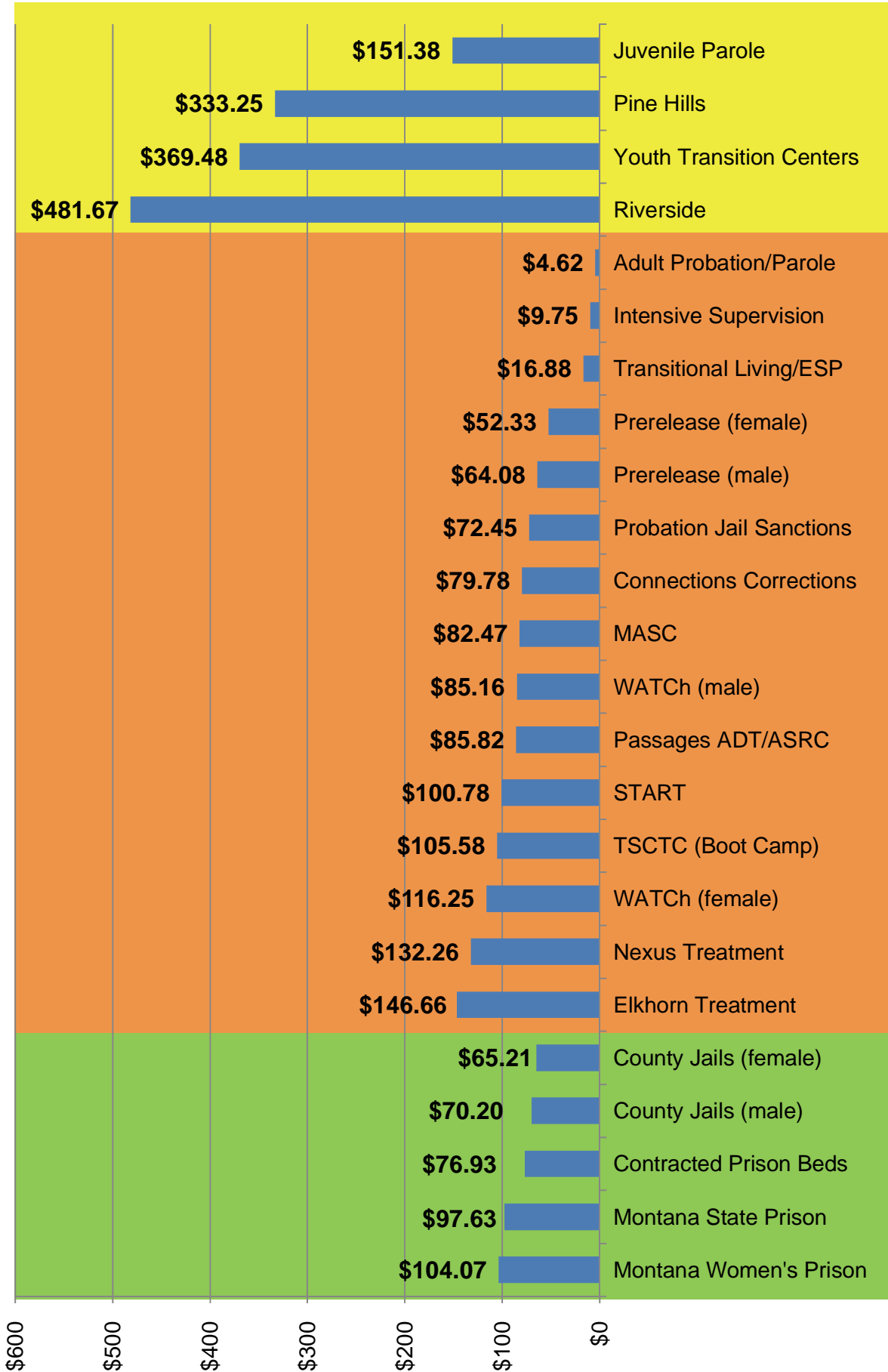
The department spends more than 94 cents of every dollar on programs that provide services directly to offenders. Administrative costs represent just 5.6 percent of total spending.

Outside medical costs, which are incurred when health care is needed by offenders beyond what the corrections system can provide internally, is consuming a larger portion of spending. In fiscal year 2008, such expenditures accounted for 2.9 percent of the budget. That increased to 3.3 percent in 2010 and to 4.7 percent in 2012.

Over the past five fiscal years, community corrections has accounted for about a third of the spending, although it is responsible for managing 80 percent of all offenders.

# Offender Costs Per Day FY2012

(Based on average daily populations; includes administrative costs)



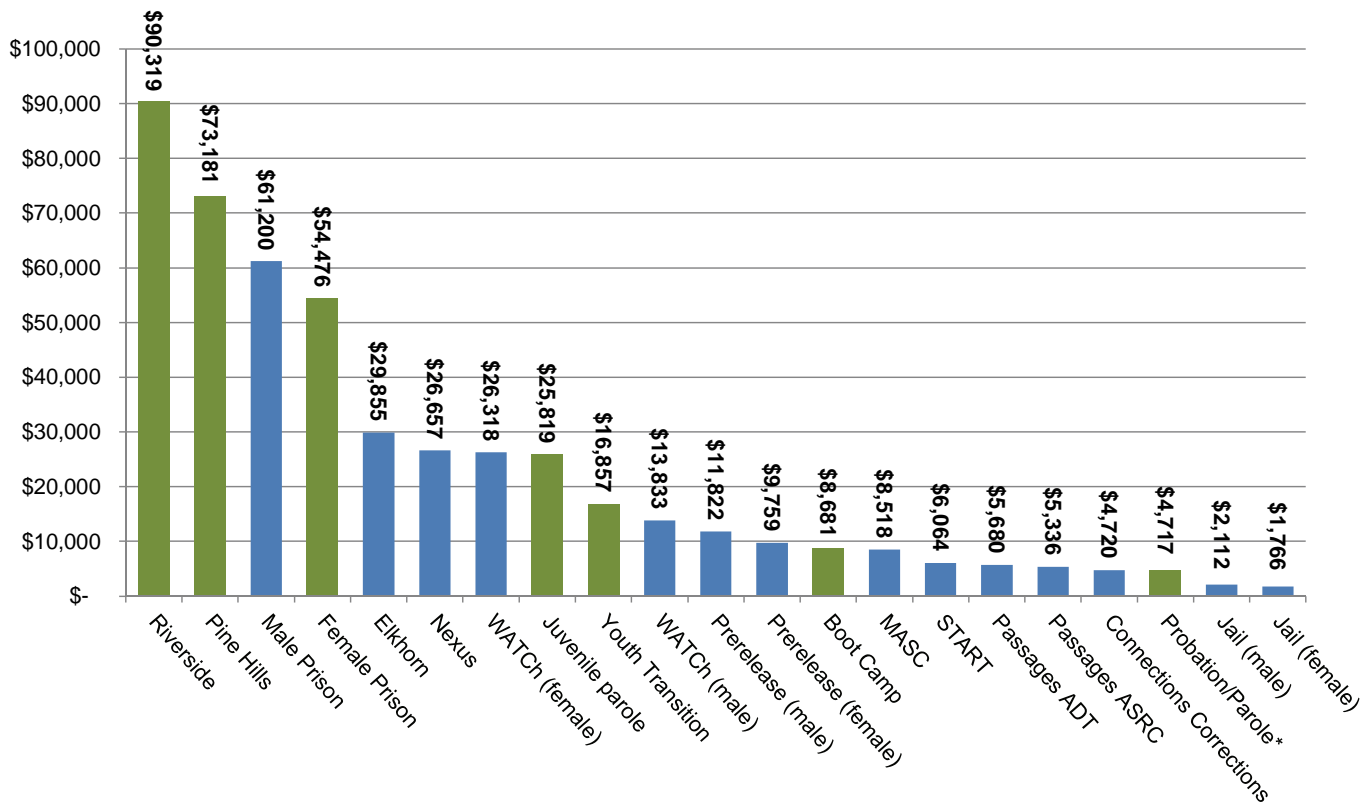
# Offender Costs Per Day by Program

FY2012

(Cost estimates are based on average daily populations; costs fluctuate based on population)

Facility/Program	Contracted Programs					Total Cost Per Day
	General Fund	Outside Medical	Total Costs	ADP	Cost Per Day	
Adult Secure Contracted Beds Male *	\$21,066,175	\$1,258,902	\$22,325,077	842	\$72.44	\$76.93
County Jail Male	\$2,823,213	\$306,027	\$3,129,240	129	\$66.28	\$70.20
County Jail Female	\$654,967	\$41,883	\$696,850	31	\$61.42	\$65.21
Connections Corrections Male/Female	\$2,808,102	\$0	\$2,808,102	104	\$73.77	\$79.78
Passages ADT/ASC	\$2,425,344	\$141,456	\$2,566,800	88	\$79.69	\$85.82
MASC	\$3,879,713	\$0	\$3,879,713	139	\$76.26	\$82.47
Pre-Release Male	\$13,941,371	\$73,782	\$14,015,153	646	\$59.28	\$64.08
Pre-Release Female	\$2,886,621	\$58	\$2,886,680	163	\$48.39	\$52.33
Pre-Release Transitional Living Male/Female	\$1,285,094	\$0	\$1,285,094	225	\$15.61	\$16.88
Probation Jail Sanctions	\$98,086	\$0	\$98,086	4	\$67.00	\$72.45
START Male	\$4,468,214	\$0	\$4,468,214	131	\$93.19	\$100.78
Nexus Treatment Male	\$3,642,982	\$29,842	\$3,672,824	82	\$122.38	\$132.26
Elkhorn Treatment Female	\$1,927,438	\$62,808	\$1,990,246	40	\$135.95	\$146.66
WATCH Female	\$662,650	\$6,738	\$669,387	17	\$107.58	\$116.25
WATCH Male	\$4,184,951	\$118,340	\$4,303,291	149	\$78.91	\$85.16
<b>Totals</b>	<b>\$66,754,922</b>	<b>\$2,039,836</b>	<b>\$68,794,758</b>	<b>2,790</b>		
*Adult Secure Contracted Beds for men include Dawson County Regional Prison, Cascade County Regional Prison, and CCA in Shelby.						
Facility/Program	State Programs					Total Cost Per Day
	General Fund	Outside Medical	Total Costs	ADP	Cost per Day	
Montana State Prison	\$44,462,624	\$5,107,717	\$49,570,340	1,469	\$92.20	\$97.63
Montana Womens Prison	\$6,294,163	\$758,117	\$7,052,280	196	\$98.31	\$104.07
Treasure State Correctional Training Center	\$1,843,432	\$54,542	\$1,897,974	53	\$97.84	\$105.58
Adult Probation and Parole	\$12,598,812	\$0	\$12,598,812	8,051	\$4.28	\$4.62
Adult Intensive Supervision Program (ISP)	\$1,049,500	\$0	\$1,049,500	318	\$9.02	\$9.75
Youth Transition Center	\$871,005	\$0	\$871,005	7	\$339.97	\$369.48
Riverside Youth Correctional Facility	\$1,930,386	\$17,530	\$1,947,917	12	\$443.51	\$481.67
Pine Hills Youth Correctional Facility	\$7,115,290	\$73,031	\$7,188,321	64	\$306.88	\$333.25
Juvenile Parole (Including Parole Placement)	\$2,370,127	\$0	\$2,370,127	47	\$137.78	\$151.38
<b>Totals</b>	<b>\$78,535,340</b>	<b>\$6,010,937</b>	<b>\$84,546,277</b>	<b>10,217</b>		
<b>Administrative Costs</b>						<b>\$5,047,829</b>
<b>Administrative Costs</b>						<b>\$5,688,636</b>
<b>Admin Cost Per day</b>						<b>\$13.59</b>

## Cost of Average Stay by Program FY2012



The cost of managing an adult or juvenile offender in a correctional program is a combination of two factors: the cost per day and the average length of an offender’s stay.

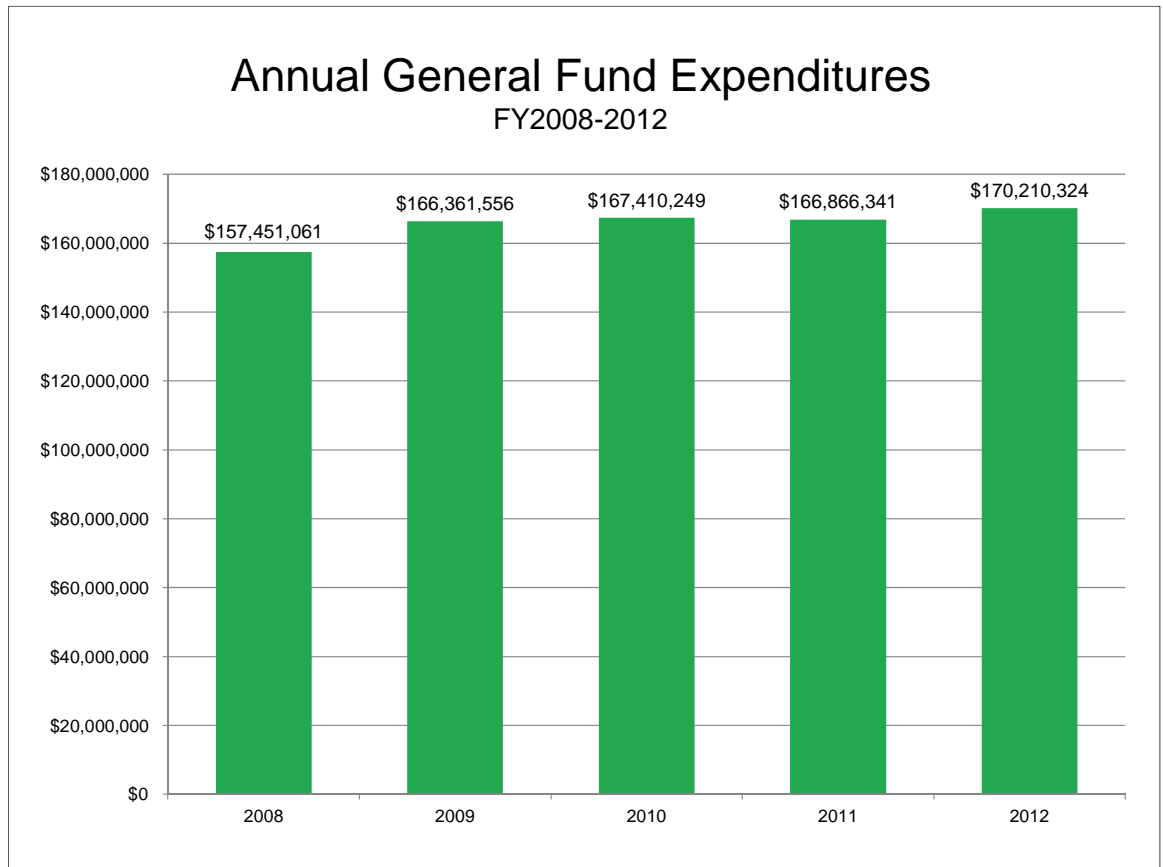
Programs with relatively small populations have higher per-day costs because they cannot take advantage of the economy of scale that comes with programs having larger numbers of offenders. Therefore, those programs have higher costs per average stay, even if the average time an offender spends there is relatively short. The two secure facilities for youths—Riverside and Pine Hills—are examples of such programs.

The lowest-cost stay is adult probation and parole, which accounts for about two-thirds of all Montana offenders and has a daily supervision cost of less than \$5.

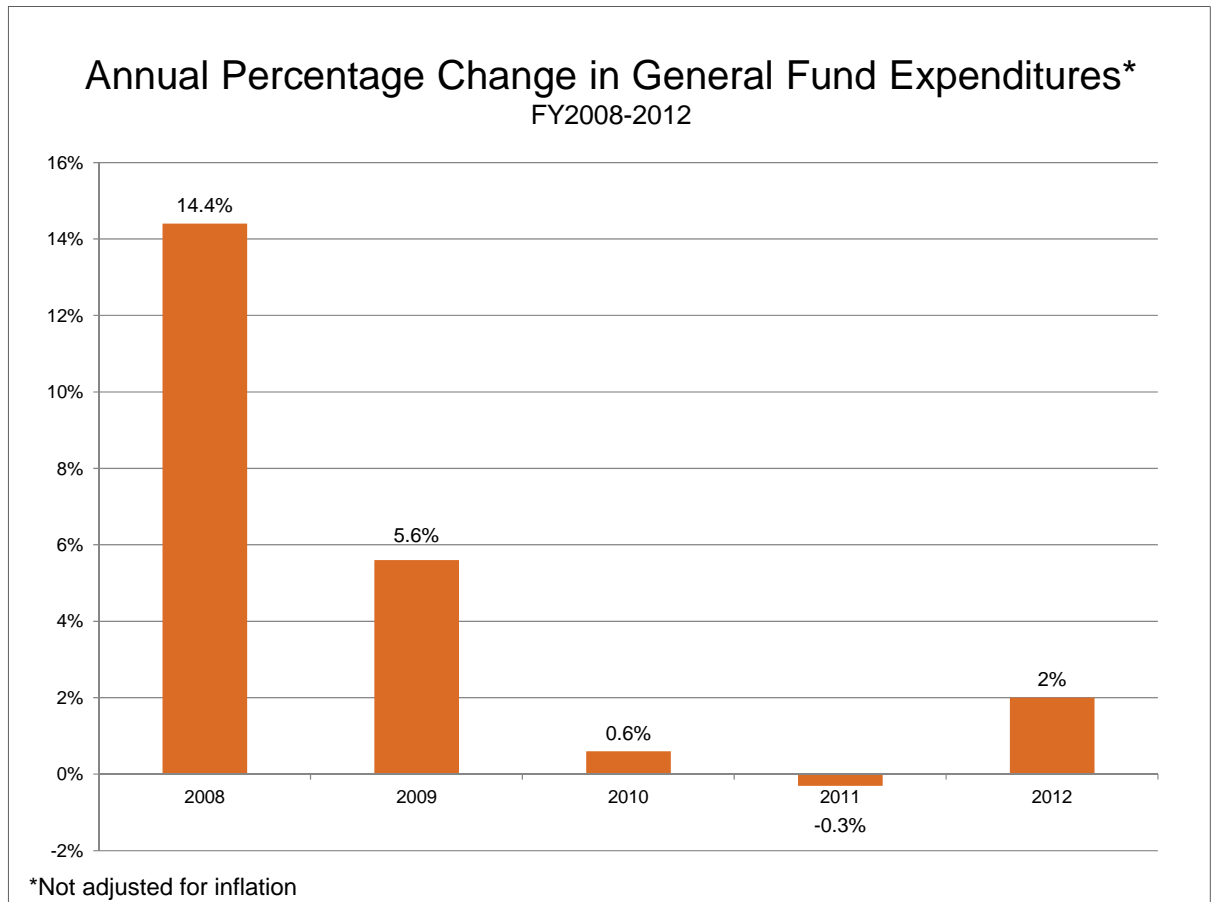
The daily rates used on pages C-4 through C-6 include administrative costs, which are expenses incurred that are not directly due to a specific program. Administrative costs generally cover functions relating to the organization as a whole, rather than a particular area. For example, payroll assists the entire department and all its divisions.

*NOTE: Green bars in the chart above indicate state programs; blue bars indicate contracted programs. The “male prison” is a blended rate for state and contracted facilities.*

General fund spending on corrections has increased by only 8.1 percent (\$12.7 million) between fiscal years 2008 and 2012. Corrected for inflation, the department's spending increased just 1.4 percent during that time, an average annual growth of only 0.3 percent.

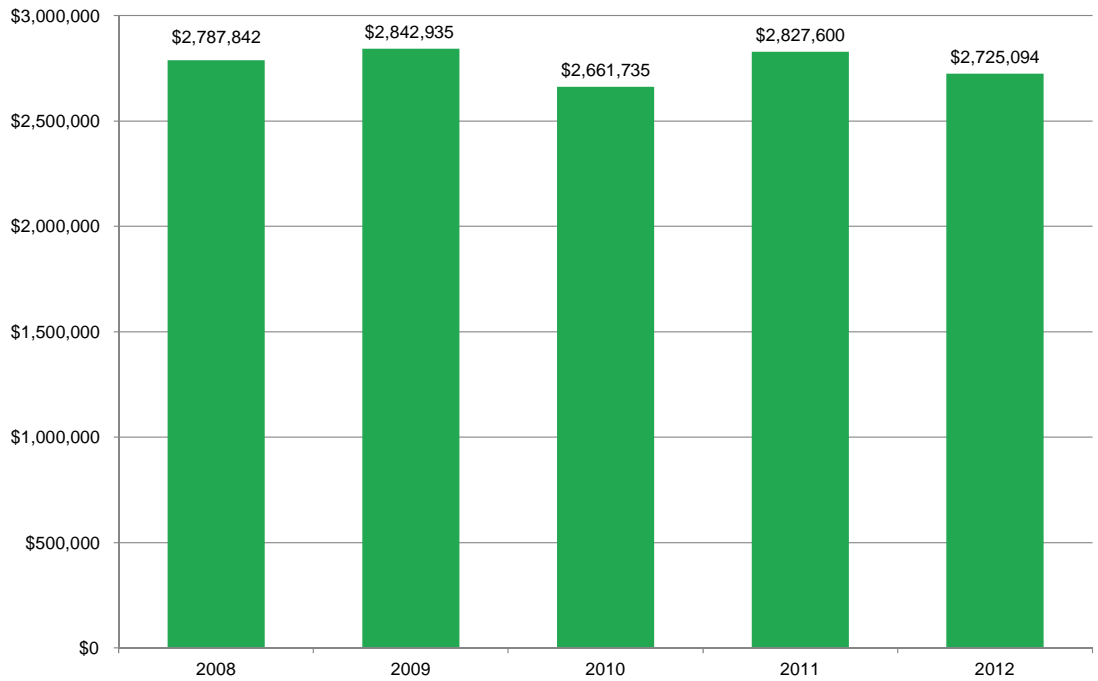


The annual change in corrections spending has declined dramatically since FY2008 when expenditures grew by 14.4 percent. In 2011, the department actually received less general fund money than it did the year before.



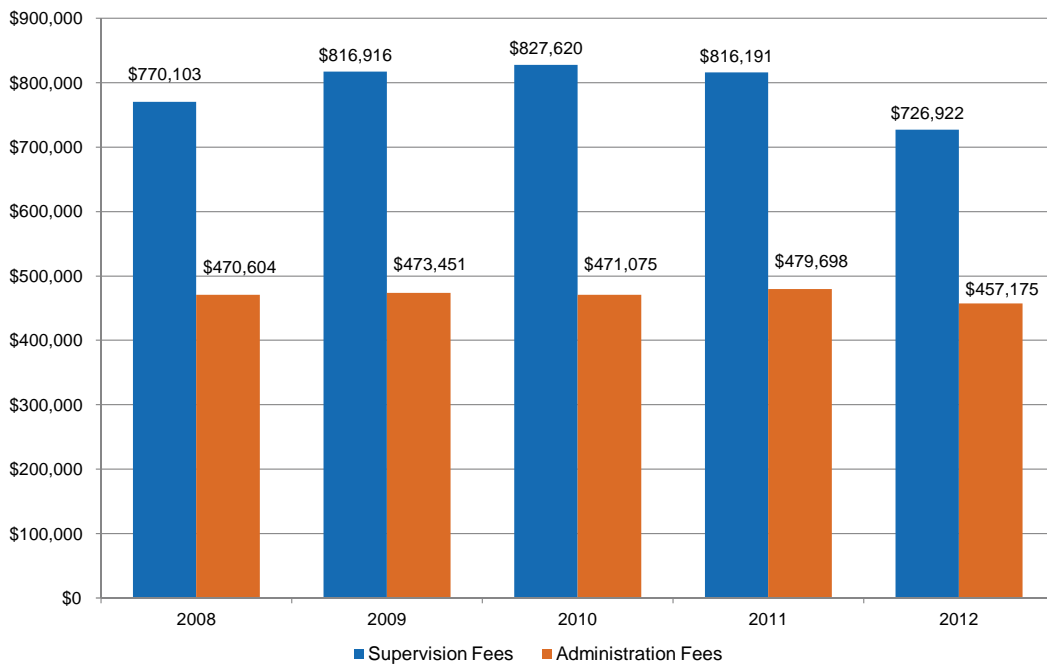


## Restitution Disbursed to Crime Victims FY2008-2012



The department has collected \$13.8 million in court-ordered restitution for crime victims during the past five fiscal years.

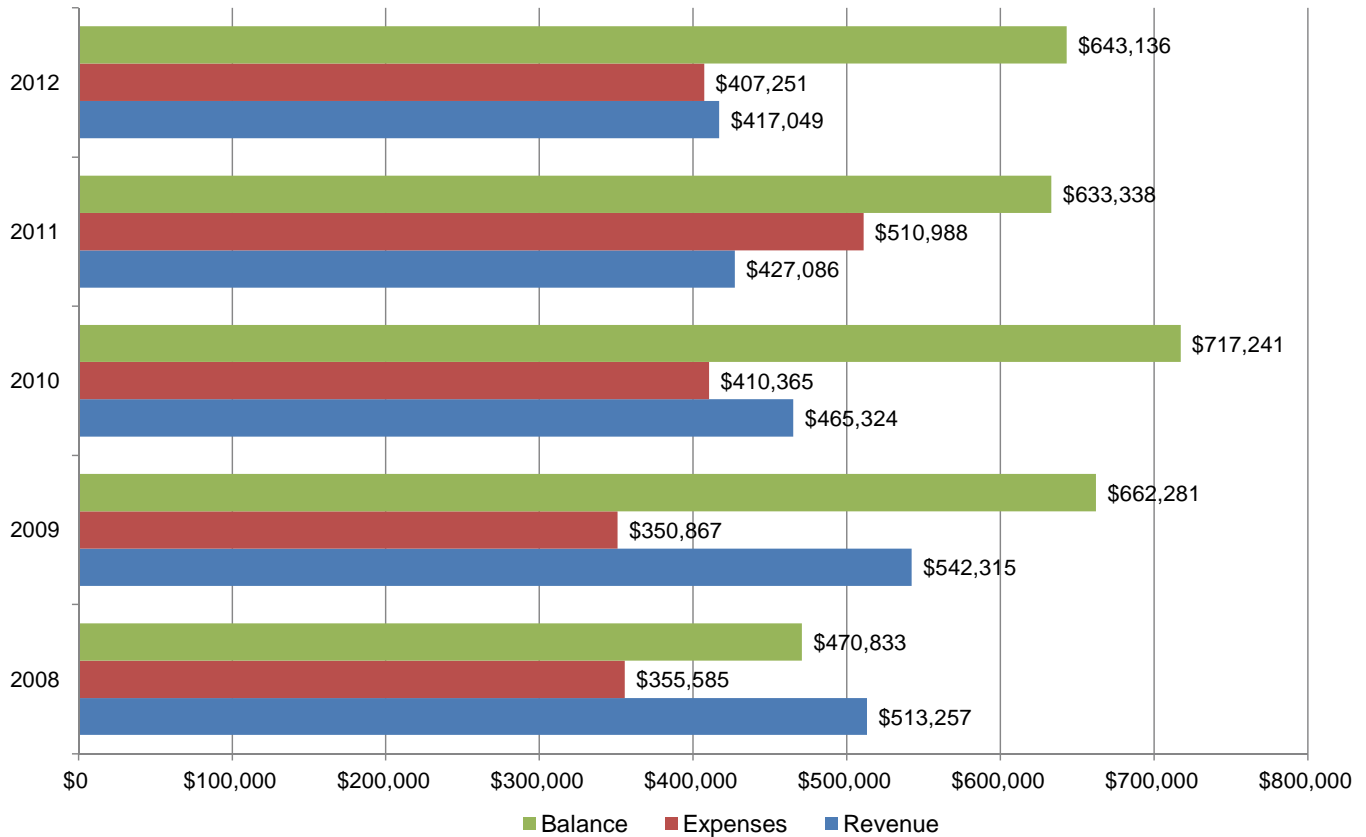
## Restitution and Supervision Fees Collected FY2008-2012



Some of the money paid in restitution is statutorily required to cover the cost of the collection unit. A supervision fee is collected from offenders and is used to help purchase equipment and provide training for probation and parole officers that supervise offenders in the communities.

# Inmate Welfare Fund Finances

FY2008-2012



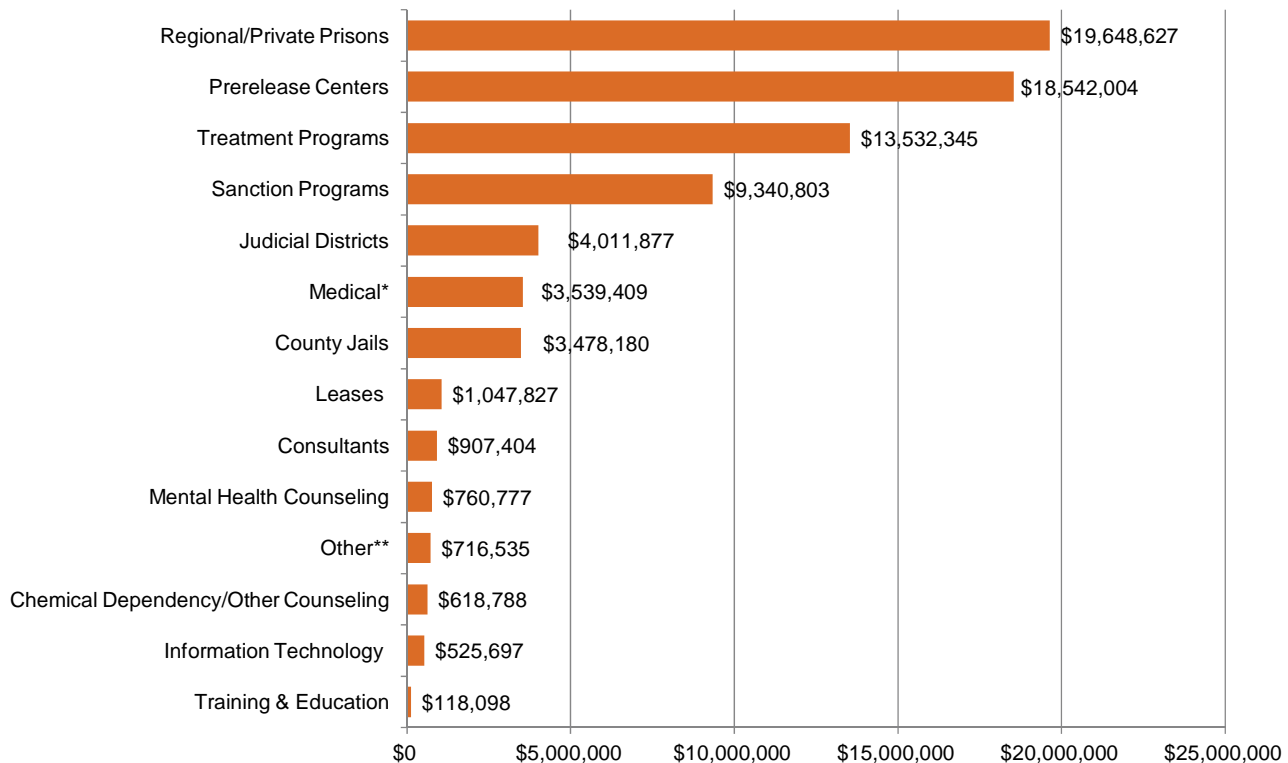
The inmate welfare fund is maintained for the benefit of offenders in Montana prisons and their families. It gets revenue primarily from calls made on the inmate phone system and profit from canteen sales. The canteen is a “store” from which inmates can purchase personal hygiene, food and electronic items. Money is used to provide financial assistance for inmates leaving prison and to pay for the inmate TV system, family day events, reentry services, inmate wages, hygiene items for indigent inmates and recreational equipment used by inmates. Inmates provide input on how the money is spent.

Revenue and expenditures from the fund were balanced in fiscal year 2012 and the fund balance was 10 percent lower than its peak in 2010.

Montana State Prison, with the largest inmate population among the five prisons operating in the state, accounted for 39 percent of all fund revenue and 32 percent of all expenditures during the past five fiscal years.

# Service Contracts With Private Providers

FY2012



\*Excludes outside medical claims

\*\*Includes transportation, facility maintenance, construction, religious services, legal and MOUs

About 45 percent of the Department of Corrections' annual general fund budget, or \$76.8 million, is spent on contracted services supplied mostly by nonprofit community partners.

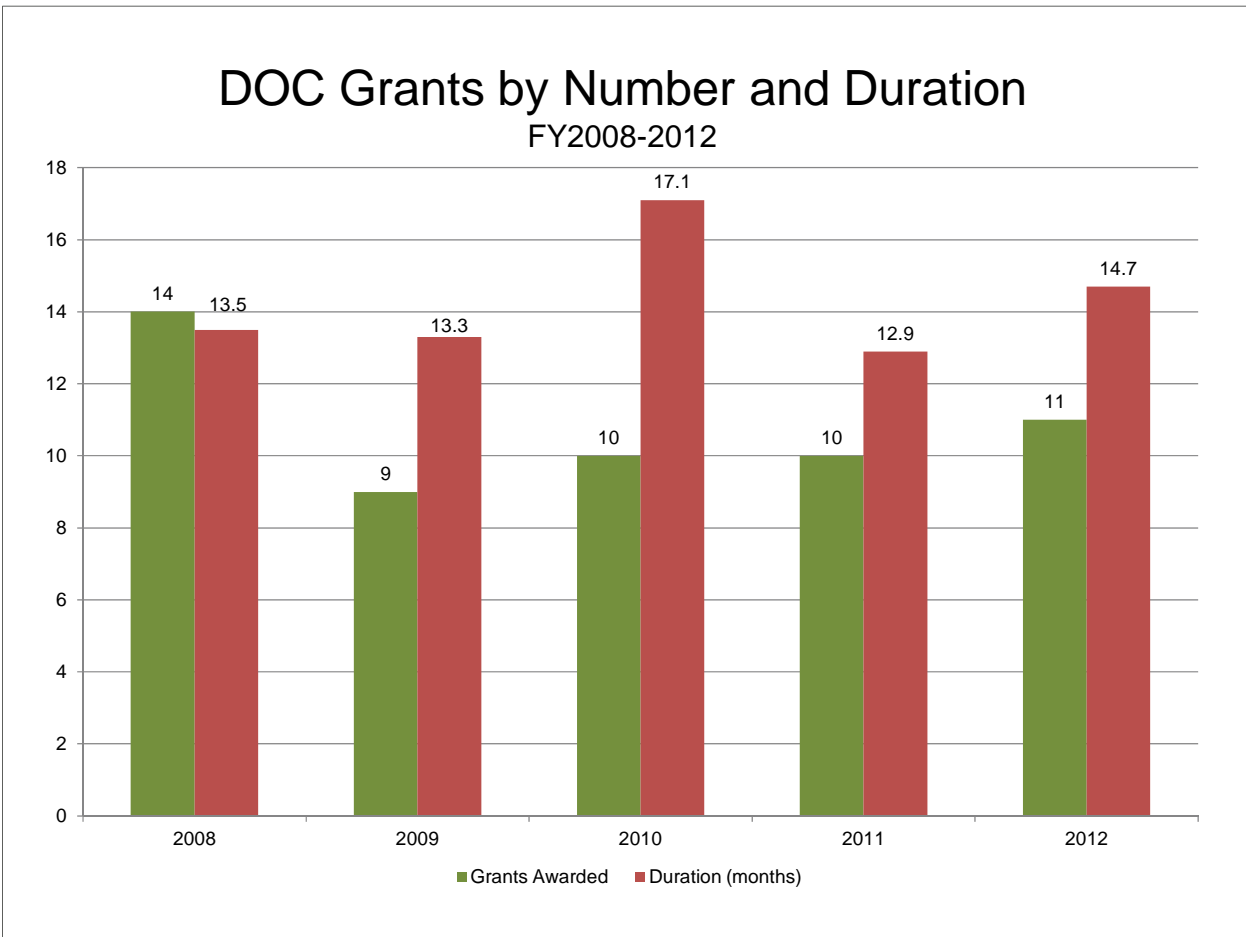
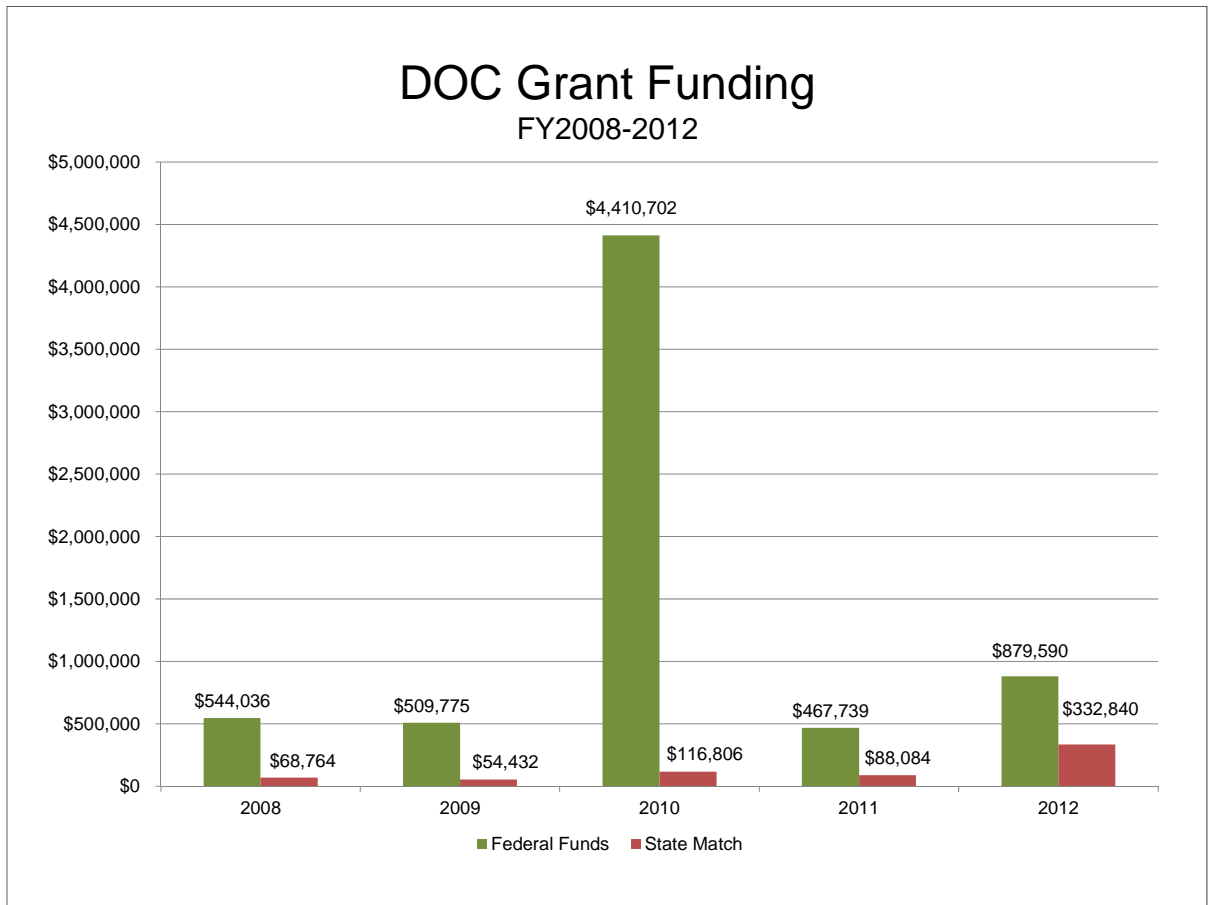
In fiscal year 2012, almost a fourth of the spending went to operators of seven prerelease centers in Billings, Bozeman, Butte, Great Falls, Helena and Missoula. Those programs accommodate about 1,600 offenders each year.

The department spent another 17 percent, or \$13.5 million, to provide treatment services to offenders, including those with chemical dependency and convictions for felony drunken driving.

Sanction programs, providing alternatives to prison for offenders violating conditions of their community supervision, received \$9.3 million in payments. About \$4 million in payments went to judicial districts for intervention services and community placements for delinquent youths.

Another \$3.5 million was spent on contracted health care services, such as mental health and medical care for inmates at the Montana Women's Prison. The department paid \$3.4 million to counties for housing offenders in their jails while awaiting room to become available in the prison system.

The department has increased its use of federal grant funding by almost 62 percent in the past five years. The spike in federal grant money in 2010 was a result of the economic stimulus funding the department received that year.



## Correctional Health Care

Providing medical care and treatment programs for offenders is one of most expensive responsibilities of a corrections system. The state has a moral and legal obligation to address these needs of offenders. But more than that, the department recognizes that appropriate medical care and treatment while offenders are incarcerated is an important part of efforts to prepare offenders for release and to improve their chances of success when returning to their communities.

Medical and treatment costs in the corrections system are no different than those experienced by Montanans in general. Such expenses continue to rise and challenge the ability of citizens and government to pay the increasing bills. Medical and treatment costs are driven by both the number and nature of offender medical needs. The offender population — due to lifestyles marked by neglect of medical and dental needs and histories of substance abuse — have health-related problems in far greater number and severity than does the general population. Health problems arise earlier in their lives and are more difficult to remedy. In addition, an aging offender population brings with it more age-related health problems than are typically found among younger men and women.

Definitive national figures for health care spending growth are scarce and surveys produce varying results, from 3.8 percent to 8.8 percent increases in recent years. Standard & Poor's Financial Services reported in May 2012 that health insurance companies and Medicare paid 5.8 percent more per capita for health care services in 2011 and PricewaterhouseCoopers, a professional services firm, predicted a 7.5 percent increase in health care spending in 2013. In June 2012, the Centers for Medicare and Medicaid Services predicted health care spending will grow at an annual rate of 5.7 percent through 2021, although the rate expected in each of the first two years is about 4 percent.

In fiscal year 2012, the department spent \$12.9 million internally addressing the medical, mental health and treatment needs of adult and juvenile offenders in various correctional programs. That was a 7 percent, \$855,000 increase from FY2010. That 3.5 percent annual growth rate is comparable to some national estimates and below the federal government's projections, a surprising fact since the offender population has far more challenging and more pervasive health problems than found in general society. Medical and dental care accounted for 62 cents of every dollar spent, compared with 59 cents two years earlier.

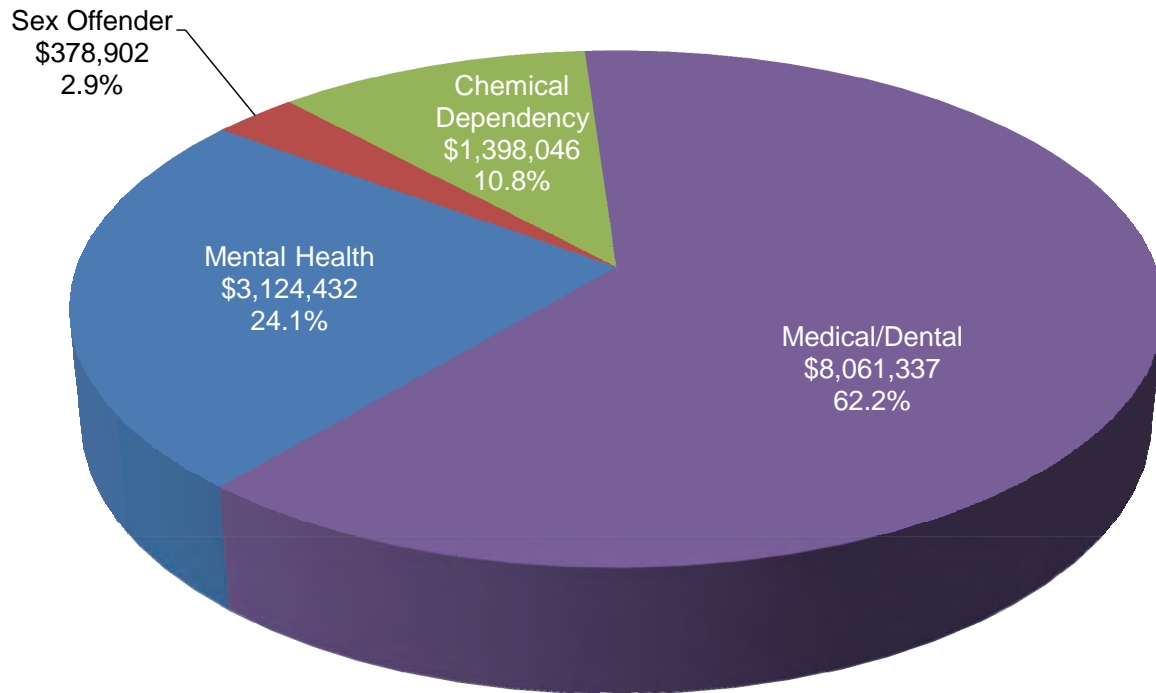
Mental health treatment continues to represent about a fourth of the spending.

Montana State Prison, which has the greatest number of offenders of all state correctional programs and houses inmates with the most significant medical and mental health issues, accounted for 64 percent of all medical and treatment spending.

This spending excludes the costs of "outside medical care," which is required when an offender's medical needs are beyond what can be provided by the program or facility housing the offender. In those instances, care must be obtained from providers outside the corrections system. The spending also excludes pharmacy costs, which are addressed on page C-14.

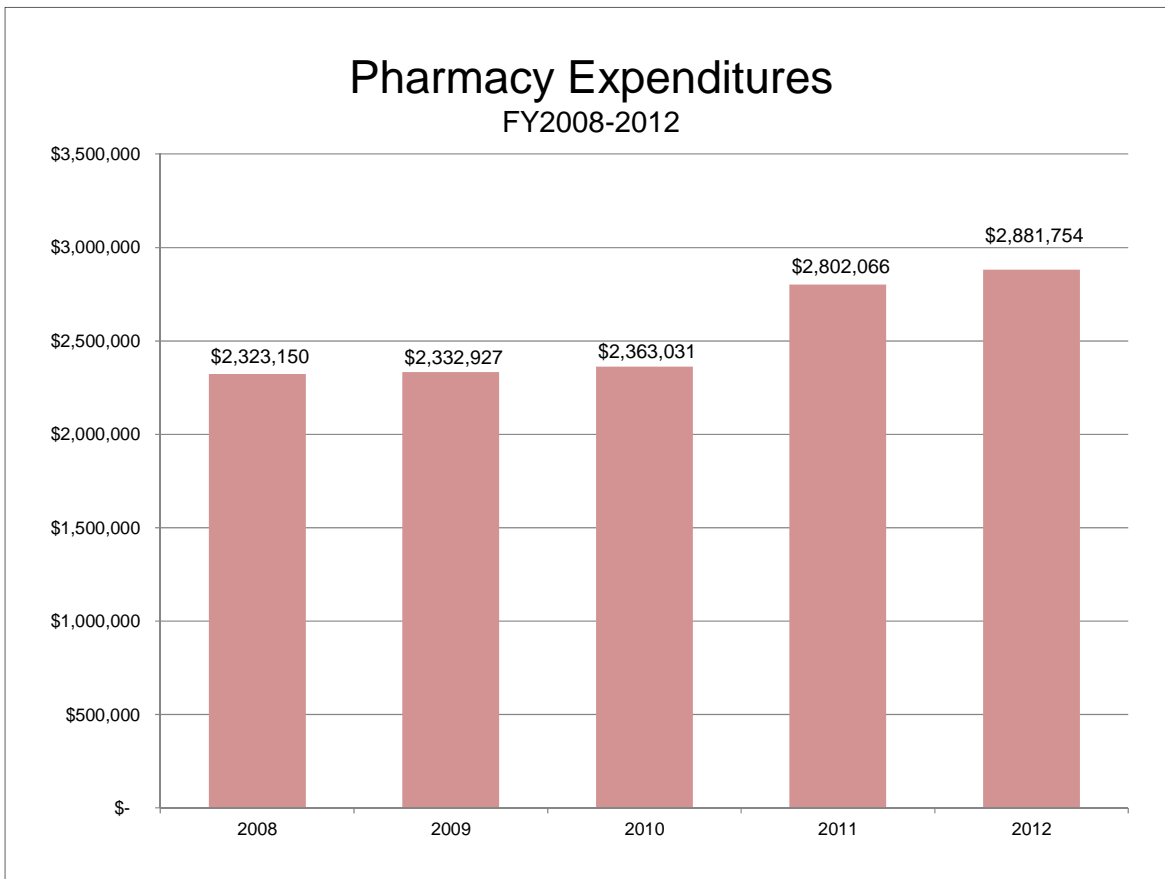
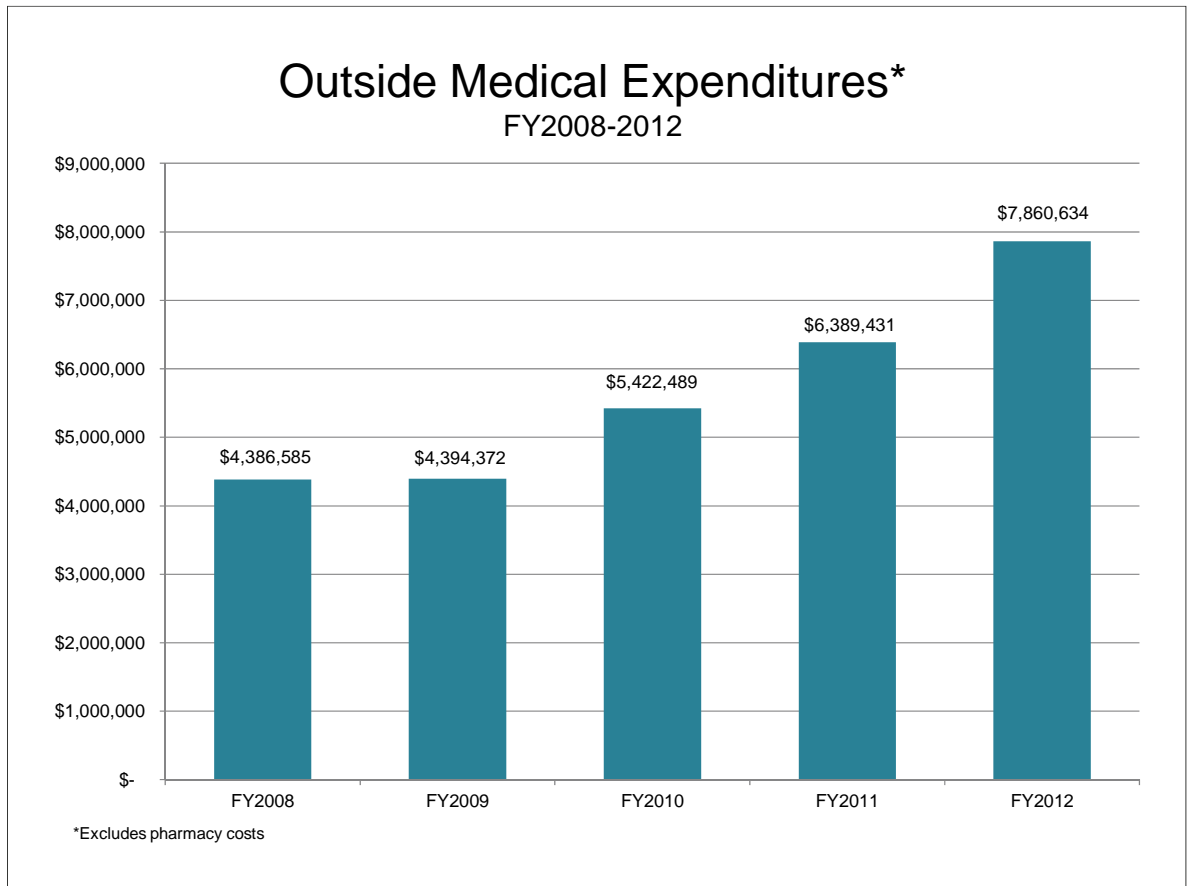
The department takes steps to control medical and treatment costs. Prescription medications are reviewed regularly for cost, and generic alternatives are substituted whenever possible. Nurses provide patient education to assist inmates in learning to manage their medical issues through diet, exercise and alternatives to medication. The department's managed-care nurses and medical director aggressively review health care cases, requiring providers to request pre-approval of medical visits and procedures as well as ensuring hospital stays are limited to what is medically necessary. A medical claims administrator ensures application of negotiated rates and discounts for lab tests, off-site physicians and hospital stays. The Medical Review Panel, chaired by the medical director, meets monthly to review and respond to complex health care requests and cases.

# Internal Health/Treatment Expenditures by Type FY2012



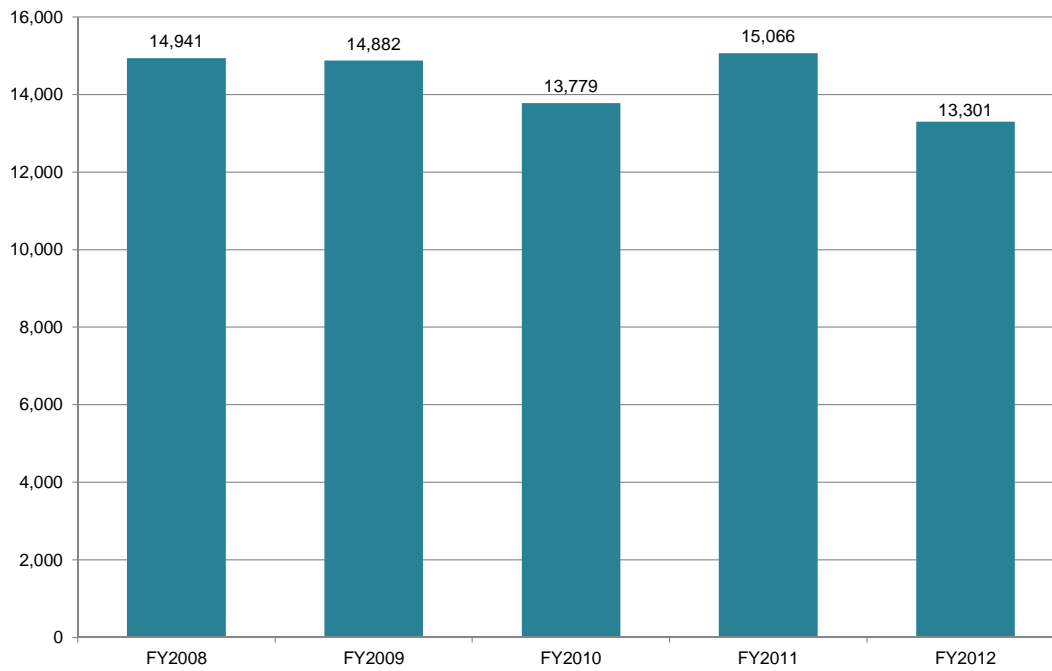
NOTE: Includes offenders in Montana State Prison, Montana Women's Prison, Pine Hills and Riverside youth correctional facilities, Missoula Assessment and Sanction Center, Treasure State Correctional Training Center, and probation and parole.

The annual cost of obtaining medical care from outside the corrections system has more than doubled during the past five years. The increase was about 17 percent a year until 2012 when expenditures jumped almost 25 percent from the year before.



The department provides prescription medications for offenders. Just as medical costs rise, so do pharmacy expenses. Drug costs have averaged \$2.5 million in each of the past five fiscal years. The average annual increase was 4.6 percent. The increase in FY2012 was 2.8 percent. A March 2012 report by the American Society of Health Systems Pharmacists projected a national growth in prescription drug

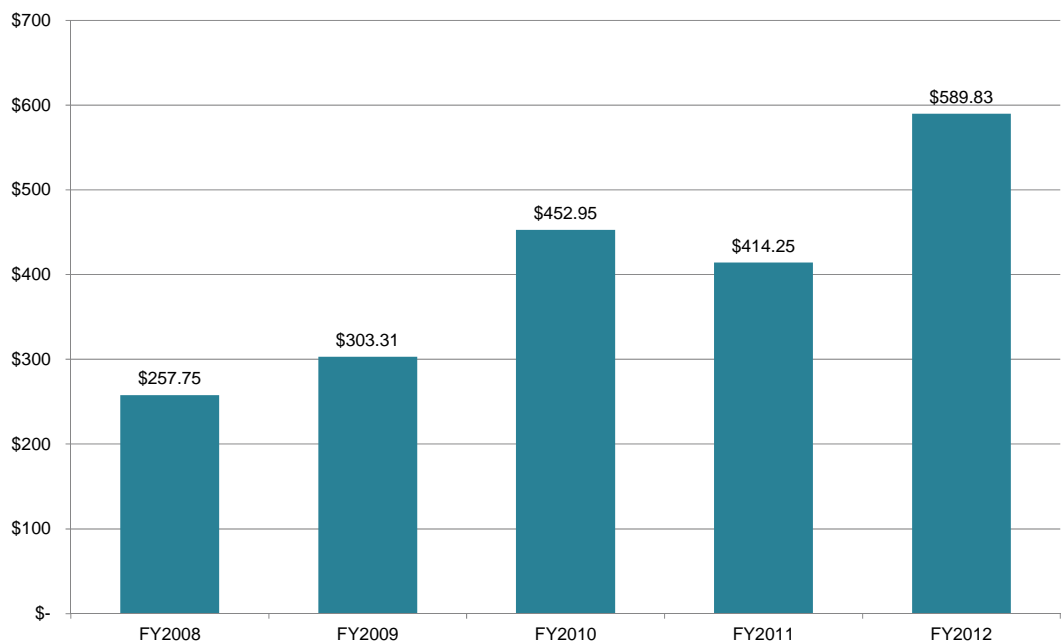
## Number of Claims Requiring Outside Medical Care FY2008-2012



The department had 71,969 instances in which inmates required medical care outside of the corrections system in the past five years. That represents an average of 14,394 cases per year. The cases range from an examination by an emergency room physician to lengthy stays in an intensive care unit.

The average cost of a claim involving outside medical care increased 128 percent in the past five years, and rose 42 percent just between 2011 and 2012. The cost is driven by the severity of medical issues and the level of care required.

## Average Cost per Outside Medical Claim\* FY2008-2012

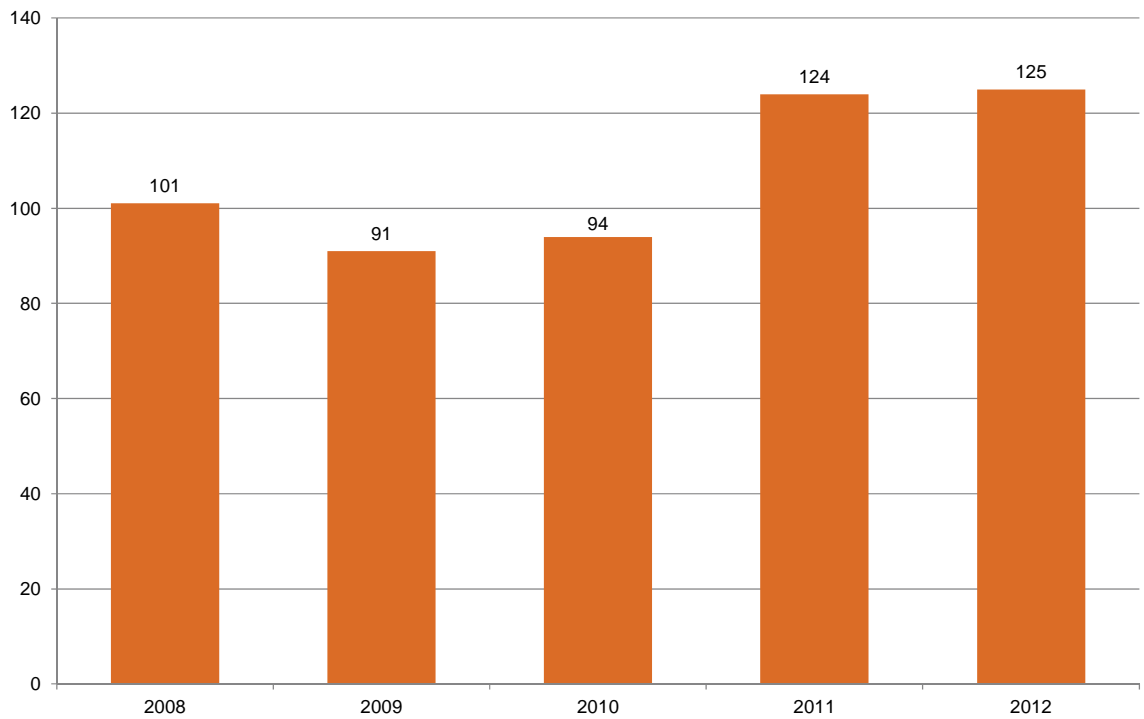


\*Excludes pharmacy costs



## Annual Number of Offenders Requiring Hospitalization

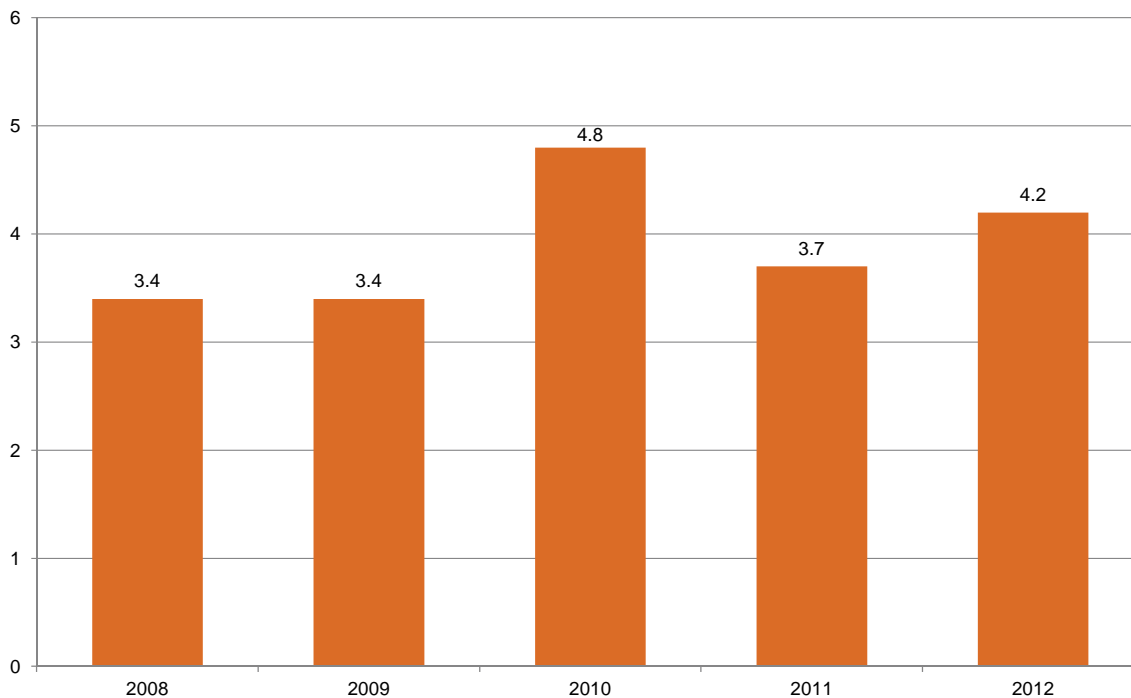
FY2008-2012



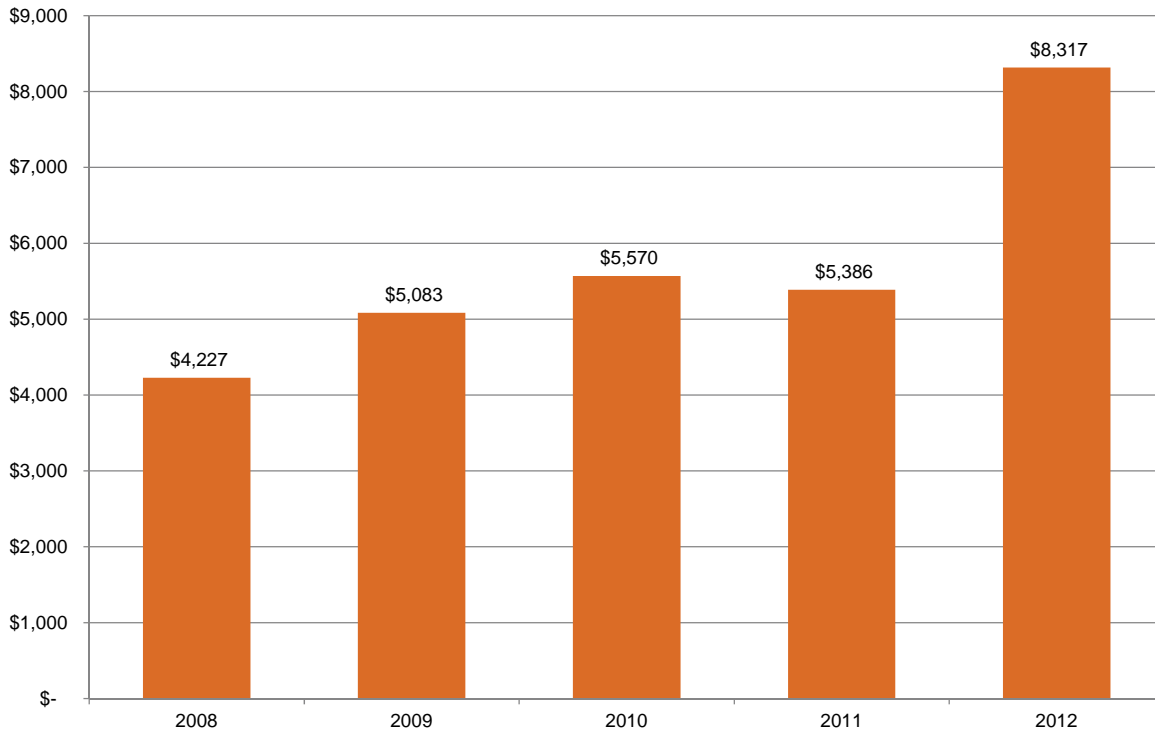
## Annual Average Length of Offender Hospital Stays

(in days)

FY2008-2012

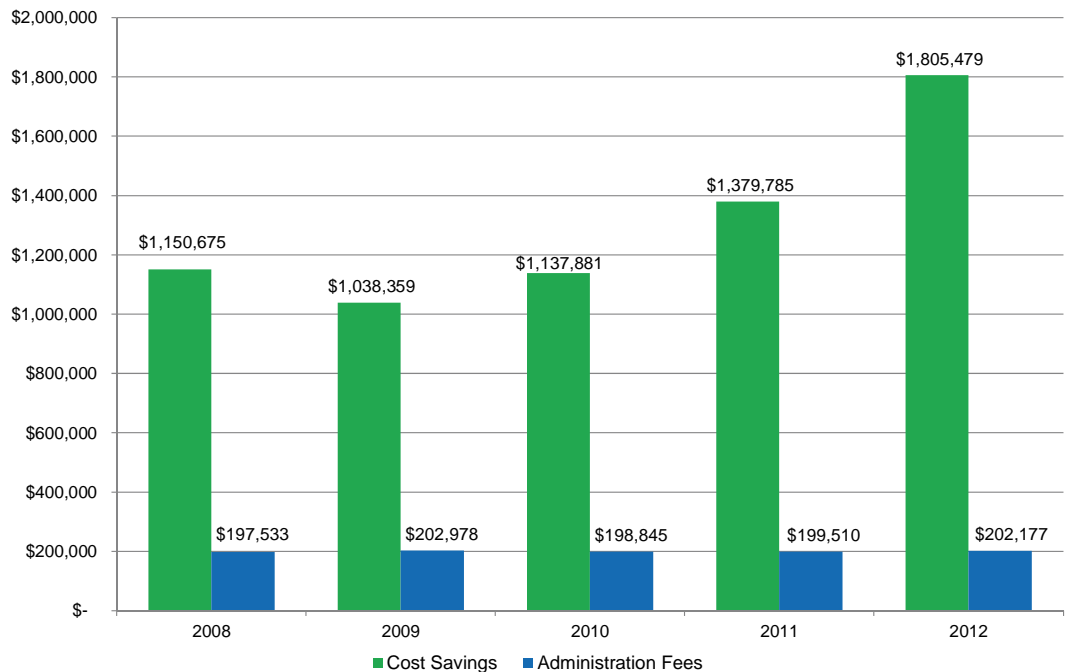


## Annual Average Cost Per Offender Hospital Day FY2008-2012



The department uses Blue Cross Blue Shield to administer claims for outside medical care through network providers. Using that system has saved \$6.5 million in the past five years. At the same time, the department paid an average of \$200,000 a year in administrative costs. While annual savings increased 57 percent since 2008, the administration fees increased just 2.3 percent during that time.

## Annual Cost Savings With Network Providers FY2008-2012





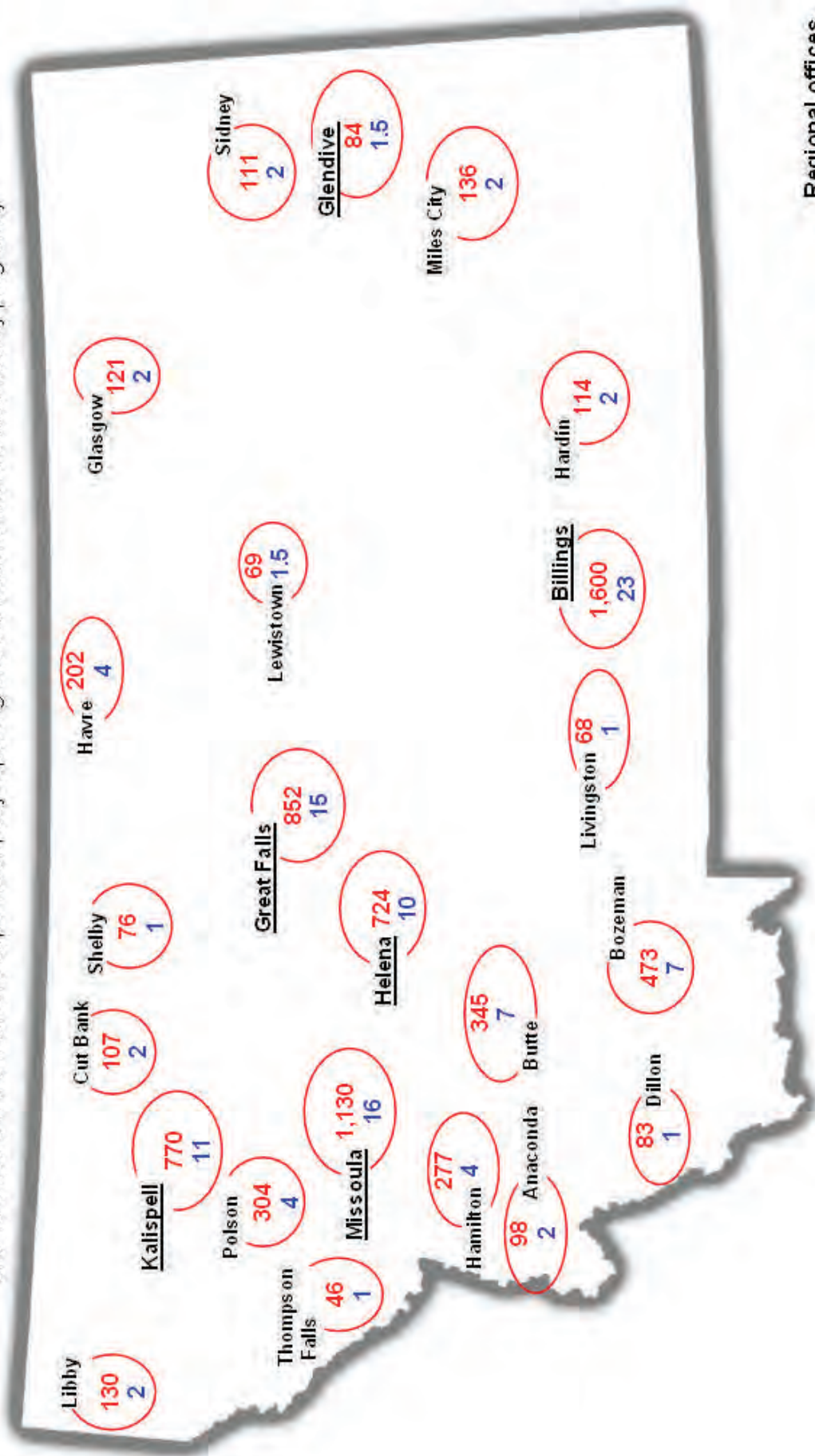
# Adult Community Corrections

*Statistical information concerning  
community corrections programs  
and offenders in those programs*



# Probation & Parole Offices, Caseloads and Officers

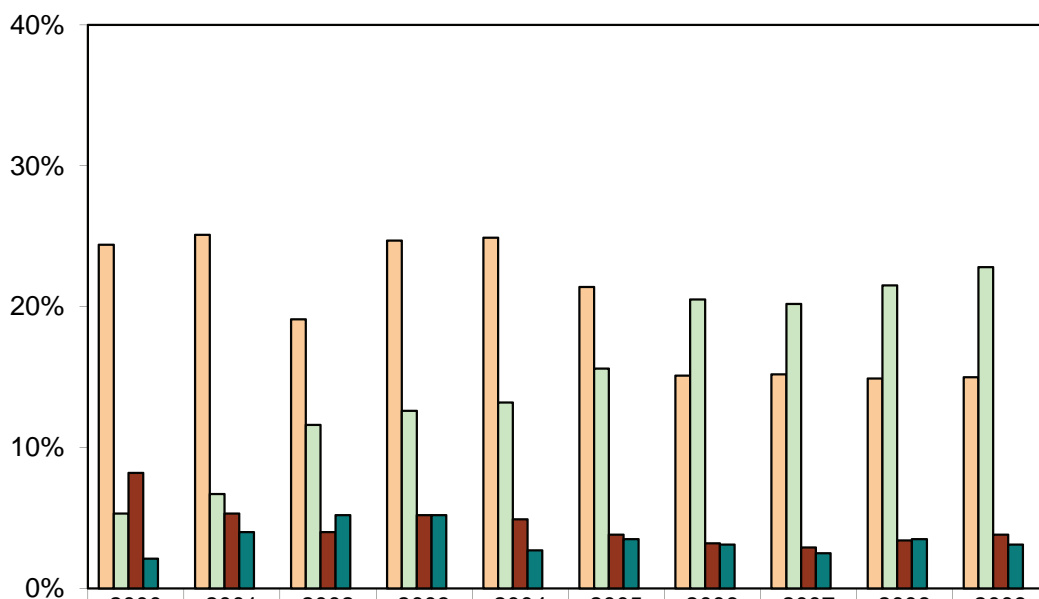
(Numbers as of July 2012 - Excludes 13.5 institutional probation and parole officers and 13 officers in the intensive supervision, day-reporting and the treatment and accountability programs)



Regional offices  
**Number of offenders**  
**Number of probation/parole officers**

# Male 3-Year Return Rate

FY2000-2009



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Violation to Prison	24.4%	25.1%	19.1%	24.7%	24.9%	21.4%	15.1%	15.2%	14.9%	15.0%
Violation to Alternate Placement	5.3%	6.7%	11.6%	12.6%	13.2%	15.6%	20.5%	20.2%	21.5%	22.8%
New Crime to Prison	8.2%	5.3%	4.0%	5.2%	4.9%	3.8%	3.2%	2.9%	3.4%	3.8%
New Crime to Alternate Placement	2.1%	4.0%	5.2%	5.2%	2.7%	3.5%	3.1%	2.5%	3.5%	3.1%
<b>Total Return Rate</b>	<b>40.0%</b>	<b>41.1%</b>	<b>39.9%</b>	<b>47.7%</b>	<b>45.7%</b>	<b>44.3%</b>	<b>41.9%</b>	<b>40.7%</b>	<b>43.3%</b>	<b>44.7%</b>

OMIS data updated 7/18/2012

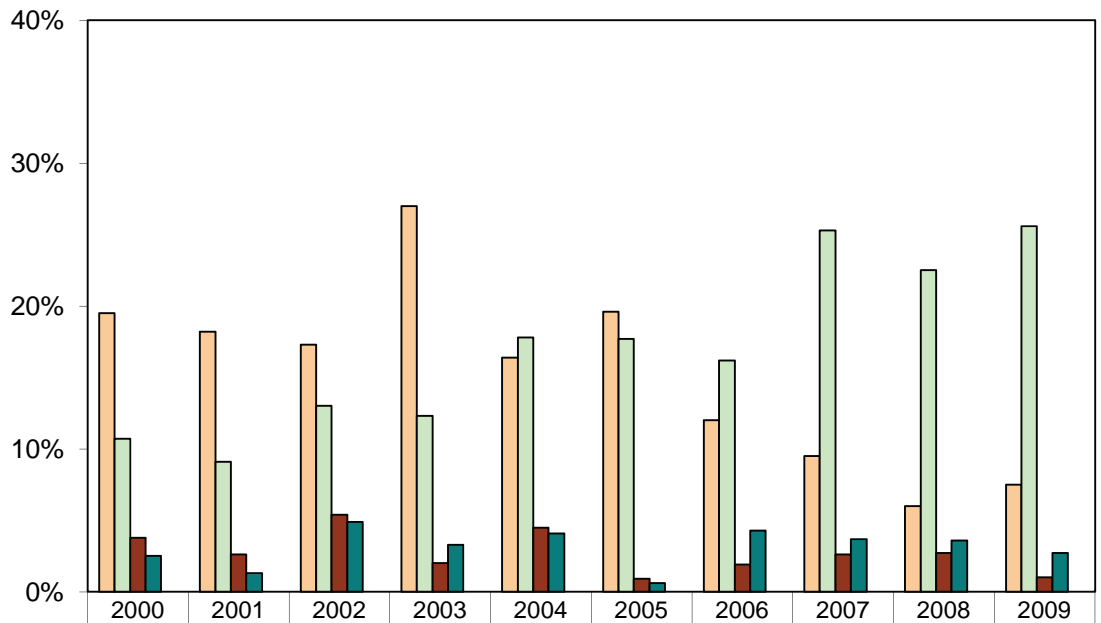
The return rate measures the rate at which offenders enter or return to any correctional program for any reason within three years of release. It offers a broad view of the offender population and differs from the recidivism rate, which applies only to those offenders who return to prison within three years of release. Because the return rate is measured over a three-year period, the latest data involves those offenders released in 2009 and then entered or returned to any correctional program in fiscal years 2010, 2011 or 2012.

The most recent overall return rate for all offenders released in fiscal year 2009 is 43.6 percent, meaning that 56 out of every 100 offenders released that year did not return for any reason by the end of June 2012.

The return rate for male offenders increased slightly for those released in 2008 and 2009, after four years of decline. The male return rate remains lower than the peak rate of almost 48 percent for releases in 2003. In the past three years, about 58 percent of those returning went to some correctional program other than prison.

# Female 3-Year Return Rate

FY2000-2009



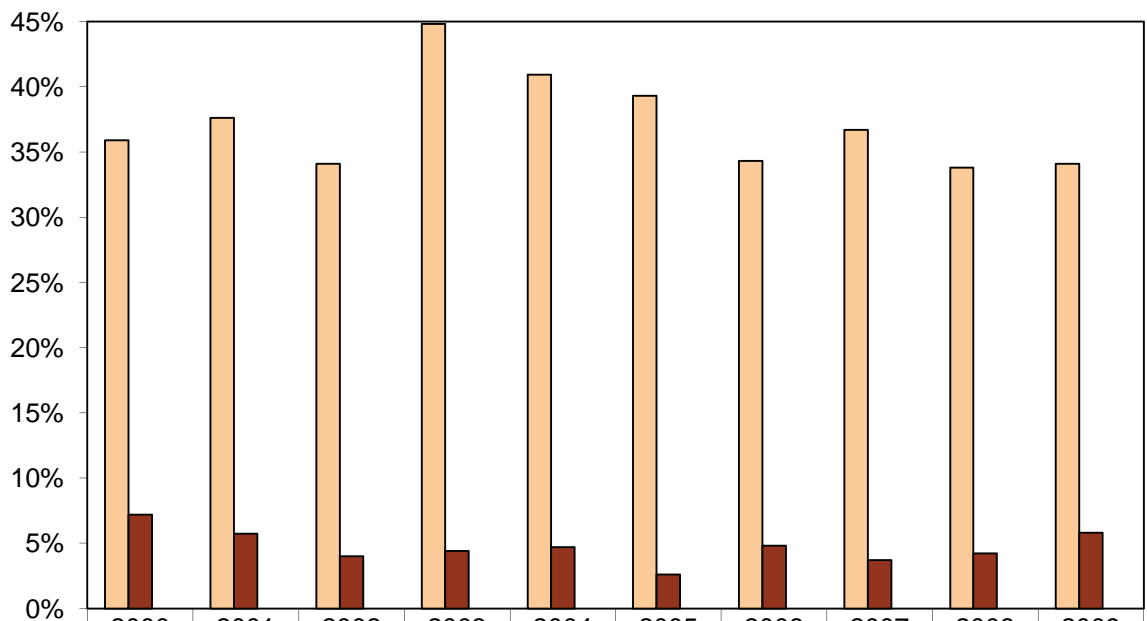
Violation to Prison	19.5%	18.2%	17.3%	27.0%	16.4%	19.6%	12.0%	9.5%	6.0%	7.5%
Violation to Alternate Placement	10.7%	9.1%	13.0%	12.3%	17.8%	17.7%	16.2%	25.3%	22.5%	25.6%
New Crime to Prison	3.8%	2.6%	5.4%	2.0%	4.5%	0.9%	1.9%	2.6%	2.7%	1.0%
New Crime to Alternate Placement	2.5%	1.3%	4.9%	3.3%	4.1%	0.6%	4.3%	3.7%	3.6%	2.7%
Total Return Rate	36.5%	31.2%	40.6%	44.6%	42.8%	38.8%	34.3%	41.1%	34.8%	36.8%

OMIS data updated 7/18/2012

The return rate among women offenders is lower than the rate for their male counterparts. The relatively small number of women offenders — they account for only about one out of every five offenders in the corrections system — results in larger fluctuations in the return rate. Changing outcomes for a handful of offenders can have significant impact on the return rate for the entire population of women.

The annual return rate for female offenders released from 2000 to 2009 increased four times and decreased six times. About 77 percent of those women returning in the past three years went to some correctional program other than prison.

## Male 3-Year Prison Recidivism Rate FY2000-2009



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Violation	35.9%	37.6%	34.1%	44.8%	40.9%	39.3%	34.3%	36.7%	33.8%	34.1%
New Crime	7.2%	5.7%	4.0%	4.4%	4.7%	2.6%	4.8%	3.7%	4.2%	5.8%
Total Recidivism Rate	43.1%	43.3%	38.1%	49.2%	45.6%	41.9%	39.1%	40.4%	38.0%	39.9%

OMIS data extracted 7/17/2012

The recidivism rate is one of the most frequent measures of a corrections system’s operation. The rate tracks the proportion of offenders leaving prison and returning for any reason within three years. It differs from the return rate, which measures all returns or entries to any correctional program within three years. Recidivism deals with only a portion of the offender population — those who were in prison and then return within a specific period of time. Montana’s definition of recidivism mirrors the one being promoted by the Association of State Correctional Administrators as part of an effort to develop a national definition used by all the states.

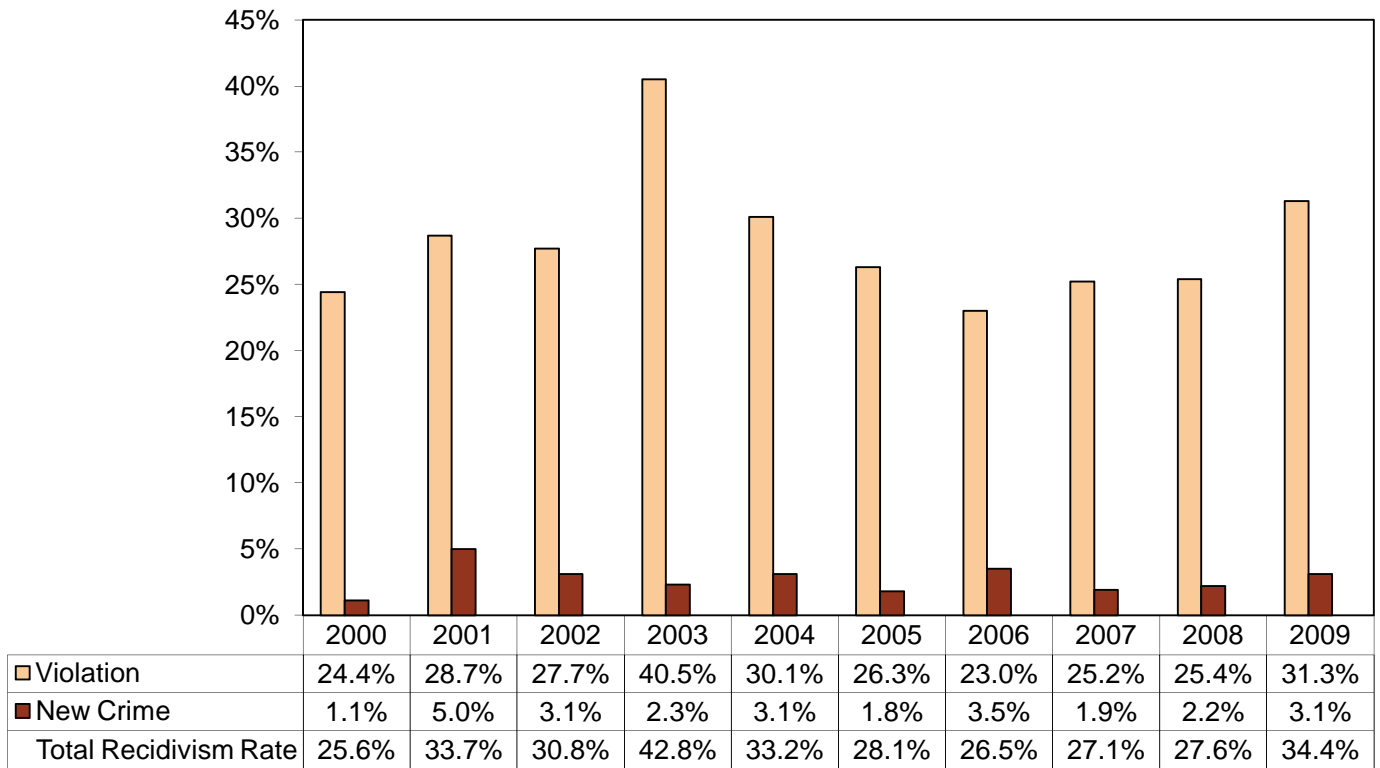
Montana’s most recent overall recidivism rate, for those released from prison in 2009, is 39.2 percent. That is an increase from two of the previous three years, but slightly lower than the rate for those offenders leaving prison in 2005.

The recidivism rate among male offenders leaving prison in 2009 increased from 2008, yet is far below the peak rate of 49.2 percent for those offenders released from prison in 2003. New crimes accounted for just 14.5 percent of the men returning to prison during the past three years. The remainder returned due to violations of conditions of their community placement.



# Female 3-Year Prison Recidivism Rate

## FY2000-2009



OMIS data extracted 7/17/2012

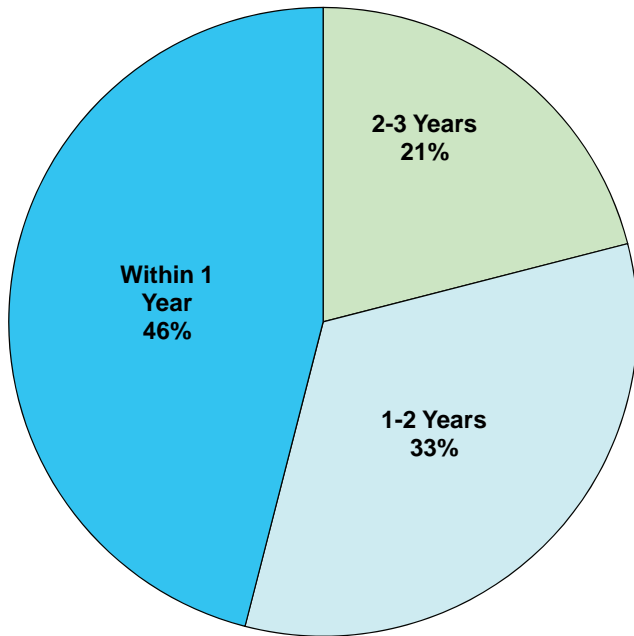
The recidivism rate for female offenders leaving prison in 2009 increased sharply when compared to the rate for releases in 2008, but remains well below the peak of 42.8 percent for women offenders released in 2003. Because the number of women leaving prison in a given year is very small compared to the number of men being released, the return of a relatively small number of women can have a marked effect on the rate.

Only about 9 percent of the women returning to prison in the past three years did so due to new crimes. The others were returned by a judge or the Board of Pardons and Parole because they violated conditions of their community supervision.

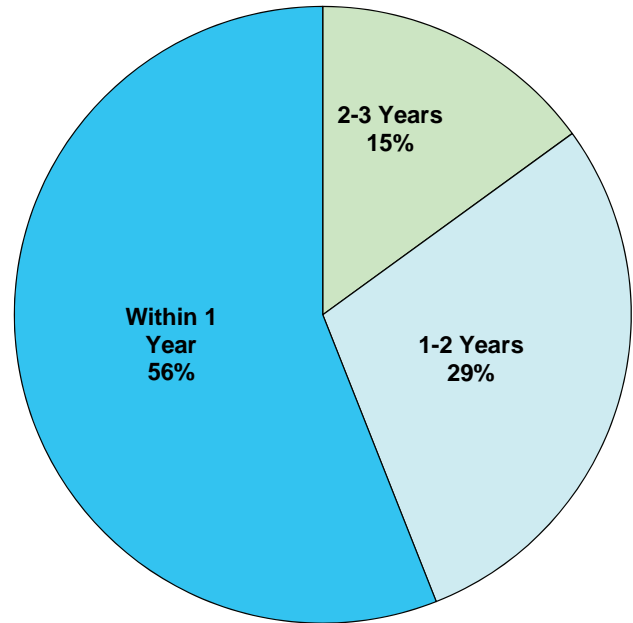
# Timing of Offender Returns

When do offenders return to any correctional facility?

Females



Males



FY2008-2009

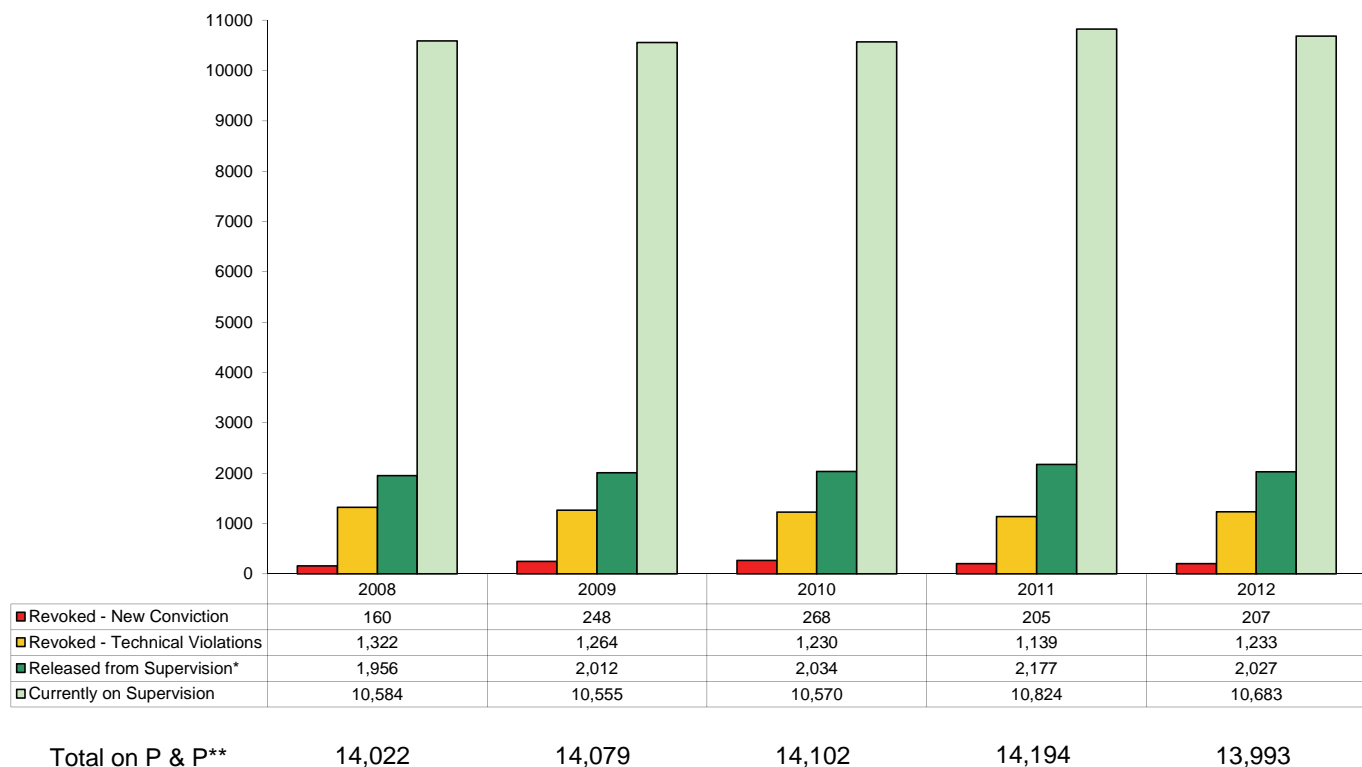
(Source: OMIS – Updated: 7/19/2012)

The first year of community supervision is the most critical. Offenders in that year most frequently encounter problems that result in them returning to a some correctional facility. This has been a pattern in Montana and nationally for many years. That’s why the department’s reentry initiative puts a special emphasis on helping offenders to promptly develop stability in their lives through employment and housing when they first return to a community.

Men are more likely than women to return within the first year, while about one of out every five female offenders and one out of every seven male offenders who come back do so in the third year of supervision.

# Probation and Parole Outcomes

## FY2008-2012



\* Released from Supervision includes those whose sentence expired, were granted an early release, were released by court order or were deceased.

\*\* Total on P & P includes all persons who were under P & P supervision at some point in time during each fiscal year.

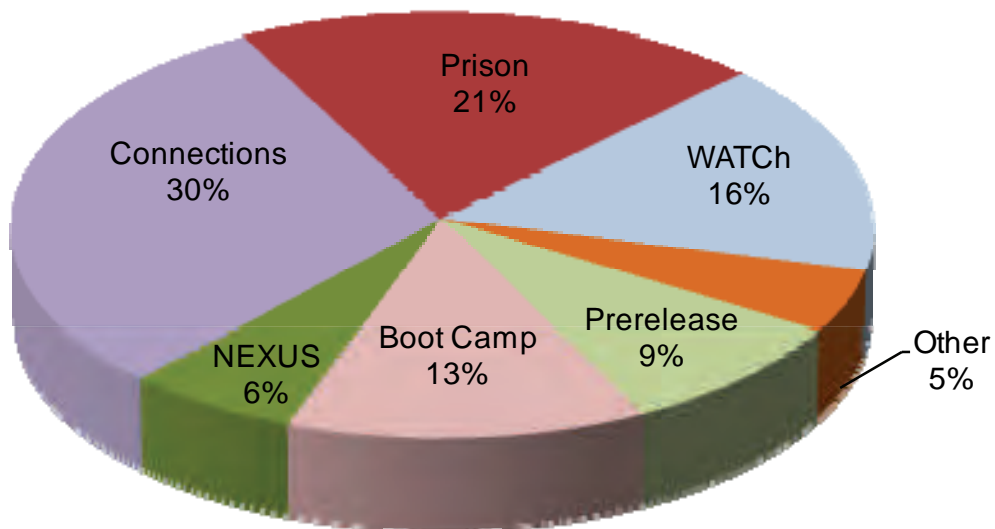
Data compiled from OMIS 7/23/2012

In each of the past five fiscal years, an average of 14,078 offenders have spent some time on probation or parole being supervised in the community. On average, just 1.5 percent of those offenders had their probation or parole revoked due to a new crime and 8.8 percent were revoked for violationing conditions of their community supervision. Revocations for such “technical violations” usually only occur after an offender has had multiple opportunities to comply and has failed to do so.

A judge has the final say on whether to revoke an offender on probation and the Board of Pardons and Parole decides whether to revoke a parolee.

# Missoula Assessment & Sanction Center

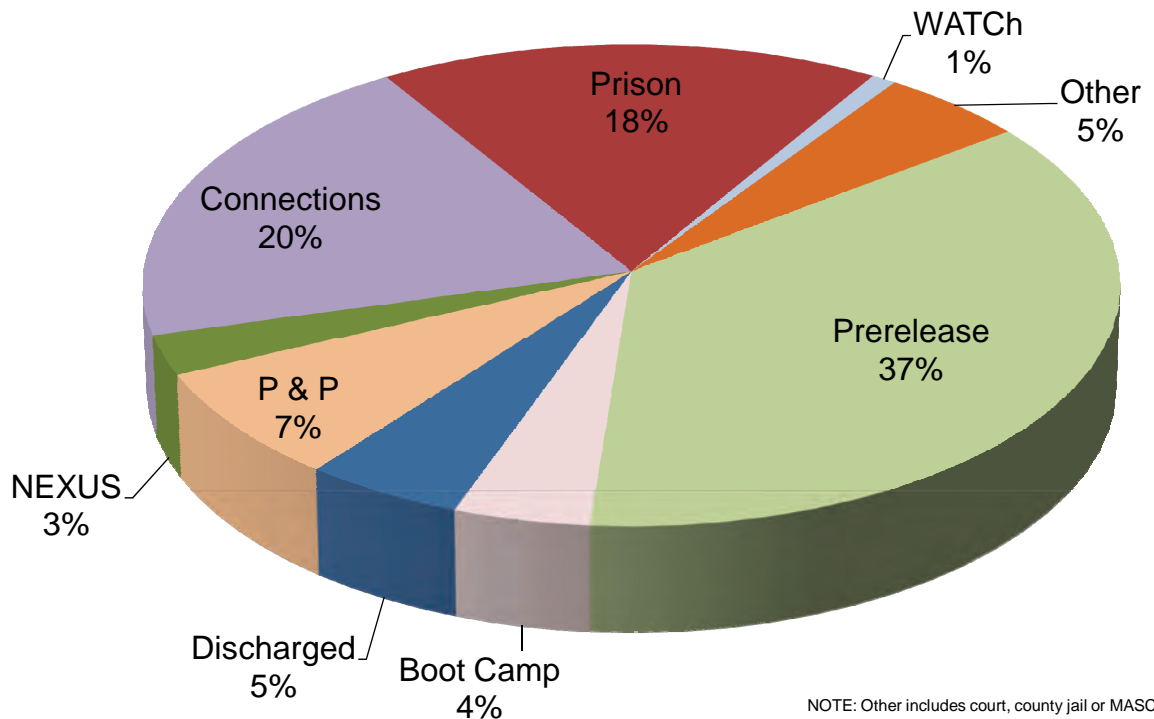
Placements for 3,006 male offenders  
FY2008-2012



NOTE: Other includes conditional release, ISP and START

# START (Sanction, Treatment, Assessment, Revocation and Transition)

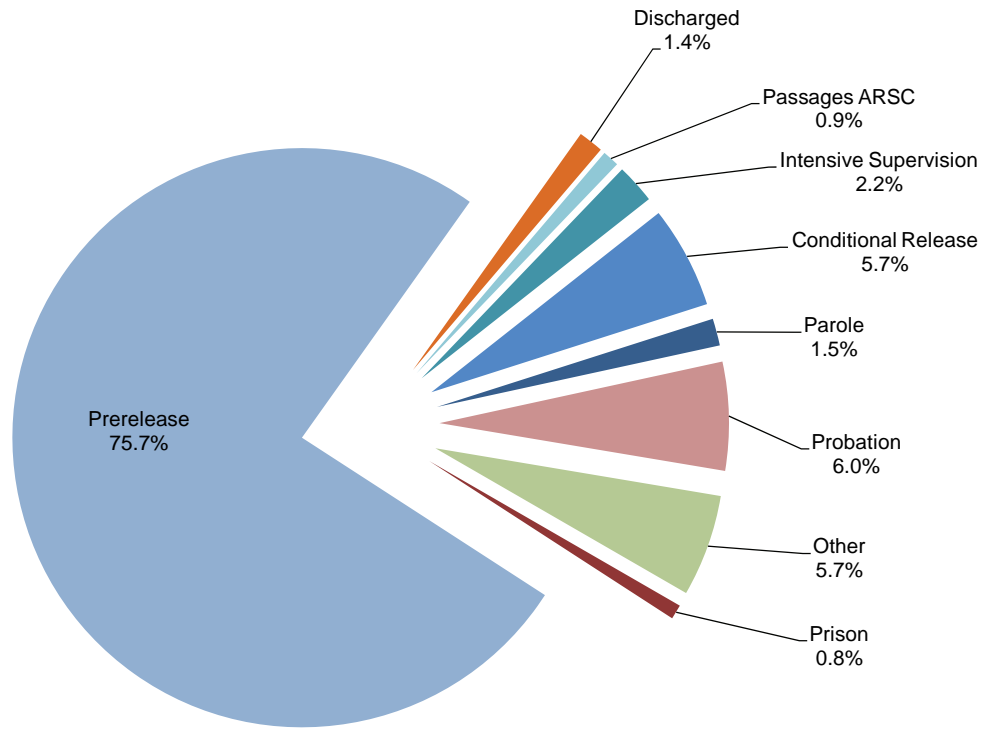
Placements for 2,523 offenders  
FY2008-2012



NOTE: Other includes court, county jail or MASC

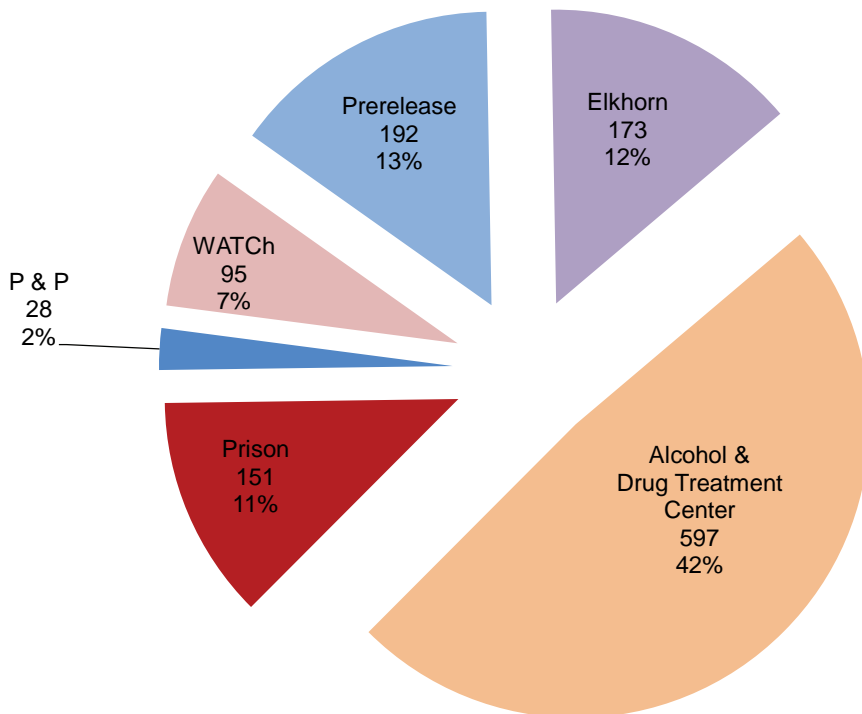
# Passages Alcohol & Drug Treatment Center

Placements for 860 female offenders  
FY2008-2012



# Passages Assessment, Revocation & Sanction Center

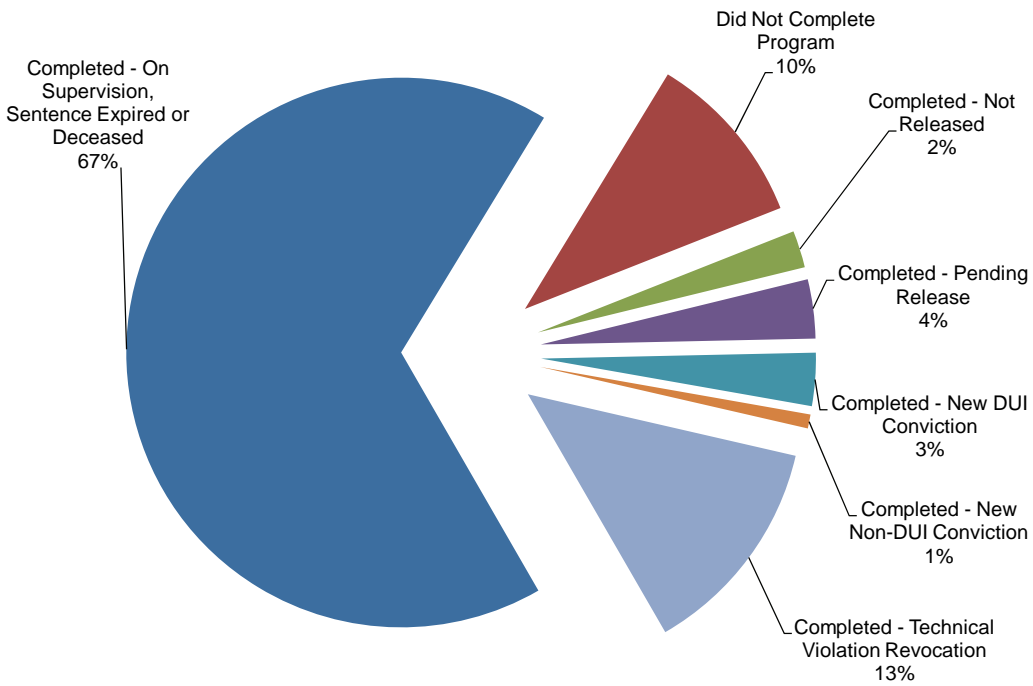
Placements for 1,227 Female Offenders  
FY2008-2012



# Warm Springs Addiction Treatment & Change

FY2008-2012

1,699 Discharges\*

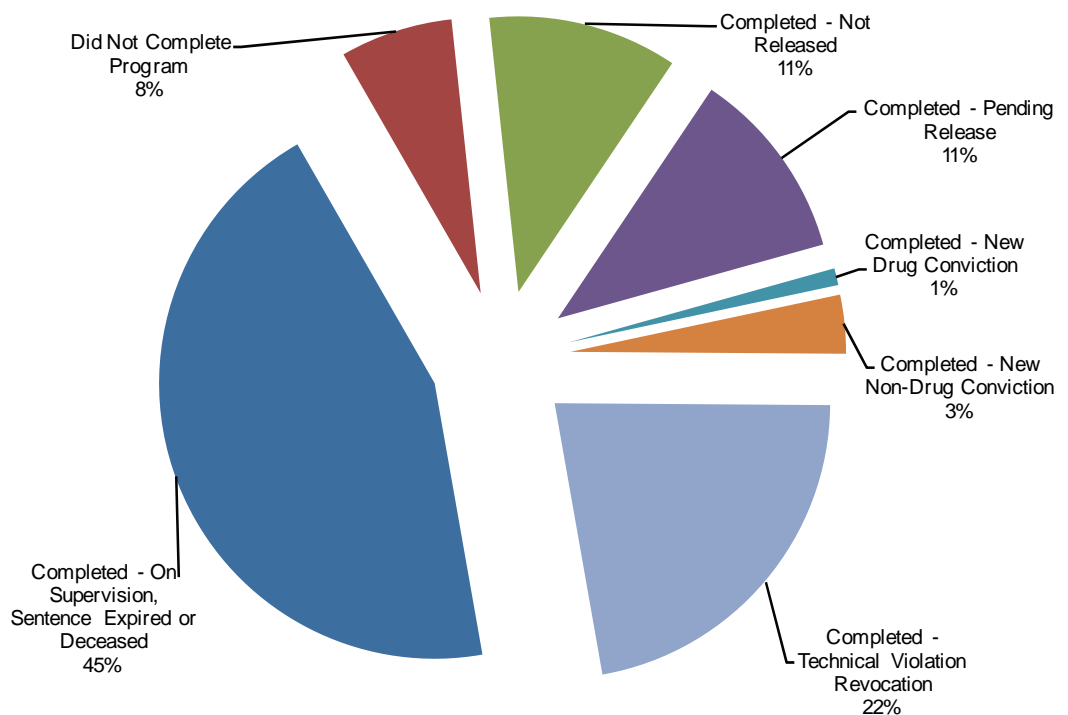


\* Some offenders were admitted for treatment more than once.

# Connections Corrections Program

FY2008-2012

2,727 Discharges\*

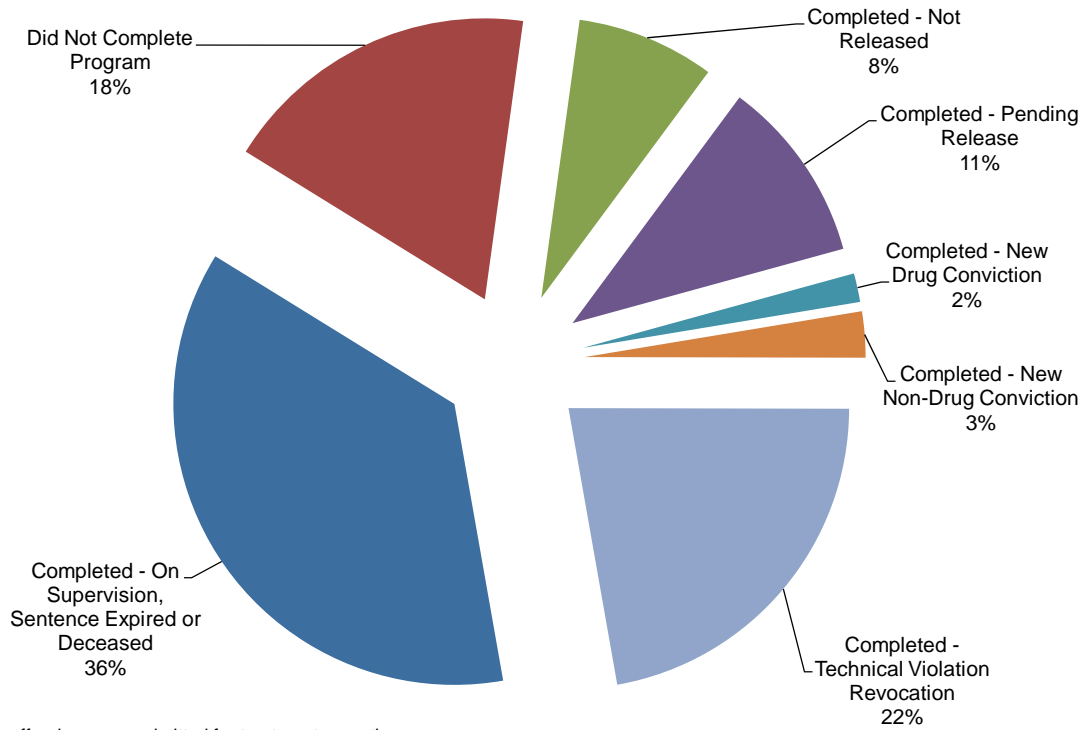


\* Some offenders were admitted for treatment more than once.

# NEXUS Treatment Center

FY2008-2012

625 Discharges\*

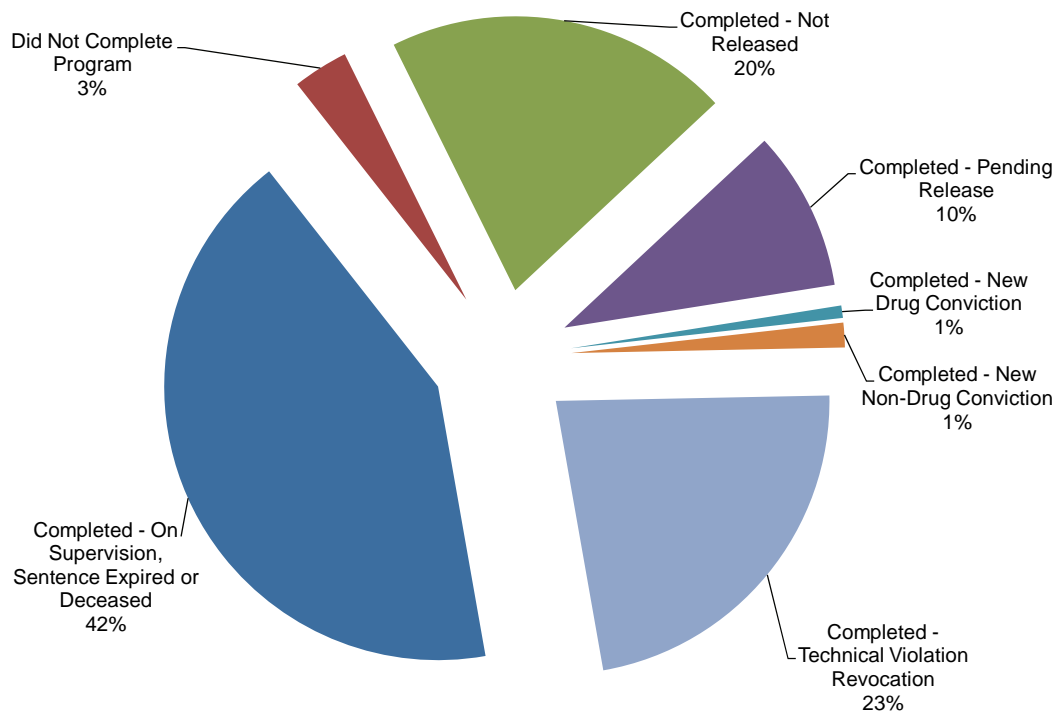


- Some offenders were admitted for treatment more than once.
- Extracted from OMIS on 9/12/2012

# Elkhorn Treatment Center

FY2008-2012

275 Discharges\*

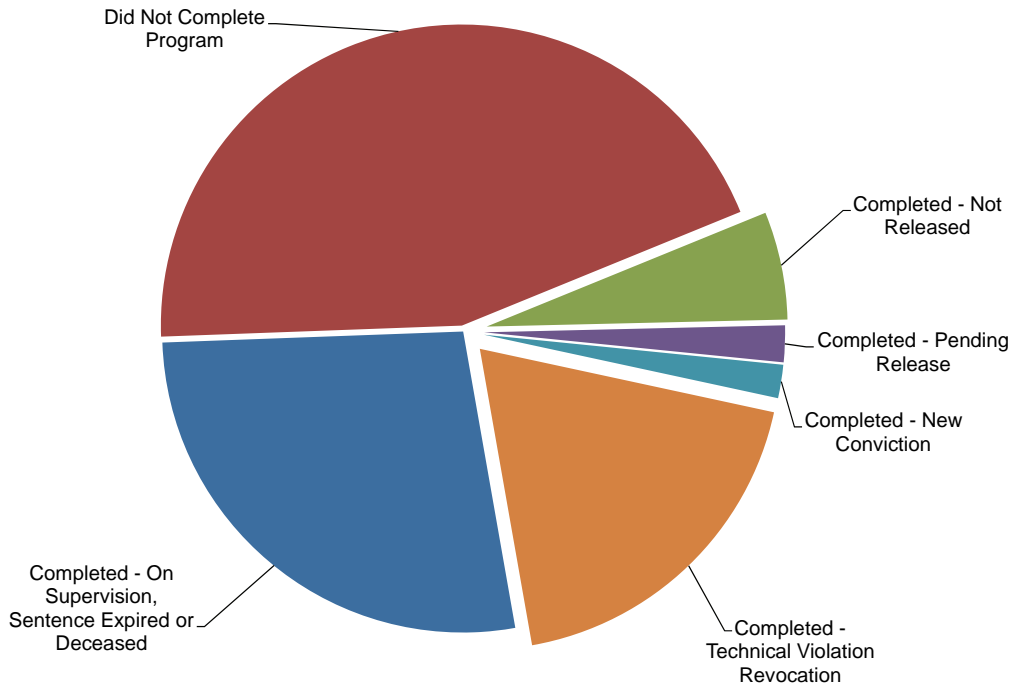


- Some offenders were admitted for treatment more than once.
- Extracted from OMIS on 9/12/2012

# Treasure State Correctional Training Center

FY2008-2012

1,173 Discharges\*

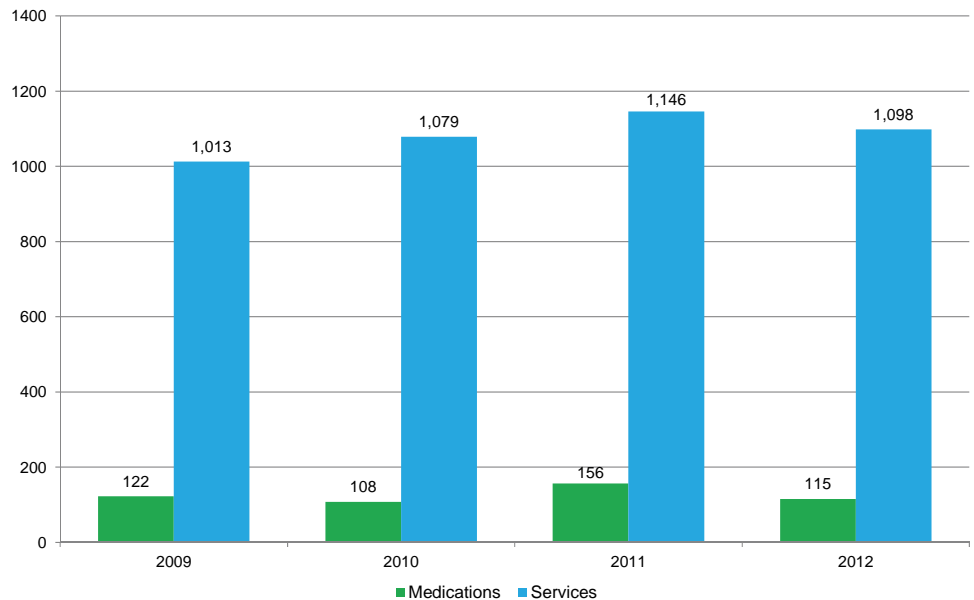


\* Some offenders were admitted more than once.

The department launched a program in 2008 that provides mental health services and medications to offenders in prerelease centers or on probation or parole who also are ineligible for traditional, publicly funded mental health programs. By helping offenders obtain these services, the department believes they will be more likely to succeed while in community corrections programs. The program provides clinical services, therapy, assessment, emergency counseling, crisis management and stabilization, and medication monitoring. In its first four years, the program annually provided services to an average of 1,084 offenders and medications to an average of 125 offenders.

## Offender Use of Mental Health Program

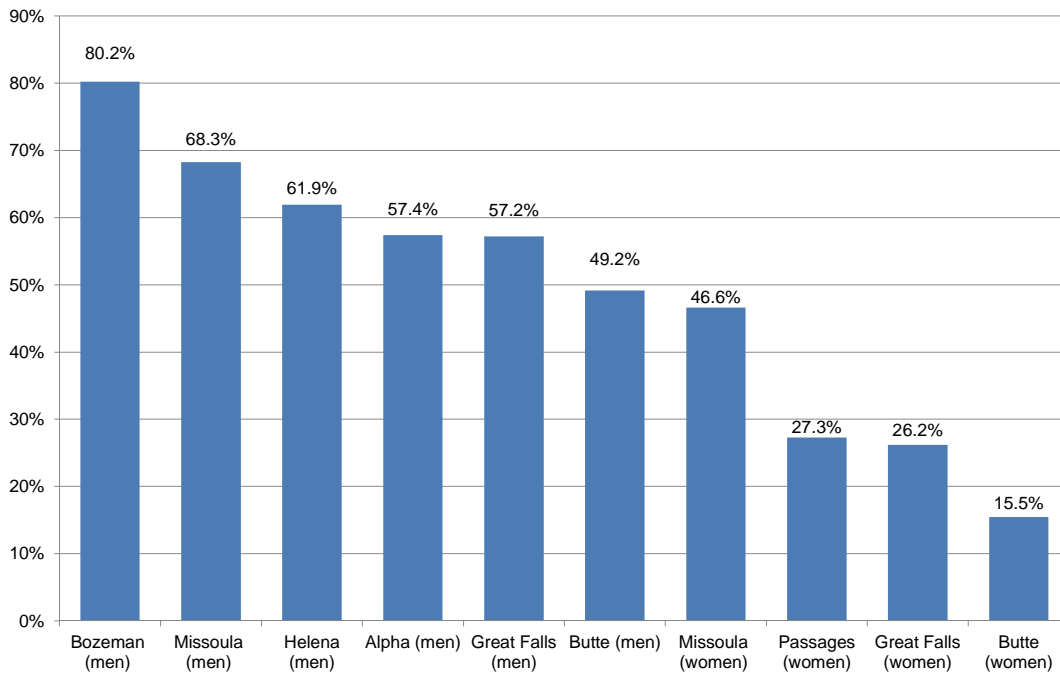
FY2009-2012





## Average Annual Denial Rates by Prerelease Centers

FY2008-2012



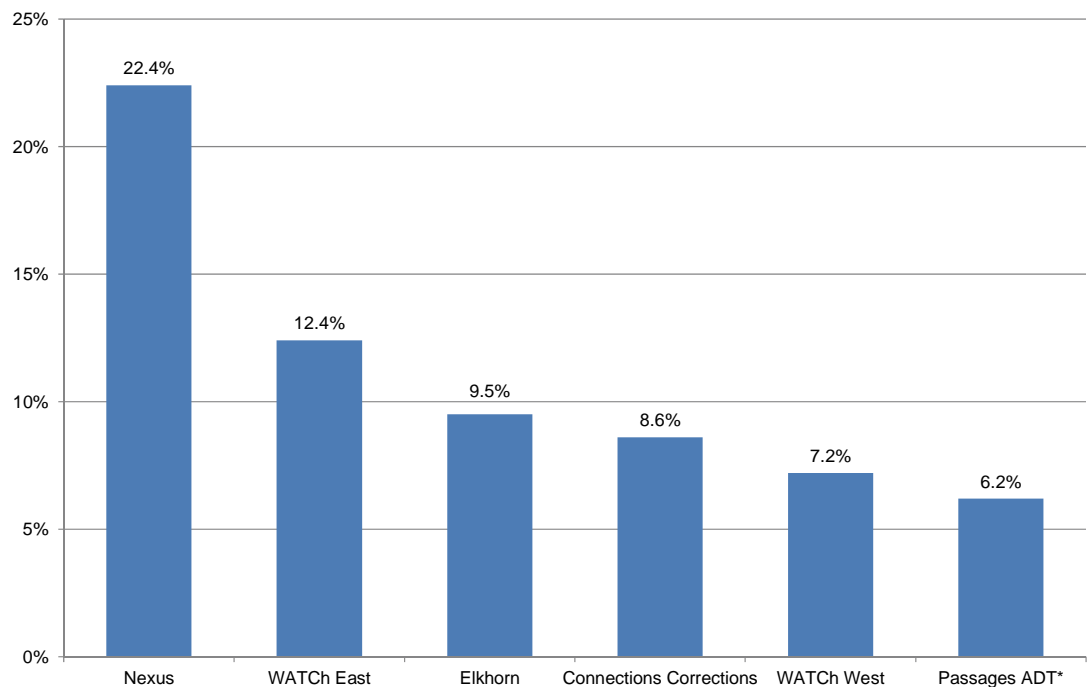
Note: Alpha House, Bozeman and Helena prerelease centers have only male offenders.

Local screening committees decide which offenders are accepted at Montana's prerelease centers and those decisions affect the department's ability to move offenders through the corrections system, particularly those leaving prison. Denial rates during the past five fiscal averaged 49 percent. Denial rates are lowest for women offenders, averaging 29 percent. The average denial rate for male offenders was 62.4 percent.

As with prerelease centers, programs contracting with the state to provide drug and alcohol treatment services use local screening committees to determine which offenders to accept. Denial rates among treatment programs averaged 11 percent during the past five fiscal years. Treatment programs have lower denial rates than do prerelease centers because offenders in treatment programs spend less time in the community and pose less potential risk to communities.

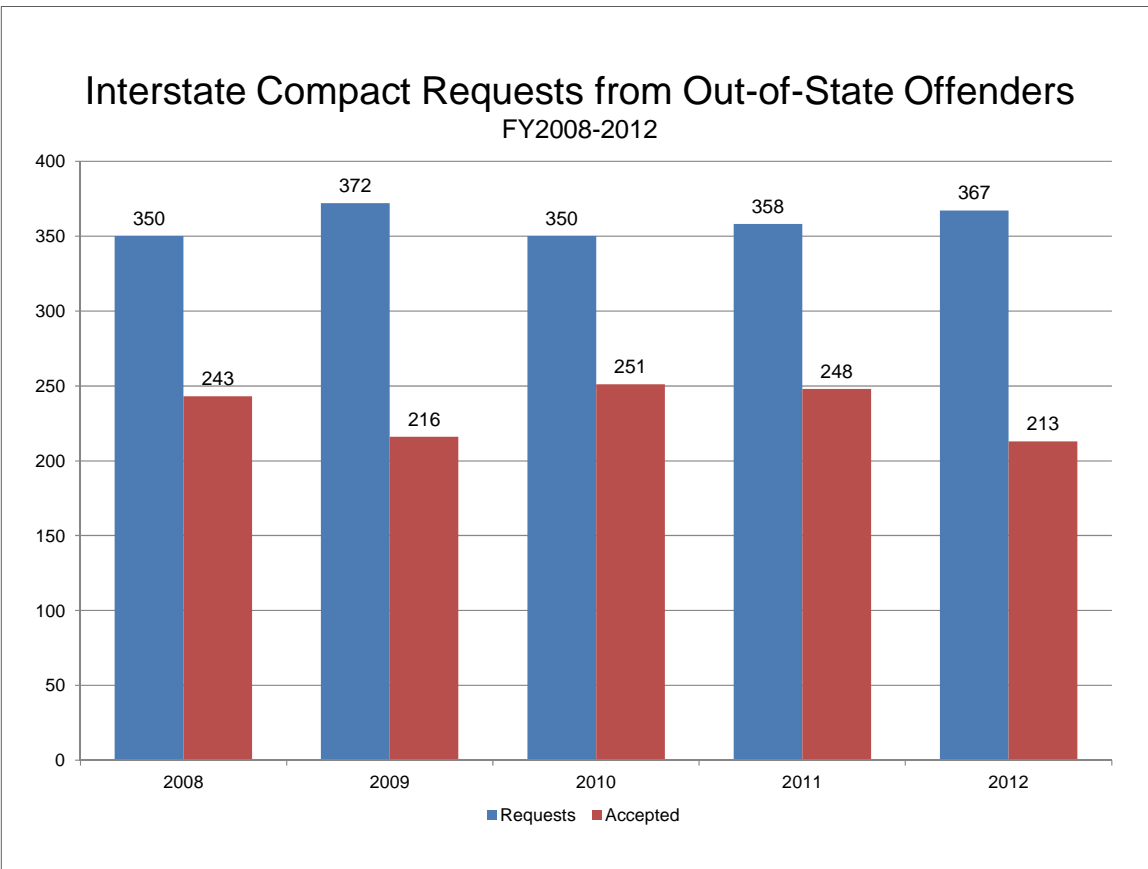
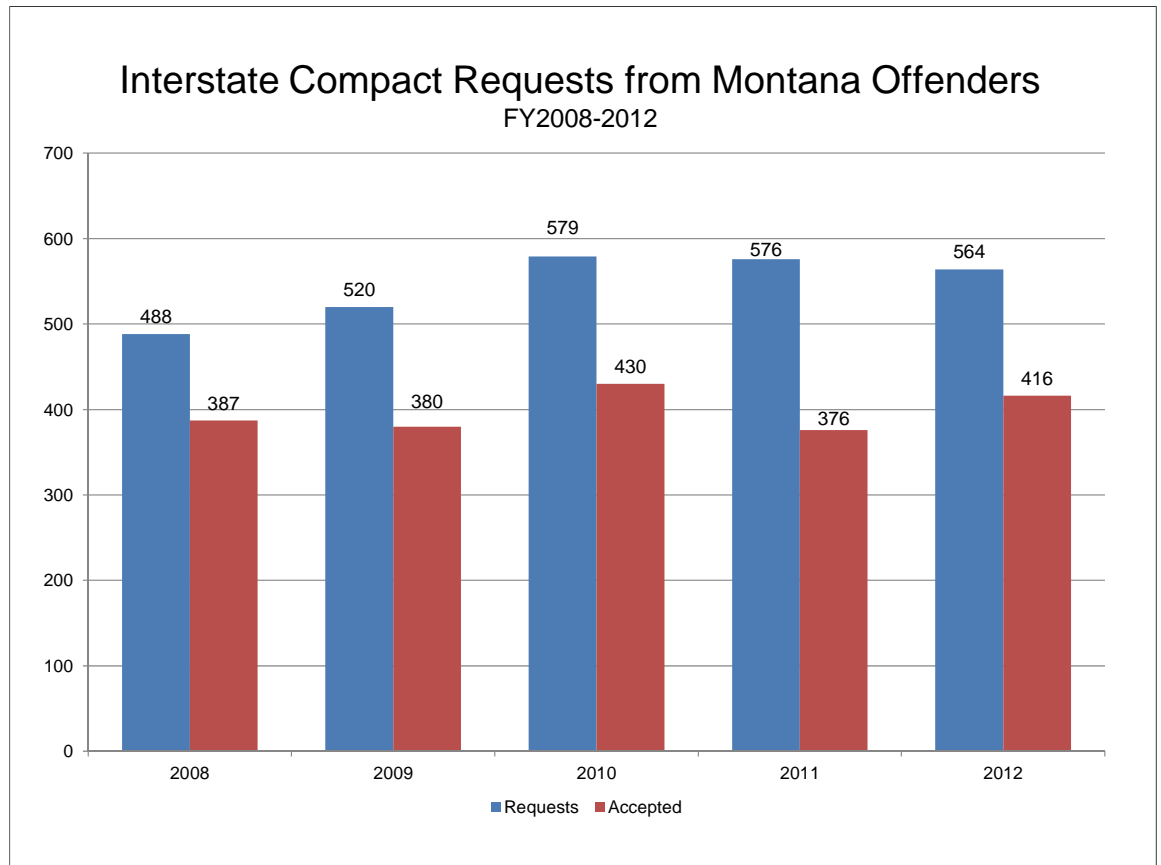
## Average Annual Denial Rates by Treatment Programs

FY2008-2012



\*Alcohol and Drug Treatment

An average of 545 Montana offenders asked to be supervised in other states during each of the past five years. On average, nearly three out of every four requests (398 per year) were approved by corrections officials in other states.



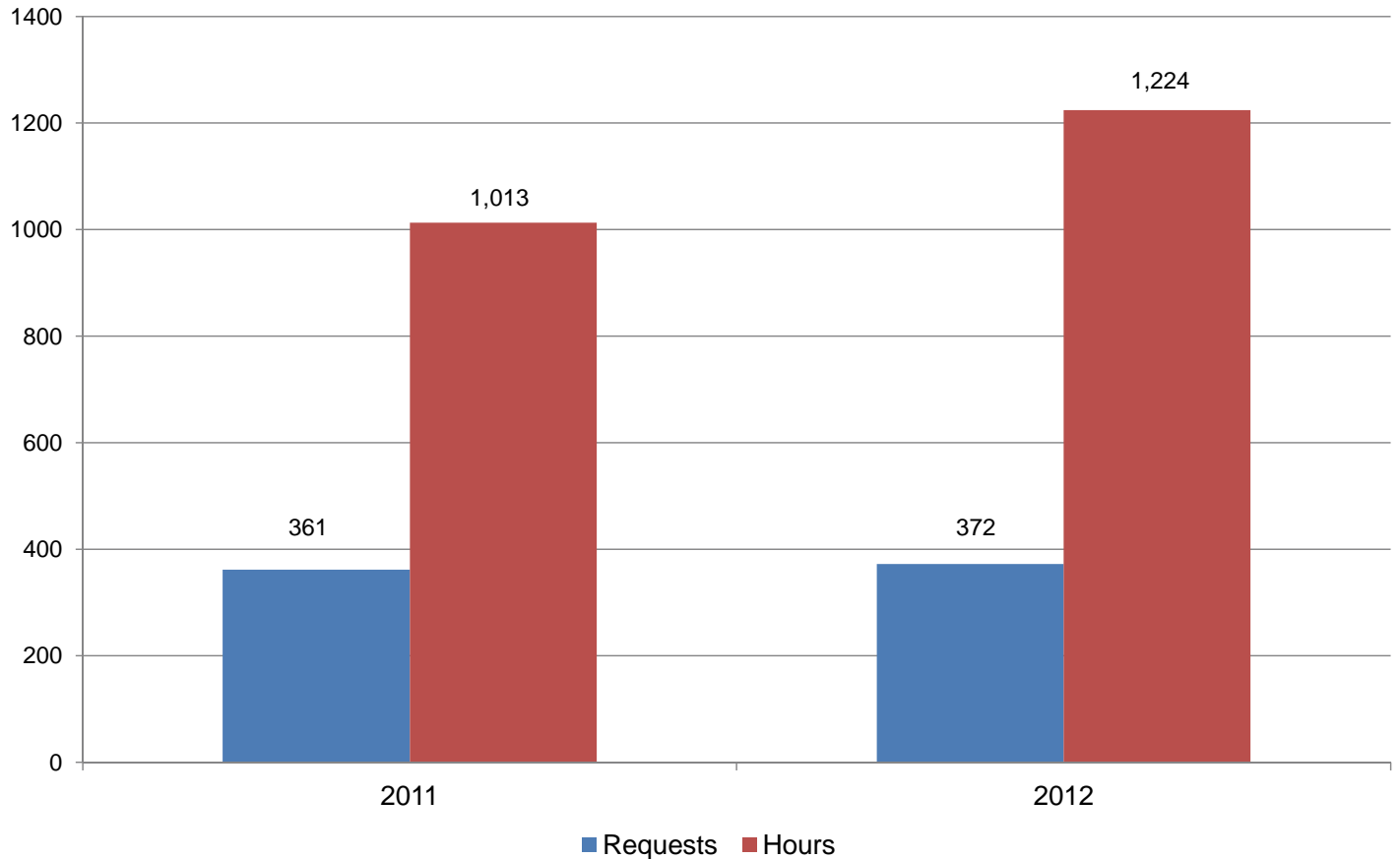
In each of the past five years, an average of 359 offenders from other states requested permission to be supervised in Montana. About two-thirds of those (234 per year) were accepted by Montana correctional officials.



# Information Technology

*Statistical information  
related to information technology  
services*

## Statistical Requests & Research Hours Needed to Respond FY2011-2012



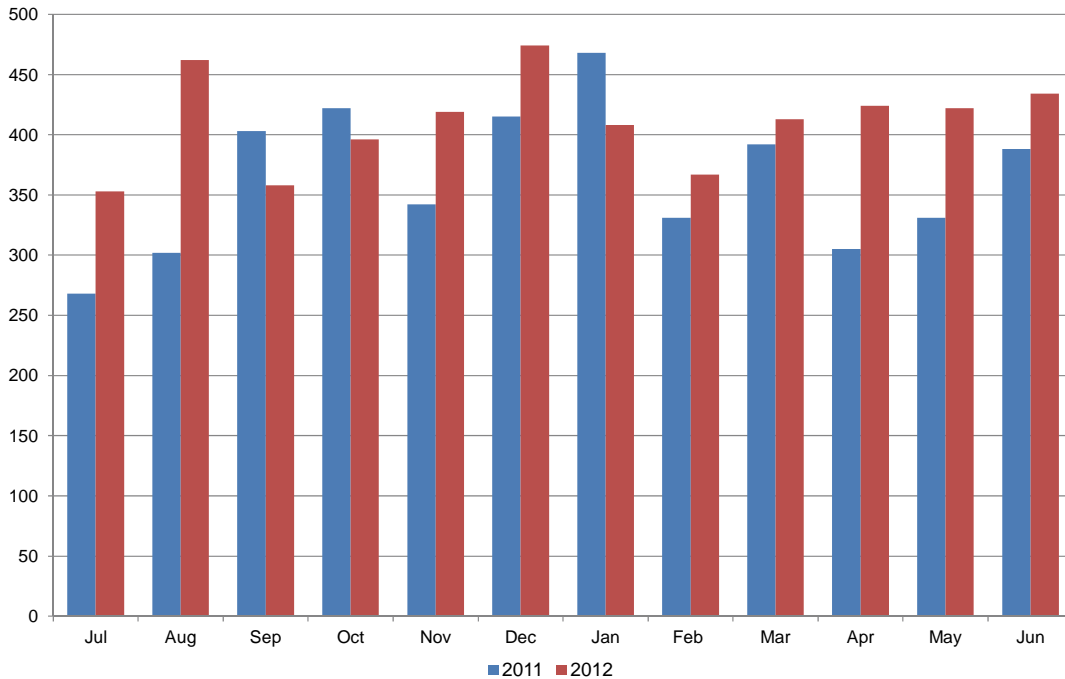
Excludes work on populations projections and biennial report  
Excludes time spent resolving 945 service desk work orders

Statistics are a crucial part of measuring operations of correctional programs and services. The department receives requests for statistical information almost daily, from within the agency, defense attorneys, prosecutors, judges, news media, legislators and their staffs, contractors providing services to the department, national correctional organizations, other state and federal agencies and the general public.

The launch of the Offender Information Management System (OMIS) in 2008 has made fulfilling requests for data and statistics easier and more efficient. But that also has led to an increase in requests. In fiscal year 2009, the department responded to 254 requests; that number increased to 372 in fiscal 2012, which represents a 46 percent increase. During those four years, the time needed to respond to the increasing number of requests has declined, from 1,608 hours to 1,224. The decrease reflects improvements made to OMIS since 2008 and the fact that many programs needed to extract data already are written.

## Service Desk Requests by Month

FY2011-2012

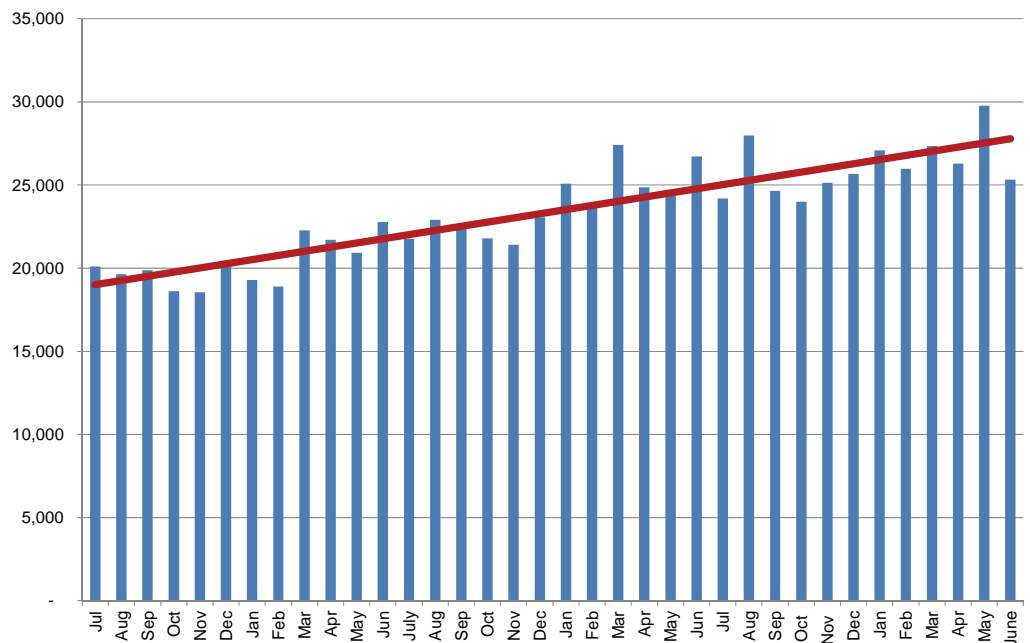


The department's service desk fields calls and emails requesting assistance with computers and related technology. The desk receives, prioritizes and relays trouble calls from the agency's more than 1,300 employees throughout Montana. In fiscal years 2011 and 2012, the desk handled 13,320 requests. That is a 6.3 percent increase from the previous two years. The number of calls increased by nearly 600 between 2011 and 2012. The average number of requests received monthly was 364 in FY2011 and 411 in FY2012.

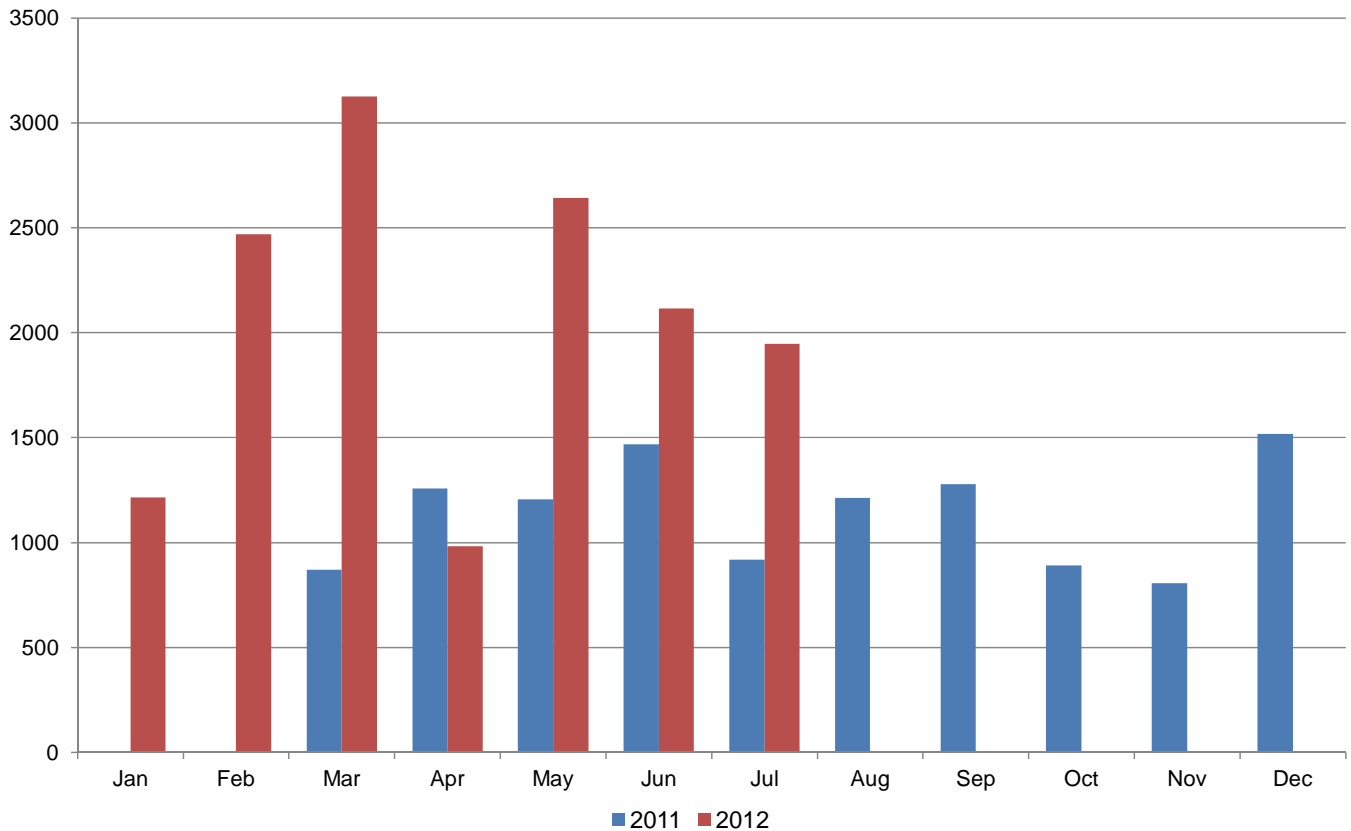
Chronological notes are used by probation and parole officers to record case activity related to offenders they supervise. The entries record significant developments that occur during offenders' supervision, note progress being made by offenders and reflect contacts with officers. The notes provide an indication as how well an offender is complying with the requirements of his community supervision. The number of entries per month has increased during the past two fiscal years from 20,097 in July 2010 to 25,325 in June 2012. The average number of monthly entries in this two-year period was 23,394. The number of daily entries increased from 700 to 962 in the two years.

## Monthly Updates to Chronological Notes in OMIS

FY2010-2012



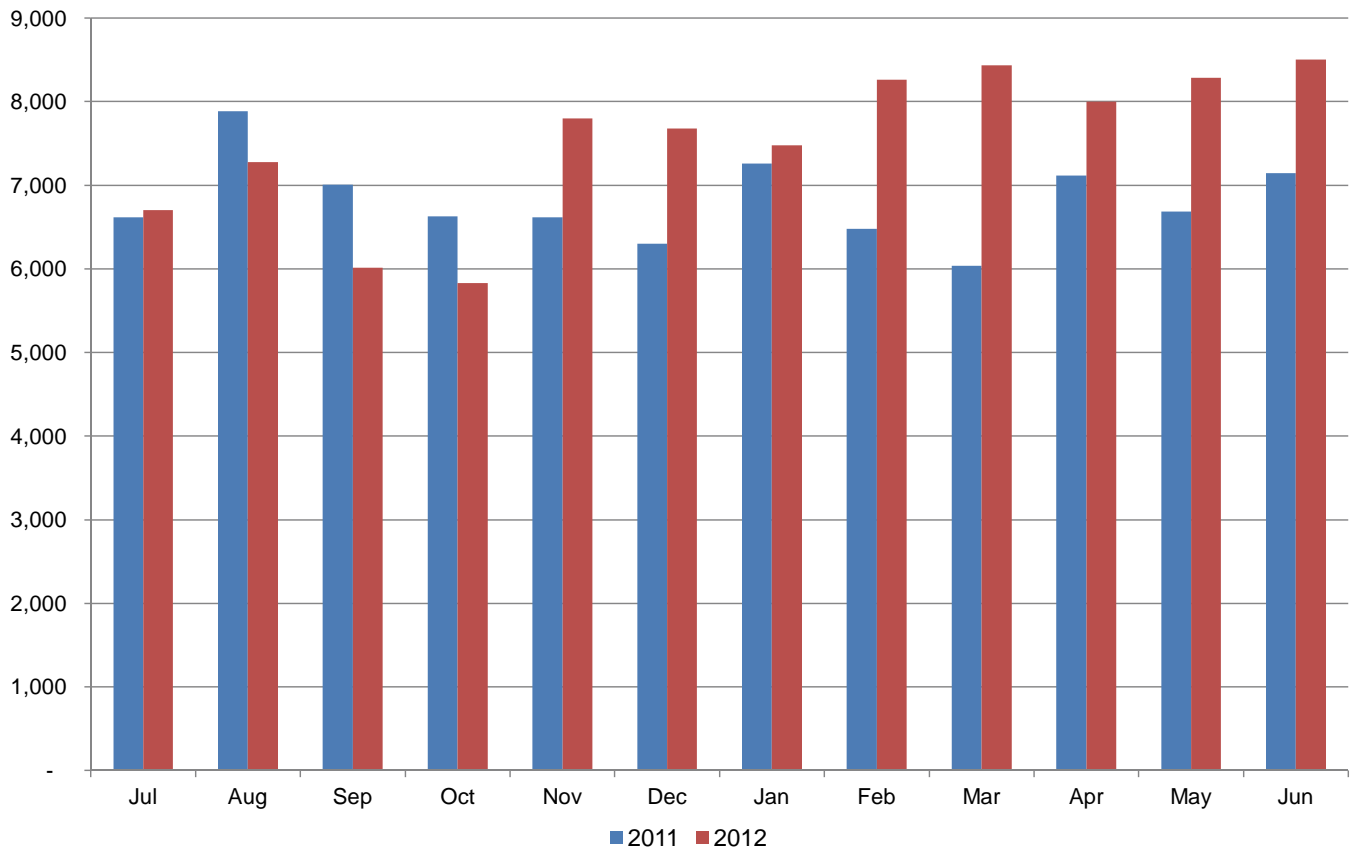
# Legal Documents Uploaded Monthly into OMIS CY2011-2012



The department began in March 2011 to scan into the Offender Management Information System various legal documents related to offenders under department jurisdiction. Between then and July 2012, almost 26,000 documents were scanned and loaded. In the first 10 months of that effort, an average of 1,143 documents were uploaded monthly. In the following six months, the average increased to 2,071 per month, a growth of 81 percent. The highest monthly total came in March 2012 when 3,126 legal documents were scanned and uploaded.

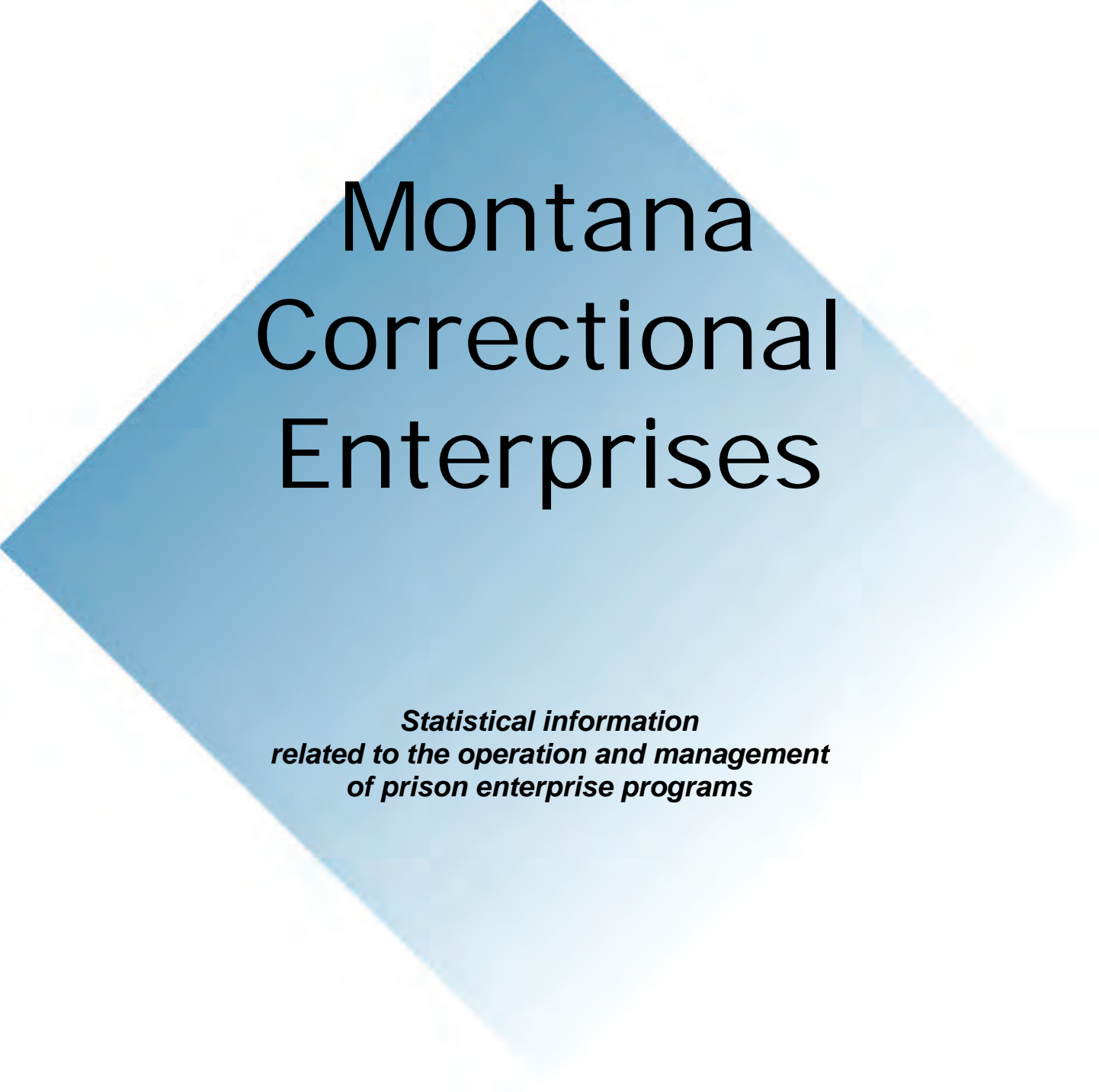
# Monthly Integrated Justice Information System Transactions

FY2011-2012



The Montana Integrated Justice Information System (IJIS) broker was established to improve public safety through the timely and accurate exchange of criminal justice information among various justice-related agencies. The Department of Corrections participates in the system by making its Offender Management Information System available to provide information about offenders to other government agencies. The number of transactions reflects the instances where the department has shared information.

In the past two fiscal years, the department counted 172,034 transactions with IJIS. The average number of such transactions each month increased from 6,814 to 7,522, a growth of more than 10 percent.

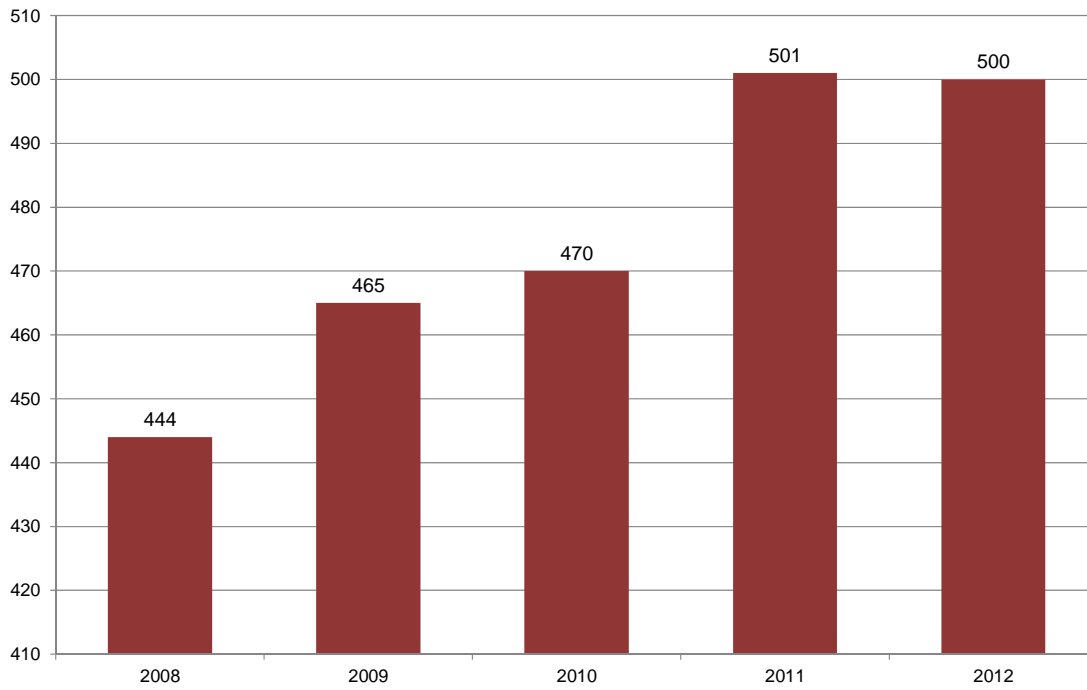


# Montana Correctional Enterprises

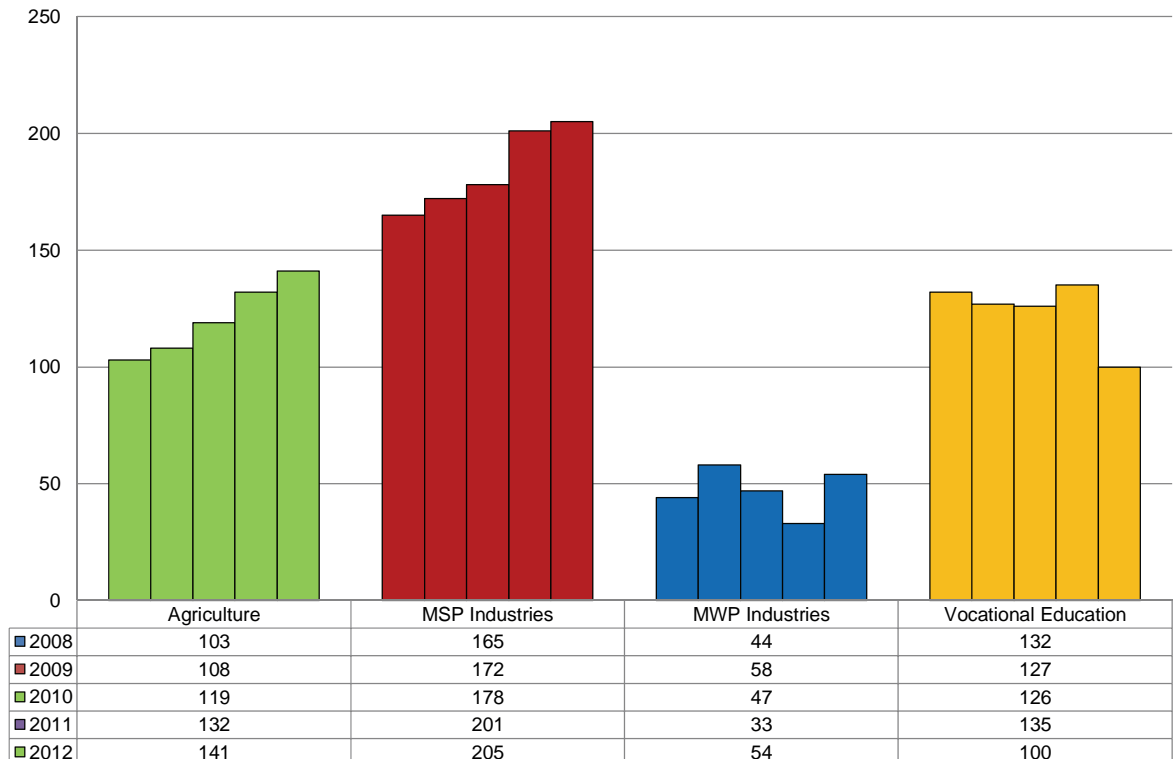
*Statistical information  
related to the operation and management  
of prison enterprise programs*



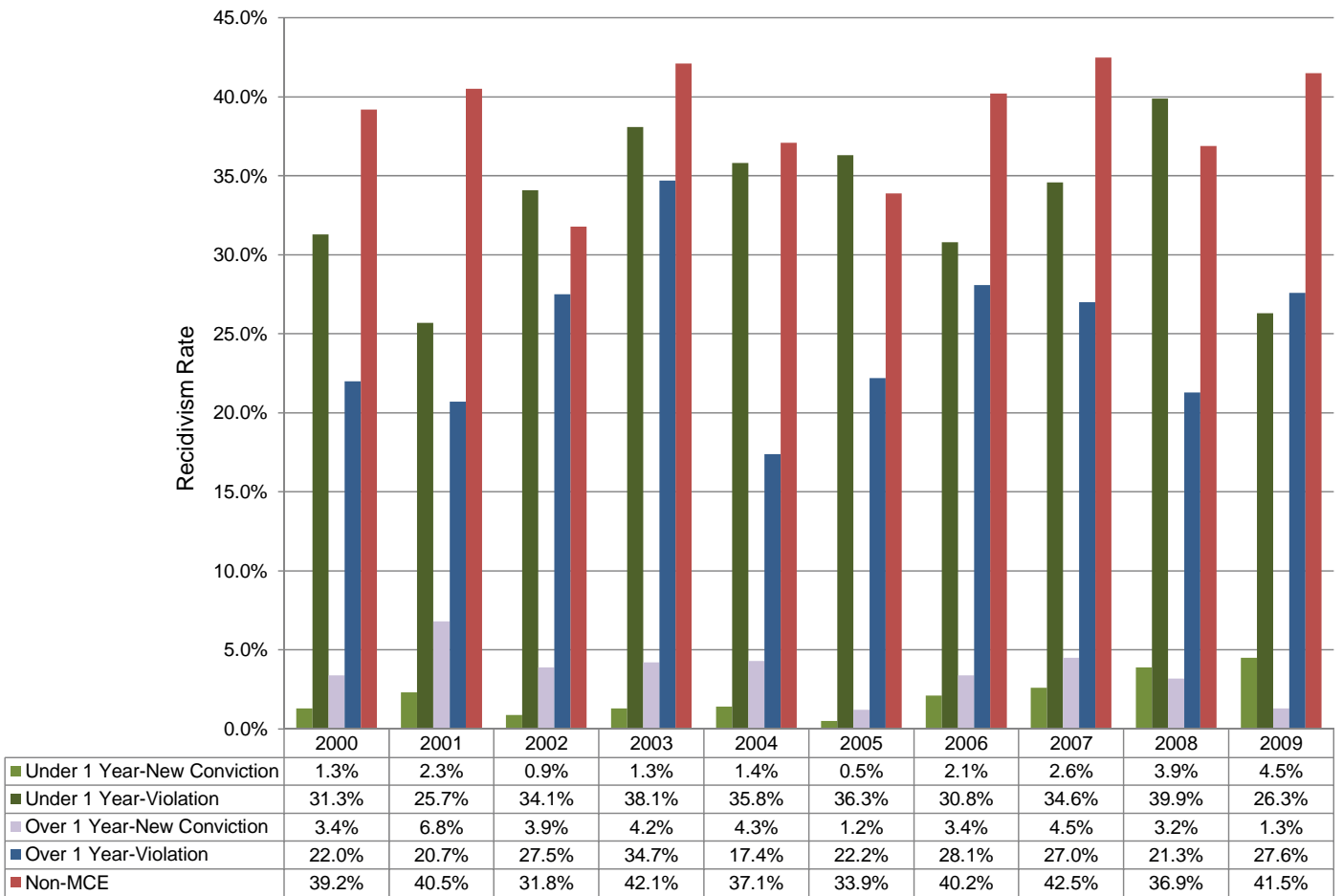
## MCE Inmate Employment FY2008-2012



## MCE Inmate Employment by Program FY2008-2012



## MCE Recidivism Compared to Non-MCE Recidivism FY 2000-2009



Extracted from OMIS on 9/14/2012

Montana Correctional Enterprises saw a 12.6 percent increase in the number of inmates working in its programs during the past five years.

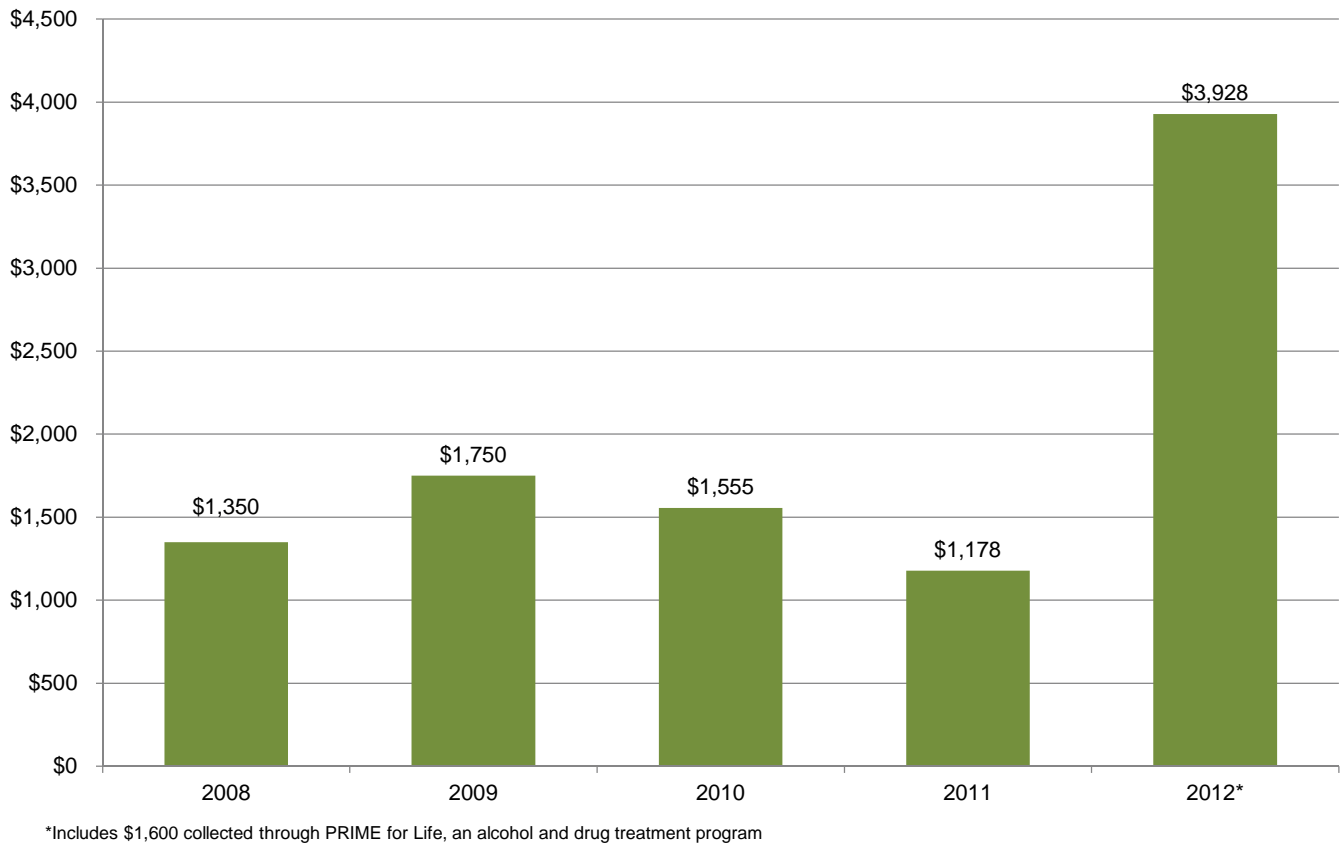
Steady employment growth has occurred in agriculture and industry programs at Montana State Prison, while the number of inmates working in industry programs at Montana Women’s Prison has remained fairly stable. Employment in the vocational-education programs declined in 2012 because MCE lost a half-time civilian employee in the programs due to reduced funding.

The ultimate goal of MCE programs is to provide job training and skills to inmates that will benefit them when released and, therefore, lessen the chance of them returning to prison — or recidivating.

Recidivism rates, measured during a three-period after release from prison, shows the goal is being achieved. Offenders released in fiscal year 2009 after working in MCE programs for more than a year had a recidivism rate of 28.9 percent. Those working in MCE programs less than a year had a recidivism rate of 30.8 percent. But offenders released that year without having worked in MCE programs had a recidivism rate of 41.5 percent.

That means the recidivism rate for MCE participants is 26 percent to 31 percent lower than the rate for offenders not participating in the programs.

## Offender Fines & Restitution Payments Collected by MCE FY2008-2012

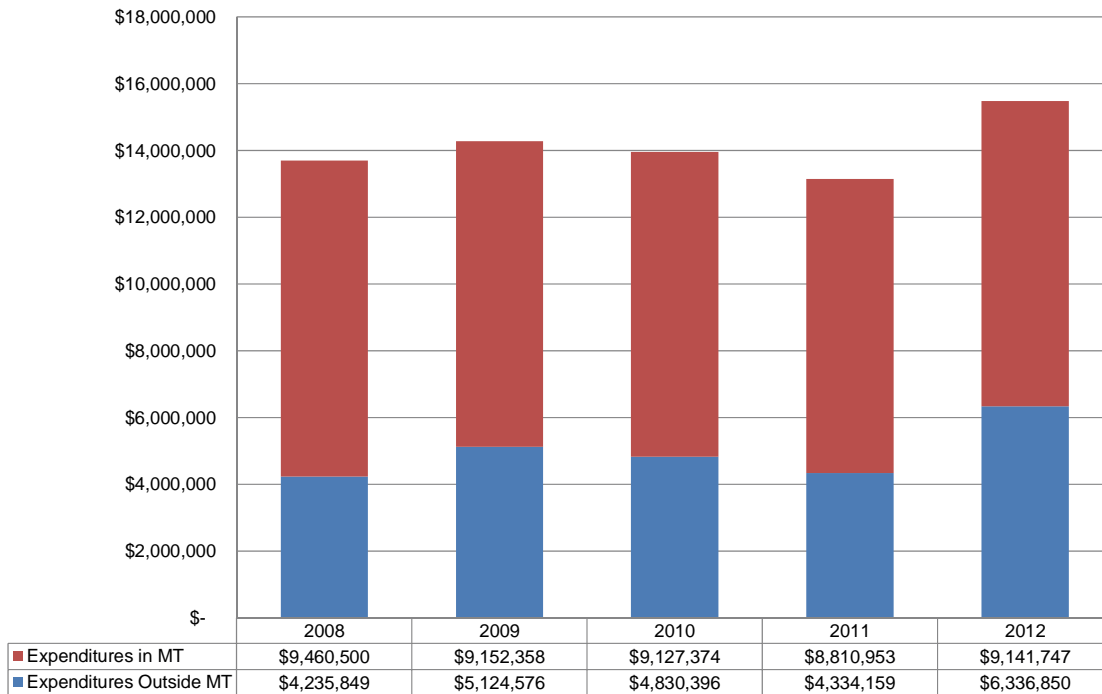


Montana Correctional Enterprises, which pays wages to inmates working in its programs, is part of the department's efforts to ensure court-ordered fines and victim restitution are paid by offenders with some of their MCE wages.

During the past five years, MCE has collected an average of \$1,952 annually in fines and restitution payments. In 2012, total collections more than doubled due to the addition of an alcohol and drug treatment program that accounted for \$1,600 in payments.

## MCE Expenditures in Montana & Out of State

FY2008-2012

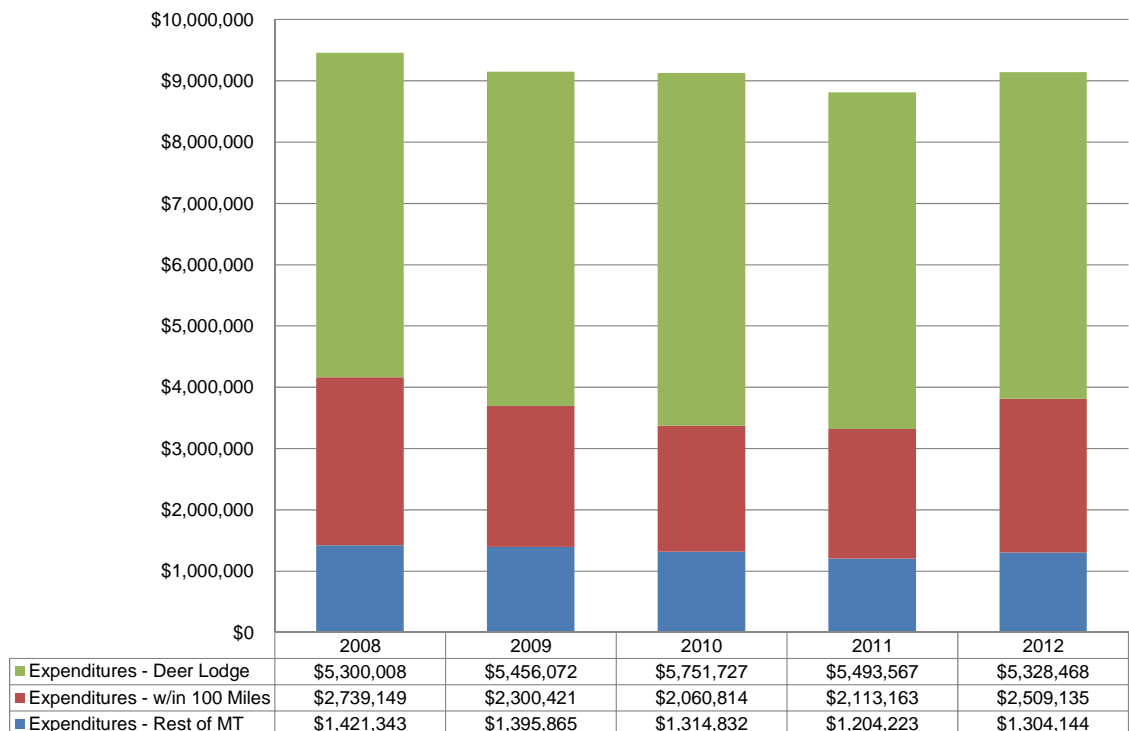


Montana Correctional Enterprise's purchases needed to operate its programs have an economic impact in the state. Six out of every \$10 in MCE spending during fiscal year 2012 was spent in Montana. Over the past five years, MCE has spent \$45.7 million within the state of Montana.

Most of MCE's spending within the state is spent in the Deer Lodge area where the division and Montana State Prison operate. About 58 percent of in-state spending was done in the Deer Lodge area during FY2012. That same proportion occurred in the previous four years as well.

## MCE Montana Expenditures by Location

FY2008-2012



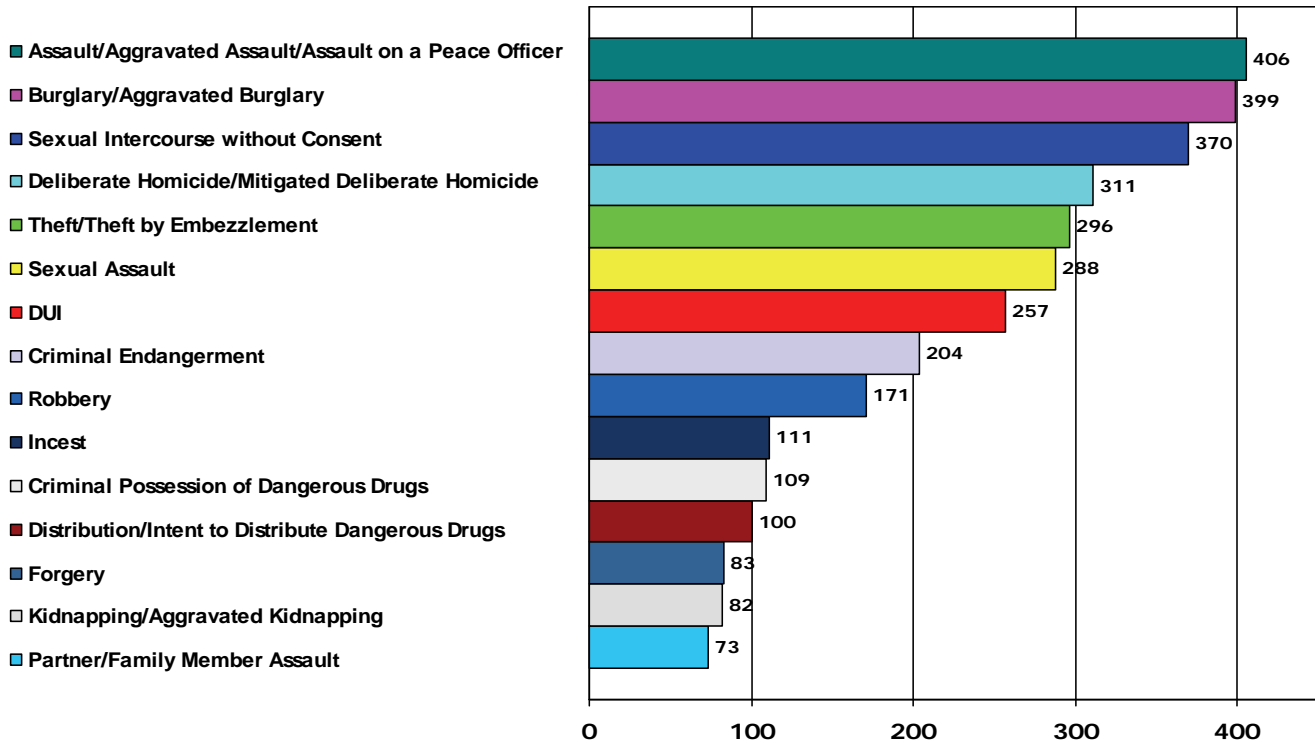


# Montana State Prison

*Statistical information  
related to offenders  
in the men's prison system*

# Top 15 Crimes of Incarcerated Males

6/30/2012

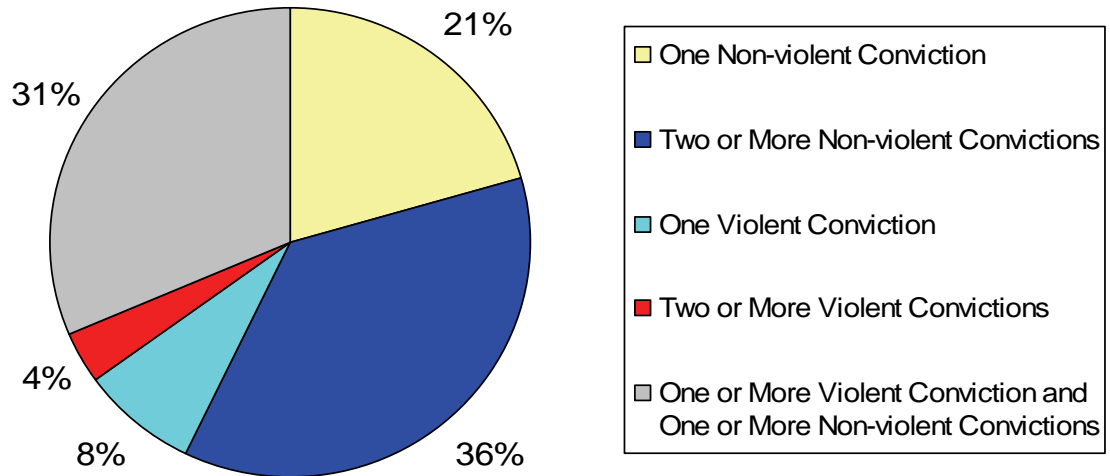


OMIS data extracted 6/30/2012

Assault has replaced burglary as the most frequent crime for incarcerated men in Montana. Assault was the sixth most common offense for prison inmates in 2010 and ranked fifth in 2008. Sexual intercourse without consent is the third most-frequent crime among the prison population, after being second on the list in the two previous reports. Violent crimes account for four of the top six offenses and eight of the top 15.

# Conviction Profile “Snapshot” of Incarcerated Males

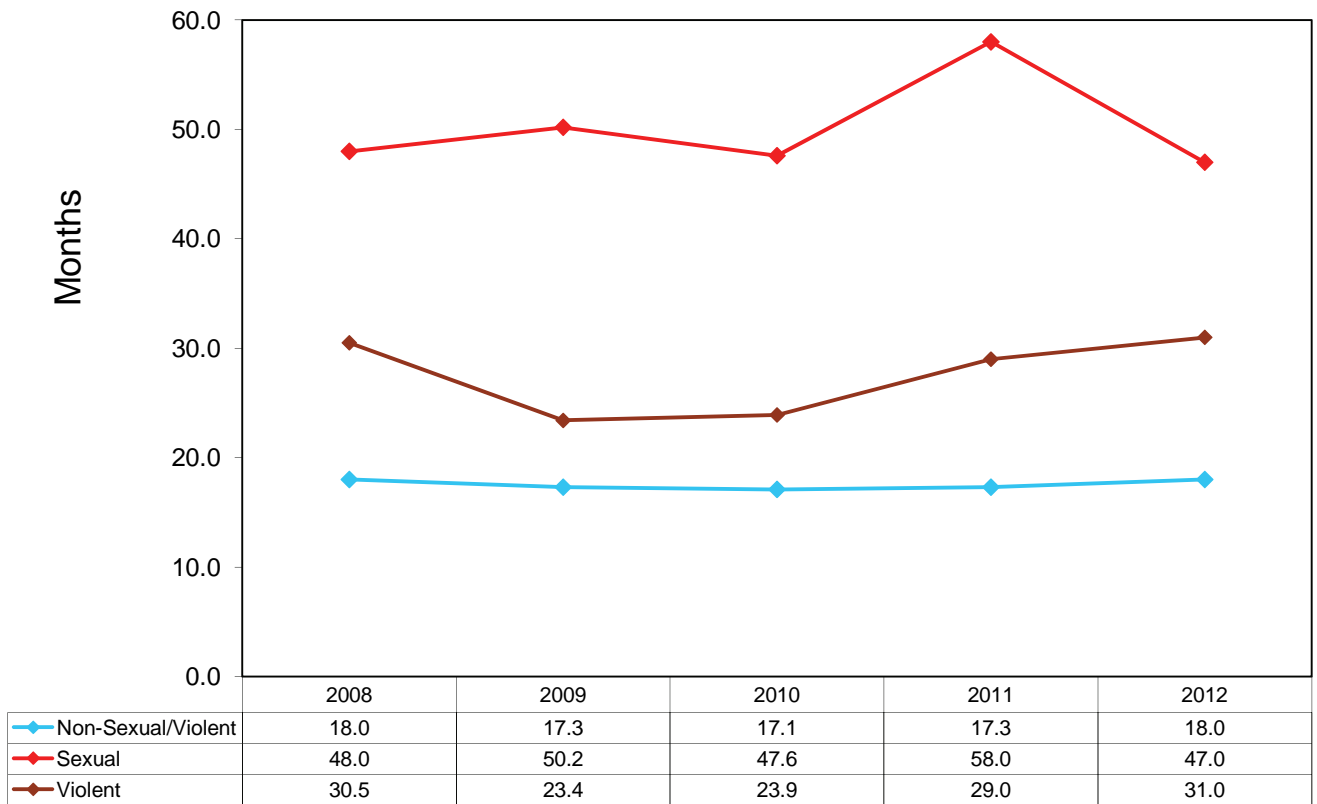
July 11, 2012



OMIS data extracted 7/11/2012

Forty-three percent of male inmates in Montana prisons were incarcerated for violent crimes at mid-2012, almost identical to the 44 percent found in a snapshot of the prison population taken two years earlier. About seven out of every 10 inmates were in prison for multiple violent or non-violent offenses.

## Male Average Length of Prison Stay by Status FY2008-2012



Sexual and Violent Offenses are defined on the Department of Justice Sexual and Violent Offender Registry Web Site  
 OMIS data extracted 7/19/2012

The overall average prison stay for all inmates released in fiscal year 2012 was 23 months.

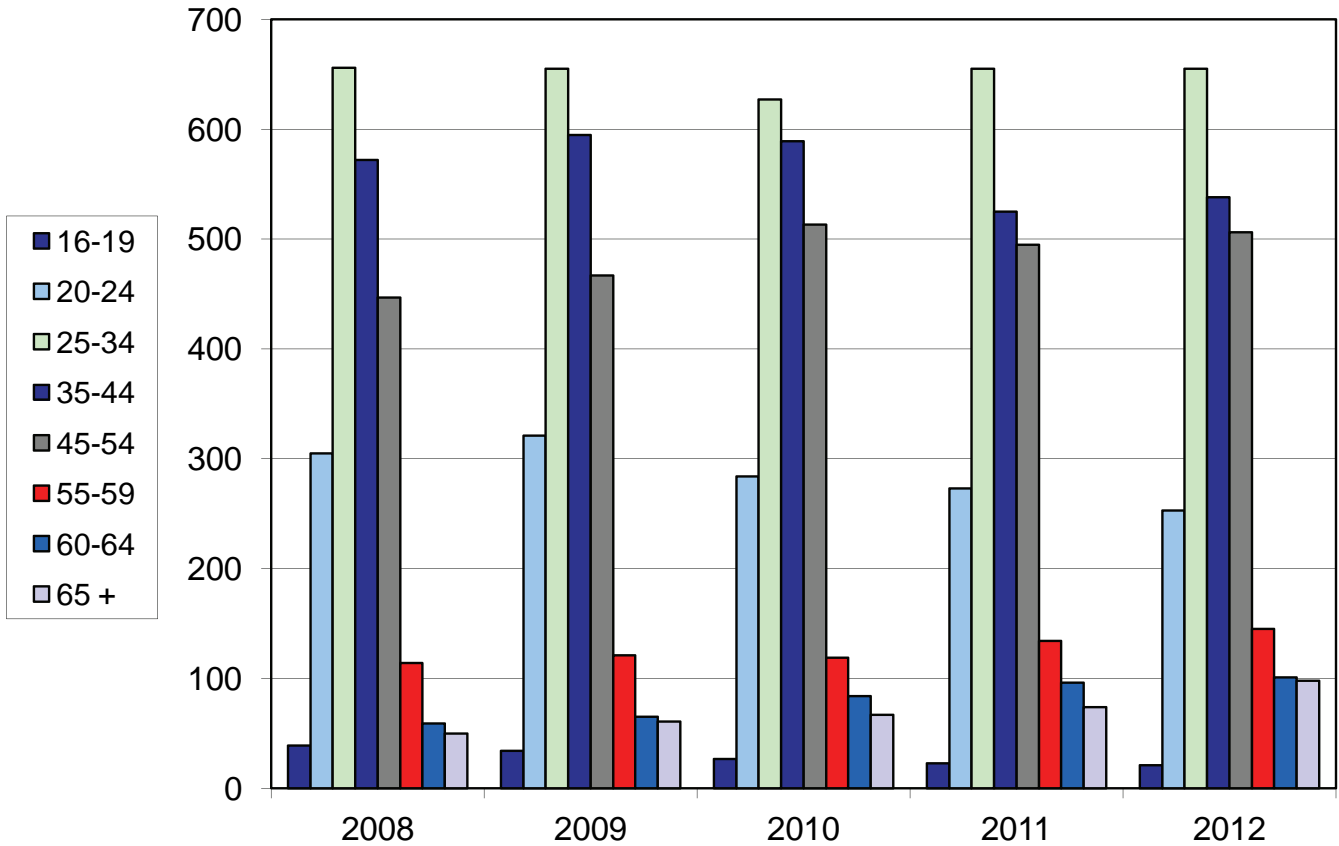
The average length of stay in prison for male offenders released in fiscal year 2012 was 23.8 months, slightly less than the 24 months for those released the year before and 10 months less than the 34-month average stay for those released in 2006. Violent offenders sent to prison stay an average of 31 months, or 42 percent longer than do non-violent offenders. Sexual offenders stay an average of almost four years, or 2½ times longer longer than do non-violent and non-sexual offenders.

During the past five years, the length of prison stays for various types of male offenders remained relatively unchanged. Non-violent, non-sexual offenders averaged 17½ months in that time, sexual offenders stayed an average of almost three times longer, or 50 months, during that time. Violent offenders stayed an average of 27½ months in that five-year period.



# Male Prison Population by Age Group

FY2008-2012

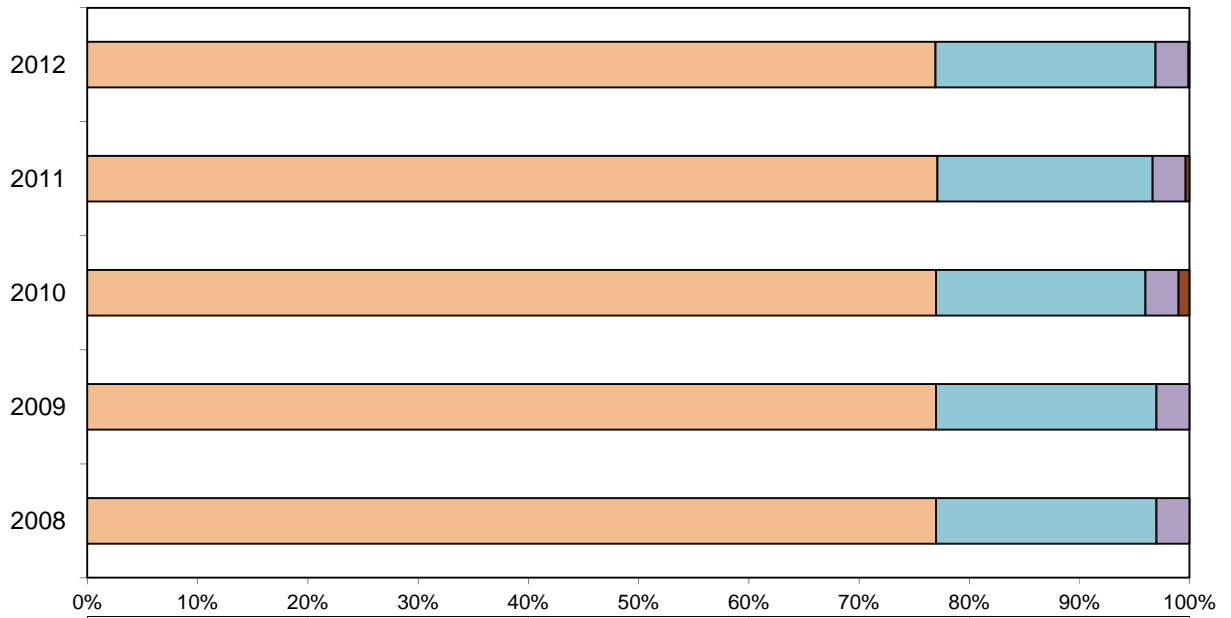


Population as reported on June 30<sup>th</sup> of each fiscal year

The elderly population of male inmates in Montana continues to grow, while the other age groups have remained largely static in the past five years. In 2008, the prisons held 109 inmates at least 60 years old. By 2012, that number had increased to 199. As a result, about 8½ percent of the male prison population is in its 60s or older. The population of those 45 years and older has increased 27 percent, from 670 to 850, in those five years. At the same time, the number of inmates under 25 years old has declined from 344 to 274, or 20 percent.

# Male Prison Population by Ethnicity

Fiscal Years 2008 to 2012

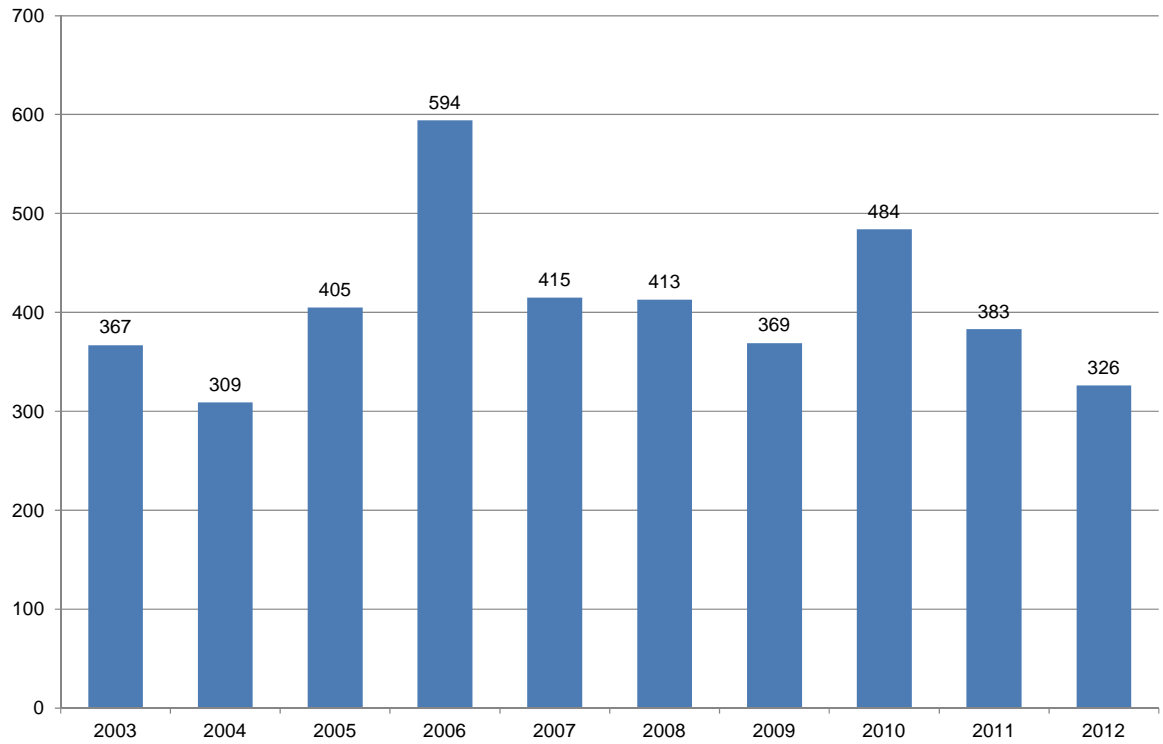


	2008	2009	2010	2011	2012
■ Caucasian	77%	77%	77%	77%	77%
■ American Indian	20%	20%	19%	20%	20%
■ African American	3%	3%	3%	3%	3%
■ Other Minority	0%	0%	1%	0%	0%

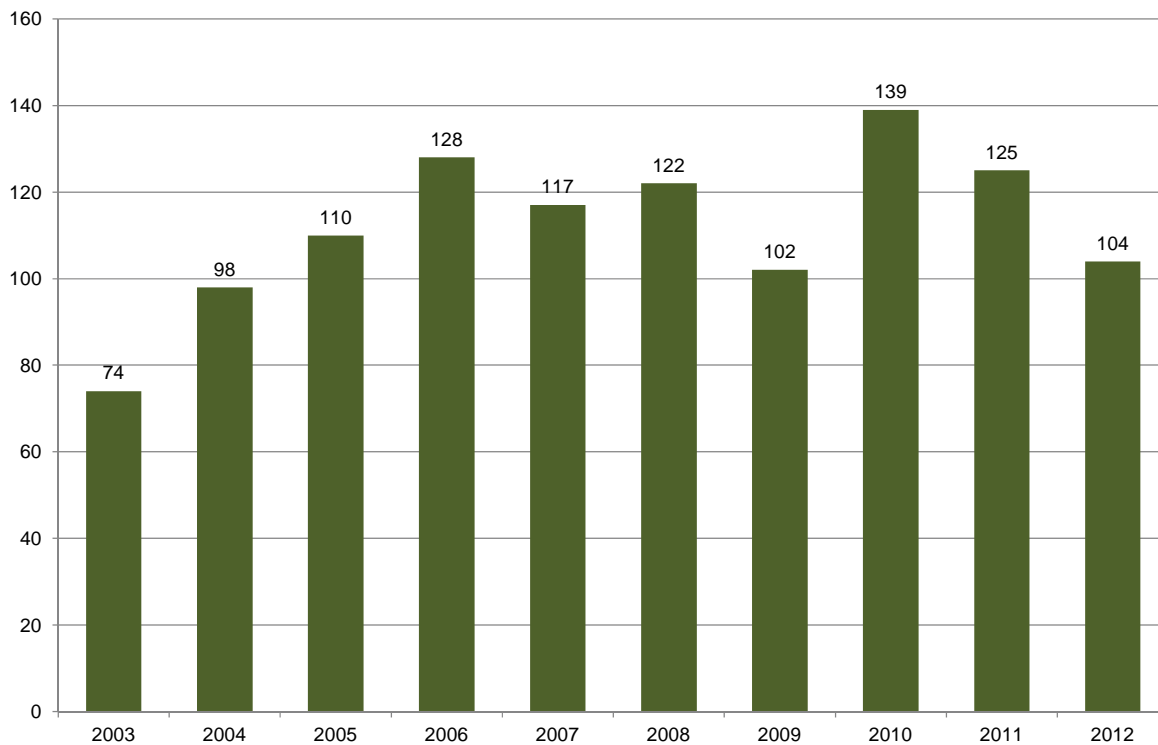
Population as reported on June 30<sup>th</sup> of each Fiscal Year

One out of every five incarcerated male offenders is Native American. That is almost three times higher than the rate at which natives are represented in the general Montana population. The proportion of the prison population that is native has changed little since 2008, but increased from 15.1 percent to 20 percent since 1997.

## Annual MSP Chemical Dependency Treatment Completions FY2003-2012

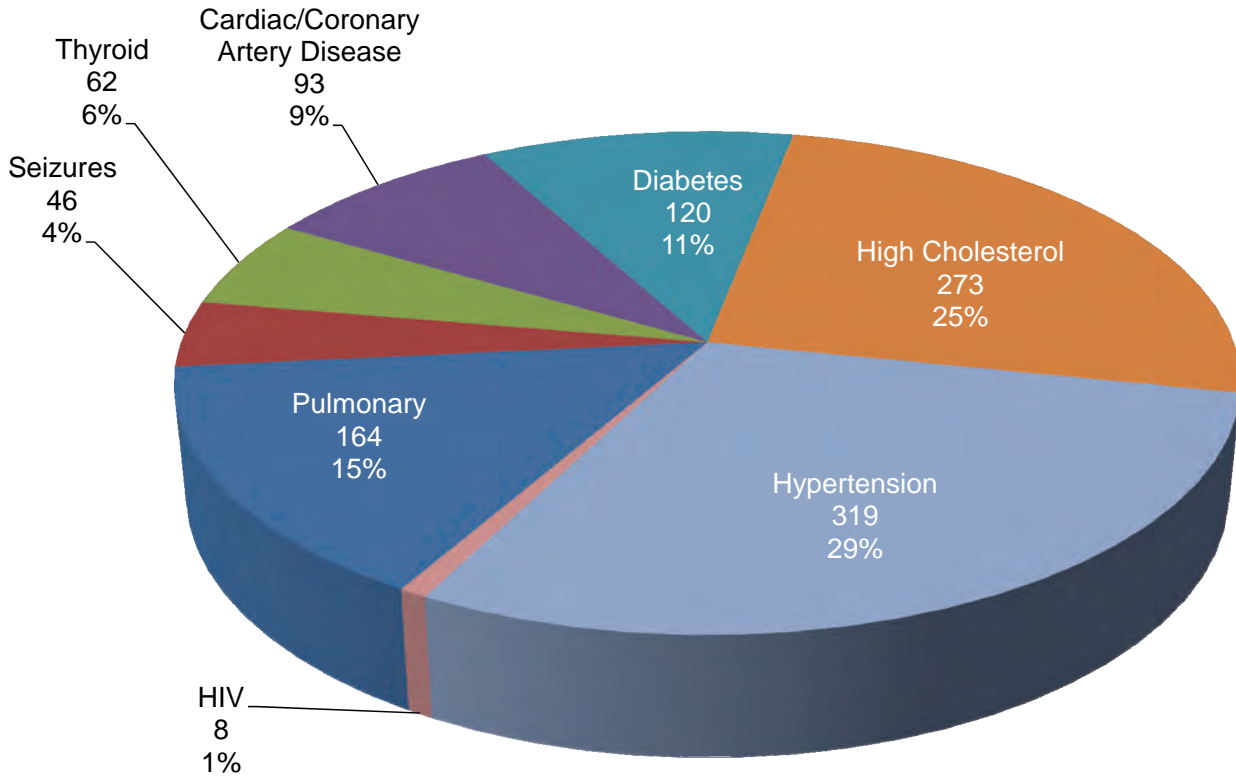


## Annual MSP Sex Offender Treatment Completions FY2003-2012



# MSP Chronic Care Cases

Sept. 18, 2012



These 1,067 chronic care cases represent 500 inmates because some patients have more than one illness.

Inmates with chronic health problems continue to be a growing concern in prisons, as their numbers increase and their medical needs intensify. Most male inmates with chronic health issues are housed at Montana State Prison because it has the most extensive medical staff and facilities of all the secure prisons.

A chronic disease is an illness or condition that affects a person's well-being for an extended time. While generally not curable, the disease can be managed. Treatment of these conditions is long-term and expensive, contributing to the rising cost of correctional health care.

In August 2010, the prison had 490 patients with 939 chronic care illnesses that staff had to manage. Two years later, the prison counted 1,067 chronic care cases involving 500 inmates. That represents a 13.6 percent increase in the number of cases and an increase of 2 percent in the number of inmates with such illnesses.

Hypertension (high blood pressure) continues to be the most common disease, accounting for three out of every 10 instances of chronic disease. High cholesterol represents a fourth of chronic diseases among inmates and pulmonary diseases (lung and breathing problems) account for 14 percent.

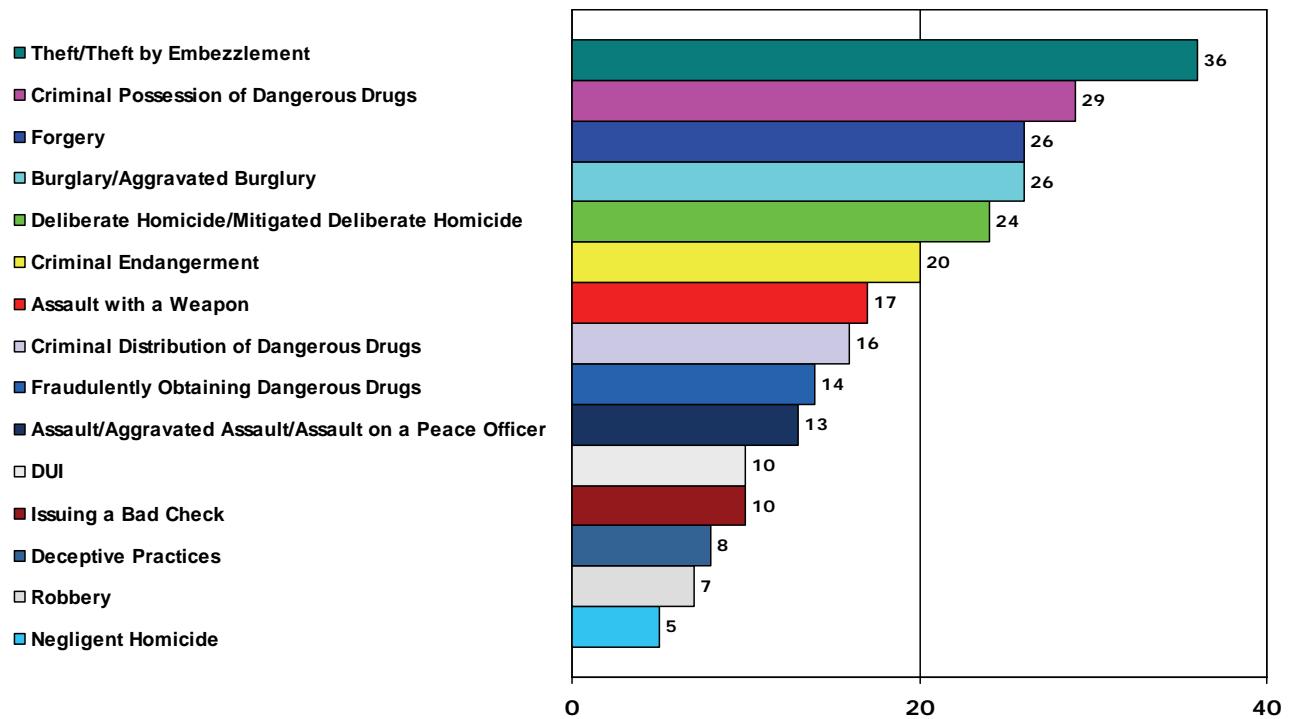


# Montana Women's Prison

*Statistical information  
related to offenders  
in the women's prison system*

# Top 15 Crimes of Incarcerated Females

6/30/2012

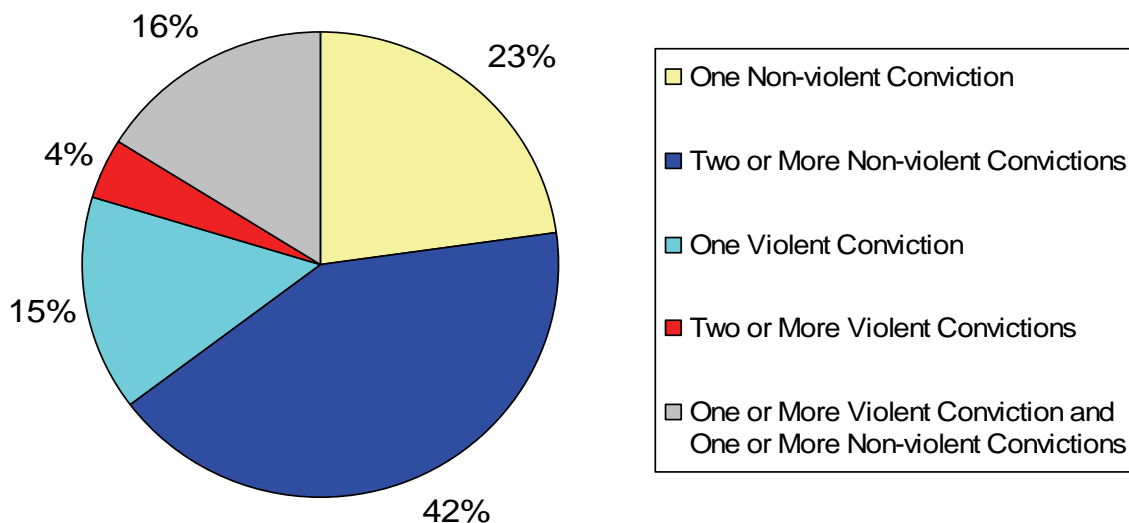


OMIS data extracted 6/30/2012

The most-common crimes among the female prison population in Montana have changed little since 2010. Theft, drug possession, forgery, burglary and deliberate or mitigated deliberate homicide remain the top five offenses for these inmates. In 2008, the most-frequent offense was drug possession and homicide was ranked 10th on the list of the 15 crimes. Only four of the top 15 crimes for women inmates were violent offenses.

# Conviction Profile “Snapshot” of Incarcerated Females

July 11, 2012

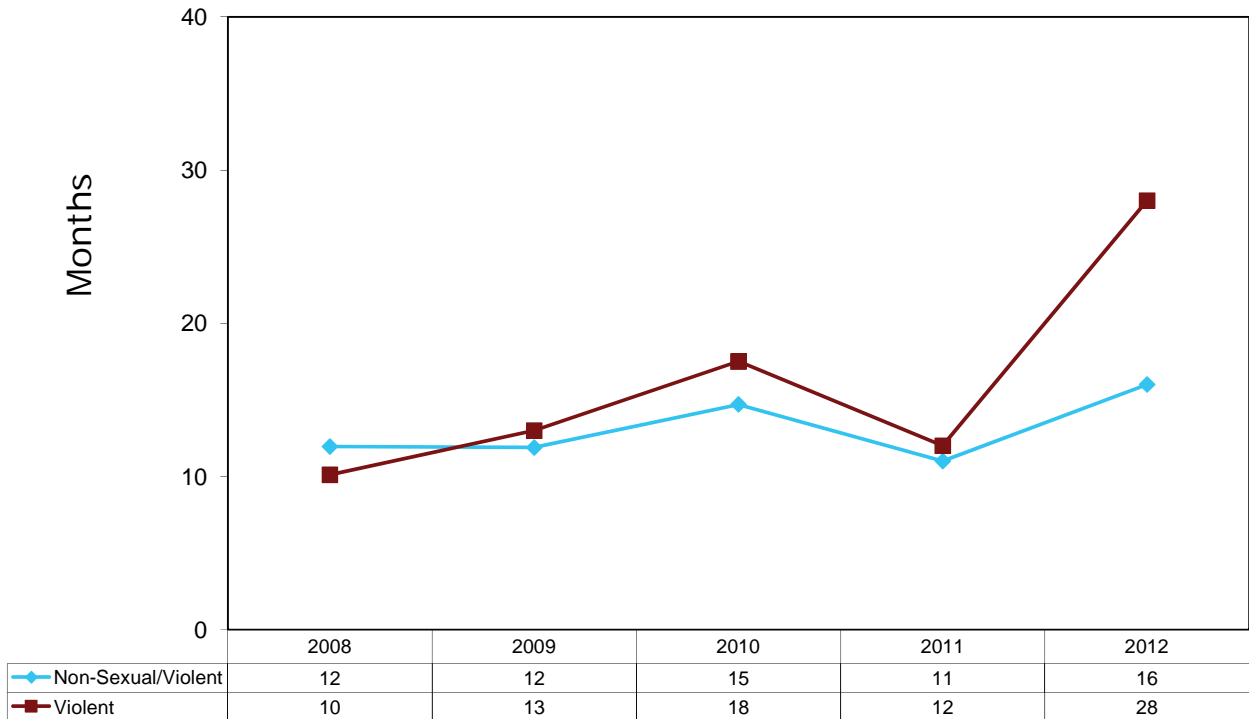


OMIS data extracted 7/11/2012

Montana Women’s Prison continues to house fewer non-violent offenders. In 2008, almost nine out of every 10 inmates were there for non-violent crimes. By 2010, that percentage had dropped to 70 percent. In 2012, only about two out of every three women (65 percent) were incarcerated for non-violent offenses. The remainder were incarcerated for violent crimes. The proportion of women inmates in prison just for one or more violent crimes has grown from 11 percent in 2008 to 19 percent four years later. About six out of every 10 female inmates were in prison for multiple offenses.

# Female Average Length of Prison Stay by Type

FY2008-2012



Sexual and Violent Offenses are defined on the Department of Justice Sexual and Violent Offender Registry Web Site  
 OMIS data extracted 7/19/2012

The overall average prison stay for all inmates released in fiscal year 2012 was 23 months.

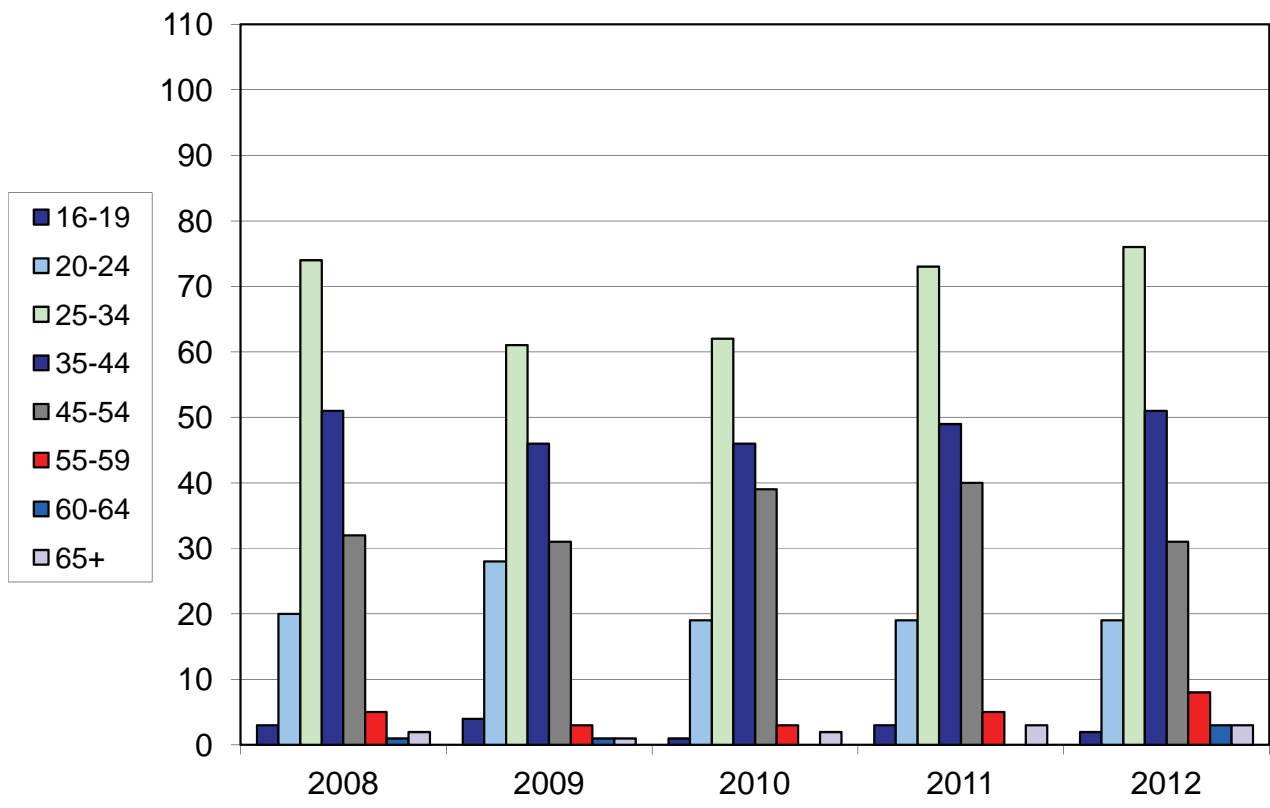
The average length of stay in prison for female offenders released in fiscal year 2012 was about 17½ months, compared with 11½ months for those released the year before and six months less than their male counterparts. The average stay for women was a little less than the 19 months for inmates leaving in 2006.

Violent female offenders sent to prison stay 43 percent longer than do non-violent female offenders. During the past five years, the lengths of stay for non-violent female offenders fluctuated little, averaging about 13 months. The average stay for violent female offenders nearly tripled from 10 months to 28 months in that time, and more than doubled from 2011 to 2012. However, the relatively small number of violent offenders — they account for only about a third of the prison population — results in wider swings in the average stay because the stays of a few women can have a greater impact on the average.



# Female Prison Population by Age Group

FY2008-2012

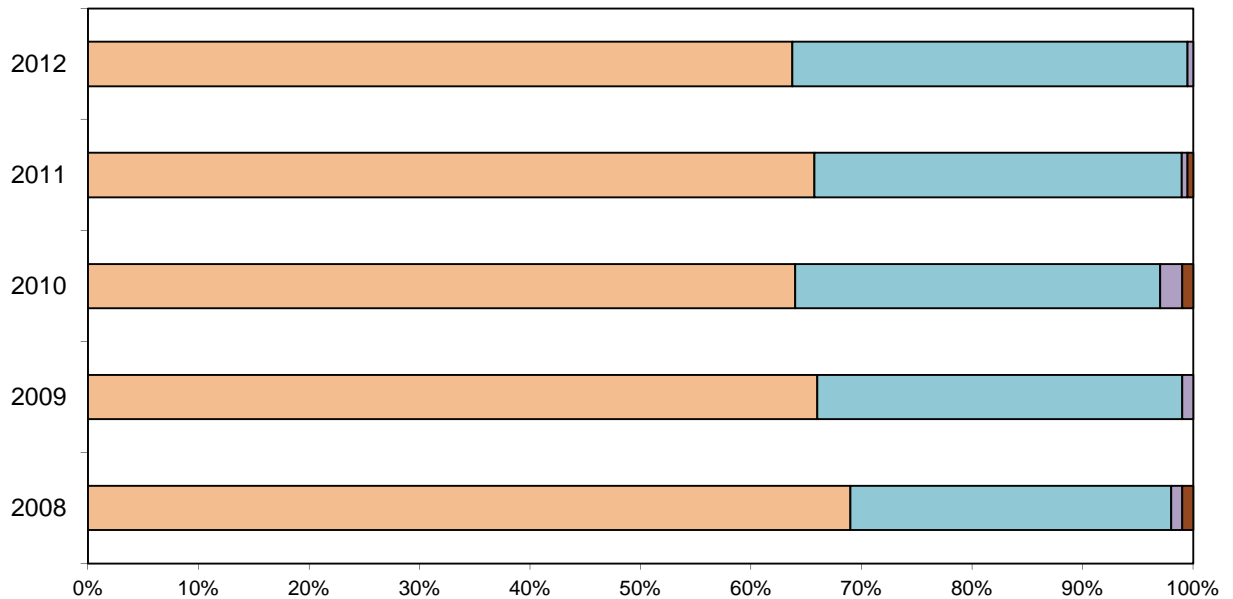


Population as reported on June 30 of each fiscal year

The age distribution of Montana’s female inmates has changed little during the past five years, with the exception of older inmates. In mid-2008, the Montana Women’s Prison had only eight offenders 55 years old and older. In 2012, the prison housed 14 in that age group. Although the 25-34 year olds continue to represent the largest group of inmates, they still account for about 39 percent of the prison population, just as they did in 2008.

# Female Prison Population by Ethnicity

Fiscal Years 2008 to 2012



	2008	2009	2010	2011	2012
■ Caucasian	69%	66%	64%	66%	64%
■ American Indian	29%	33%	33%	33%	36%
■ African American	1%	1%	2%	1%	1%
■ Other Minority	1%	0%	1%	1%	0%

Population as reported on June 30<sup>th</sup> of each Fiscal Year

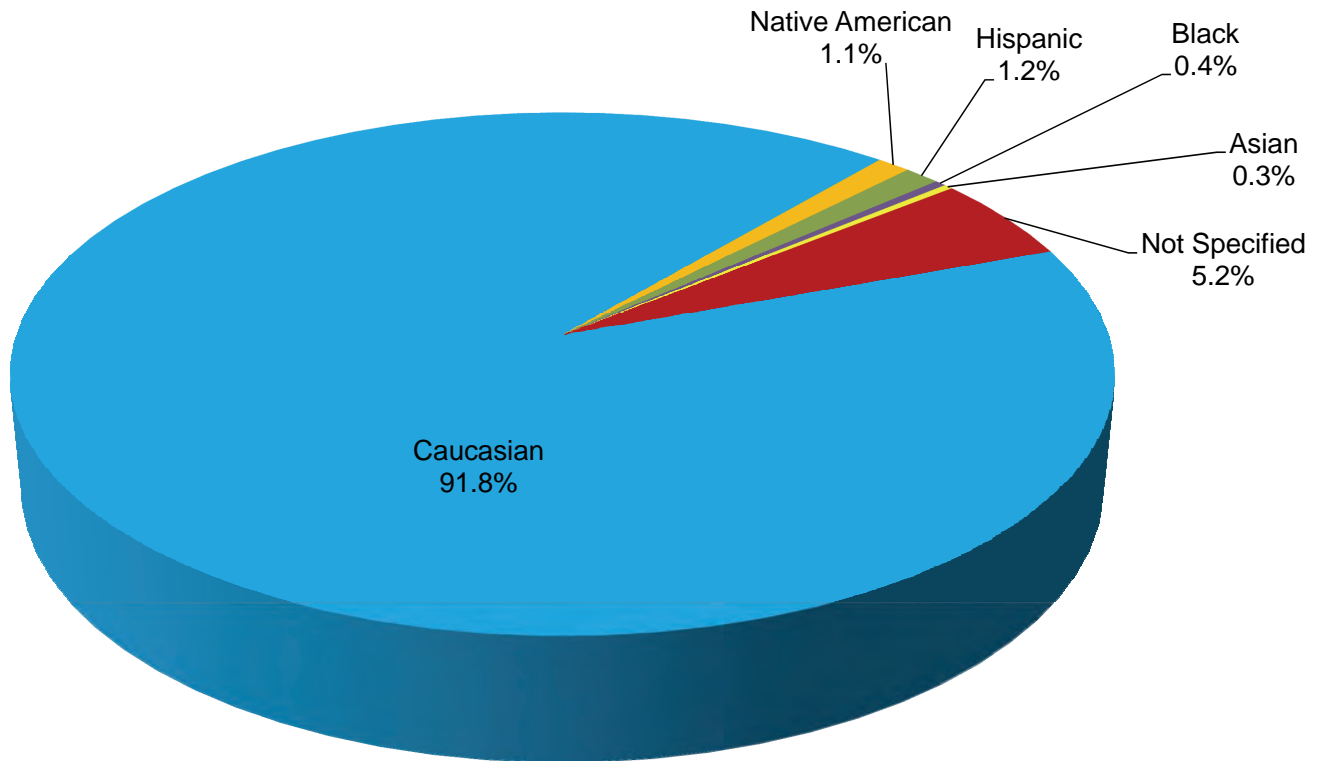
Native Americans continue to be overrepresented in the women’s prison. Although natives are just 7 percent of the general Montana population, they make up 36 percent of the prison inmates. That is a 24 percent increase in their portion of the prison population since 2008. In 1997, Native Americans accounted for 30 percent of the female prison population.



# Staff Services

***Statistical information  
related to department employees,  
investigations, legal services and training***

## DOC Employees by Ethnicity FY2012

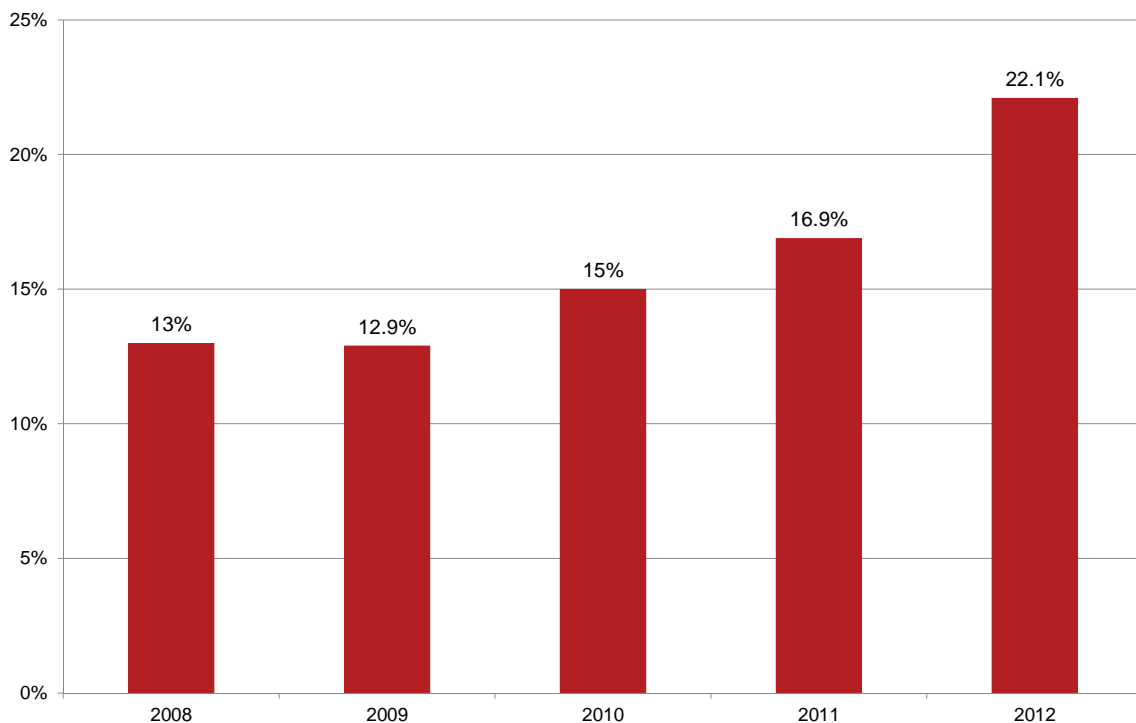


As is the case with most Montana employers and reflecting the state's overall population, the Department of Corrections' work force is predominantly caucasian. Minorities account for only 3 percent of the department employees, which is lower than their representation in the state's total population.

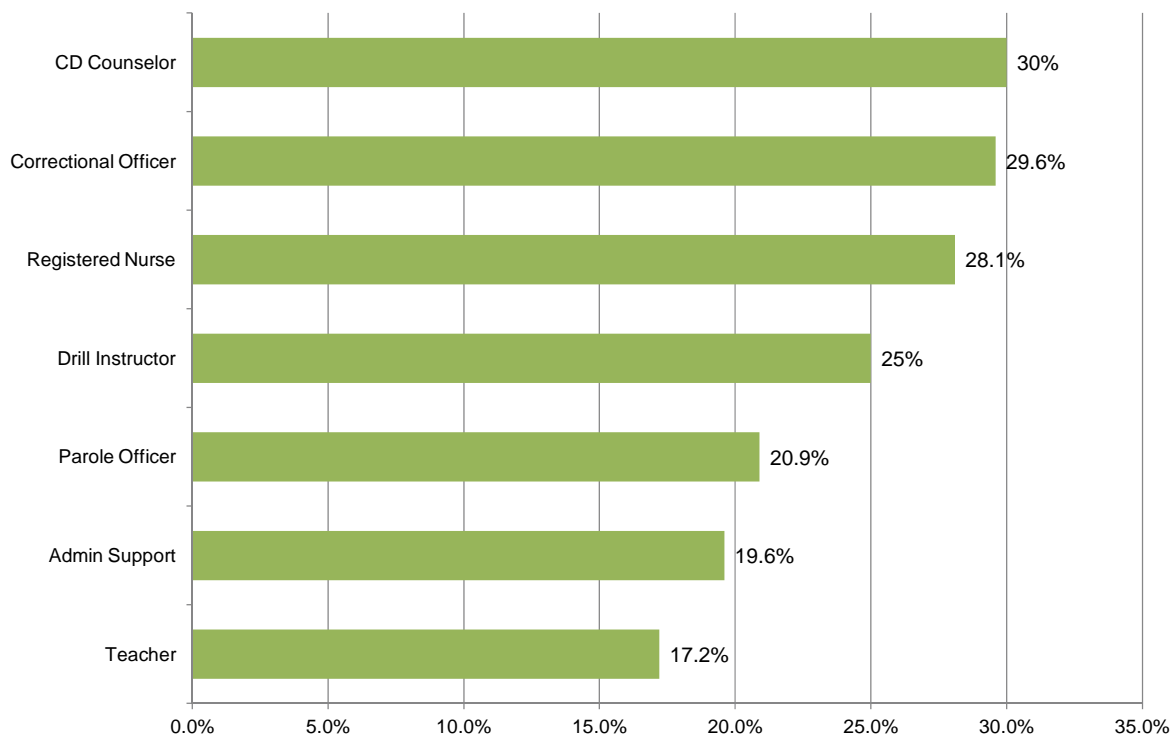
The department saw more than one out of every five employees leave in fiscal 2012. The turnover rate increased from 16.9 percent in 2011 to 22.1 percent in fiscal year 2012, a nearly 31 percent change. The most common reasons for leaving, provided by those departing employees who provided one, were relocation, dissatisfaction with something other than work, personal reasons, a better job elsewhere in state government, and family circumstances.

The highest turnover rates were among chemical dependency counselors, correctional officers and registered nurses, all of which work in secure facilities.

## DOC Turnover Rates FY2008-2012



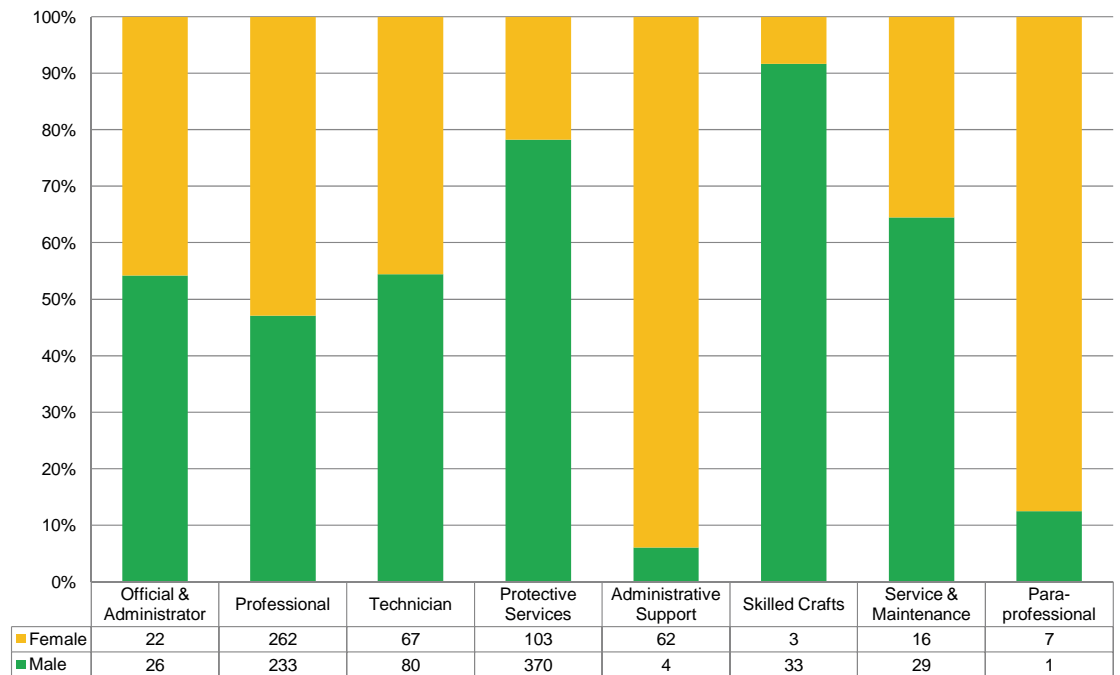
## Turnover Rates by Job Category FY2012



## DOC Employees by Gender and Job Category

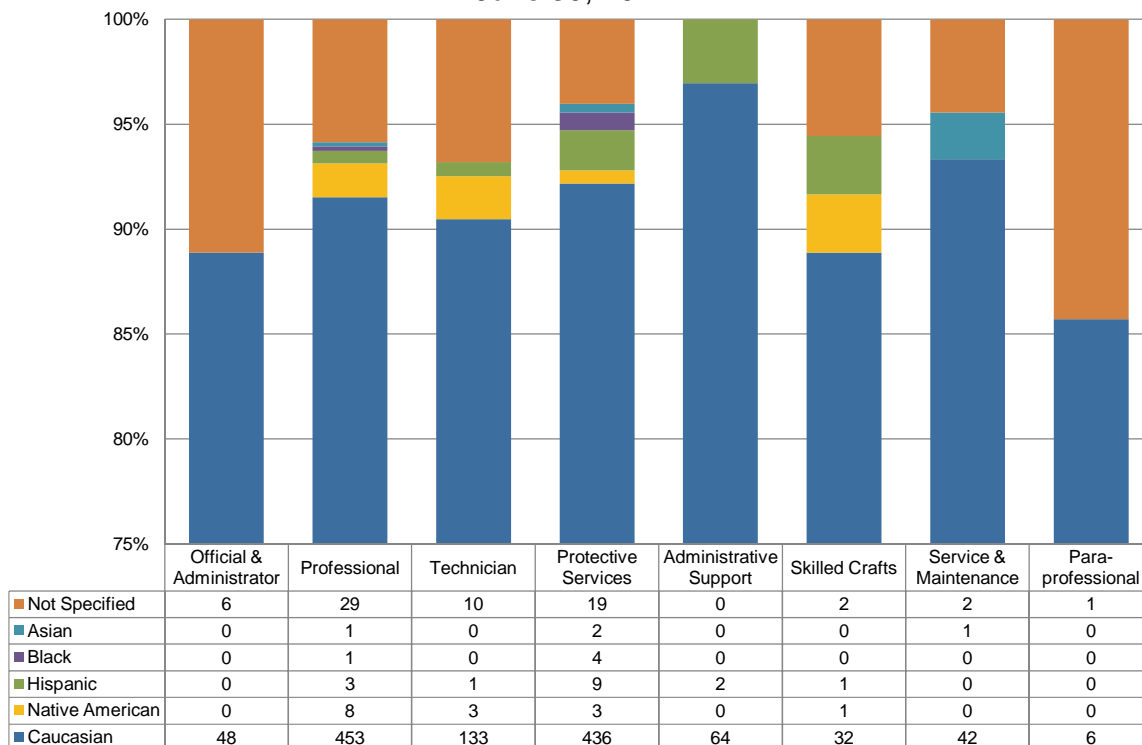
June 30, 2012

Men dominate the protective services (correctional officers) and skilled craft positions in the department, while women make up large majorities in the administrative support and paraprofessional categories. Gender balance is more equal among administrators, professionals and technicians.



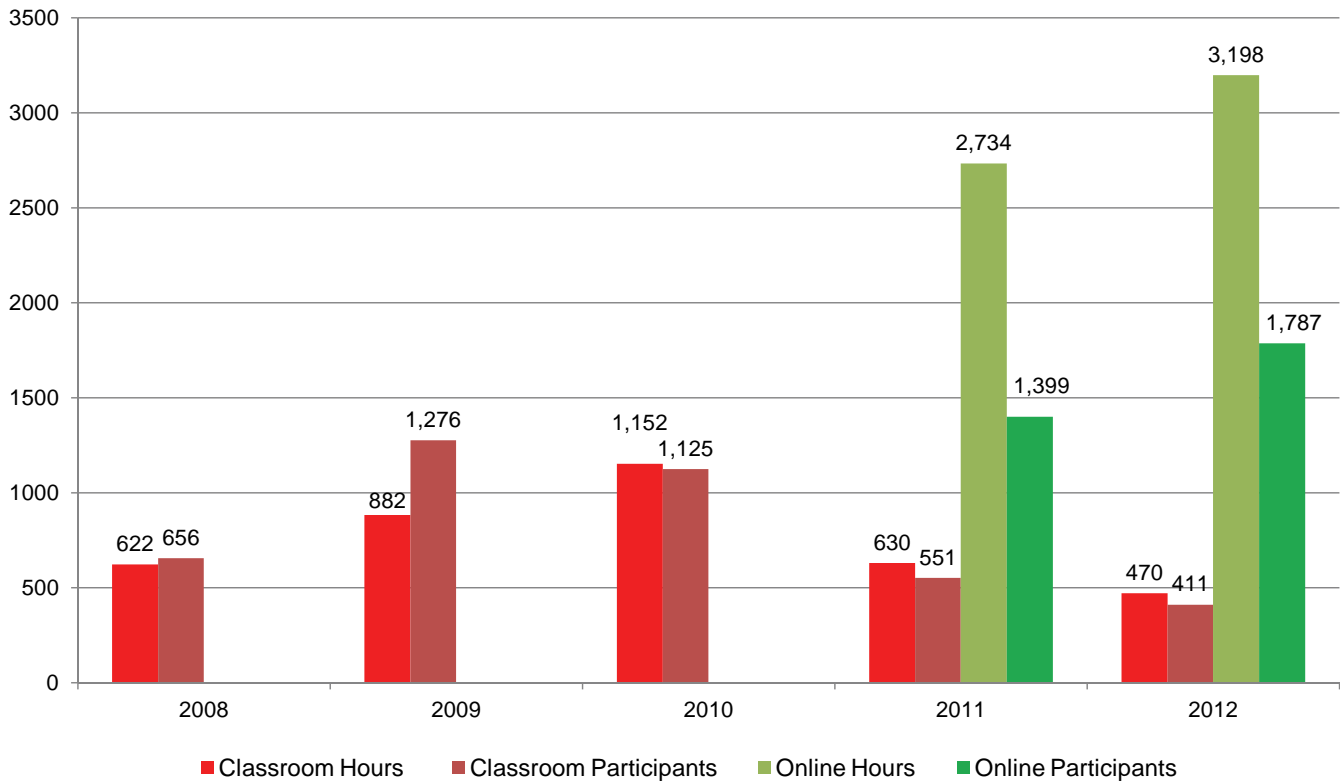
## DOC Employees by Ethnicity and Job Category

June 30, 2012



## Annual Training Hours & Participants by Type of Training\*

FY2008-2012

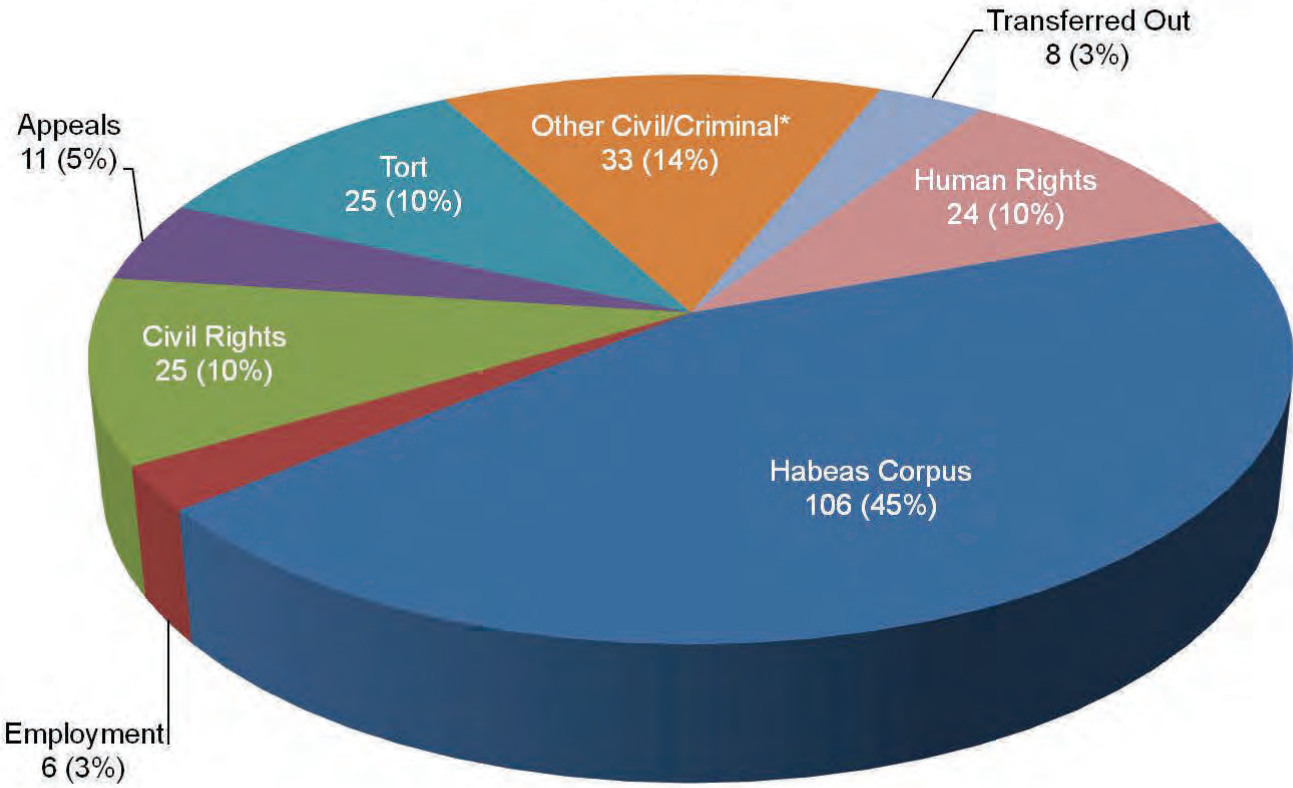


\*Courses provided by Professional Development Bureau staff

Training plays a critical role in ensuring Department of Corrections employees are well-prepared to do their jobs, particularly those working in secure facilities where safety is so critical. The Professional Development Bureau is involved in arranging for much of the training opportunities afforded department employees. In the past five years, bureau instructors provided 3,756 classroom training hours to 4,019 participants. In the past two years, the increased emphasis on online training has reduced the classroom time and participants. Online training in fiscal 2011 and 2012 involved 5,932 hours and 3,186 participants.

# Pending Litigation by Type

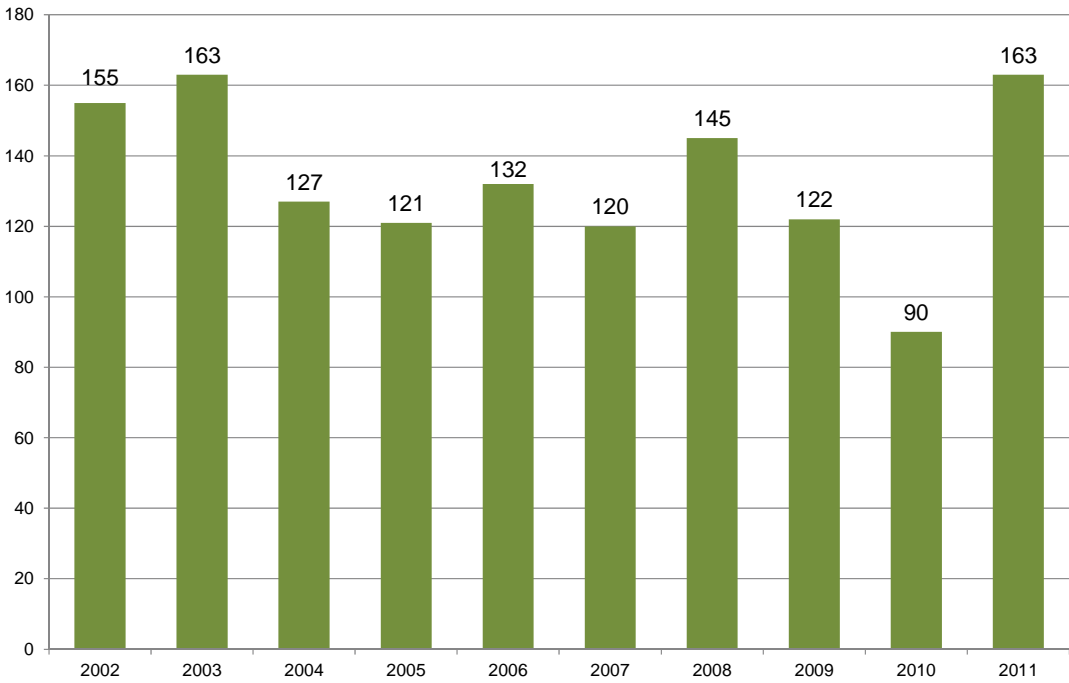
CY2011



\*Includes cases not included in other categories

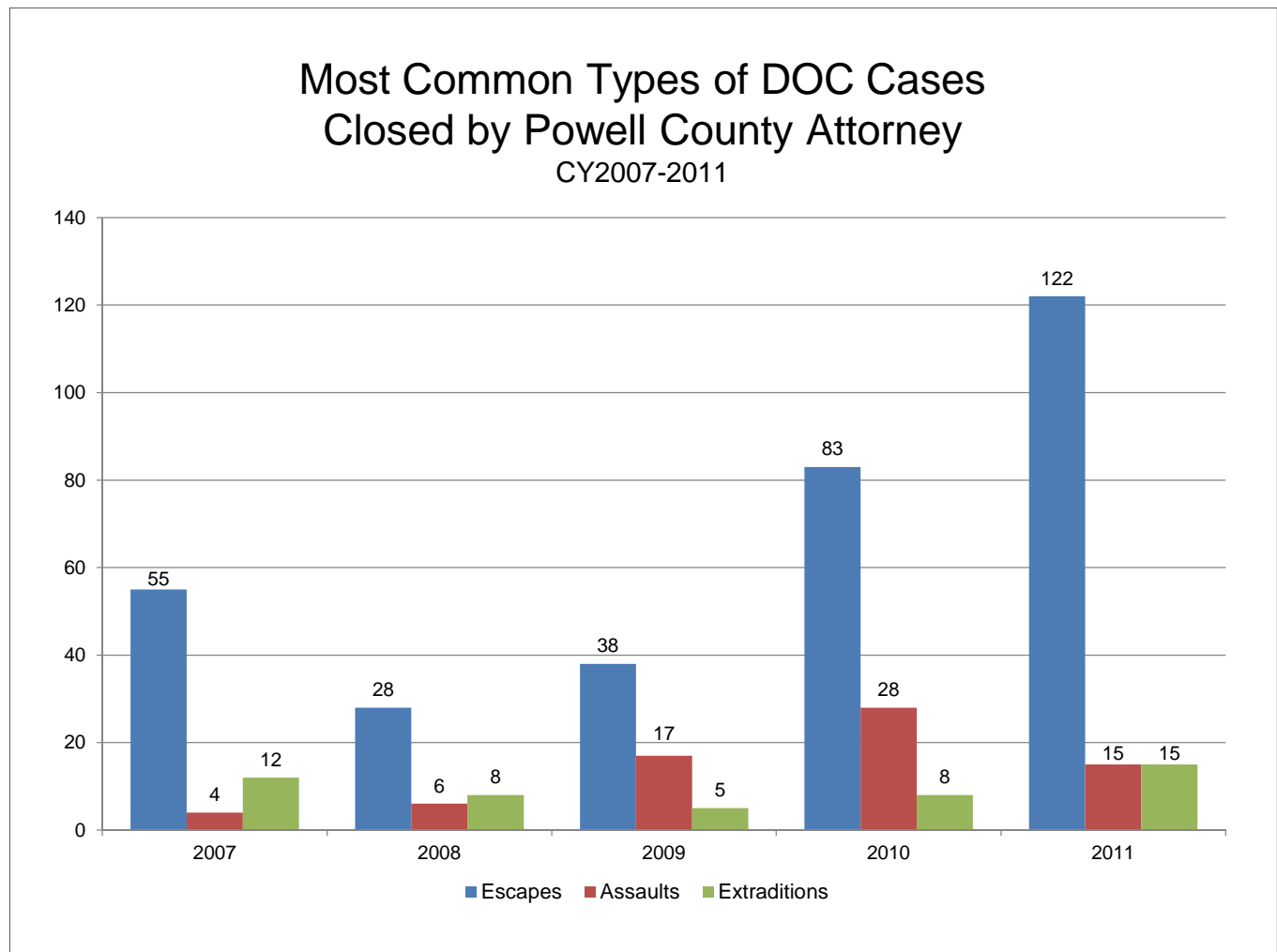
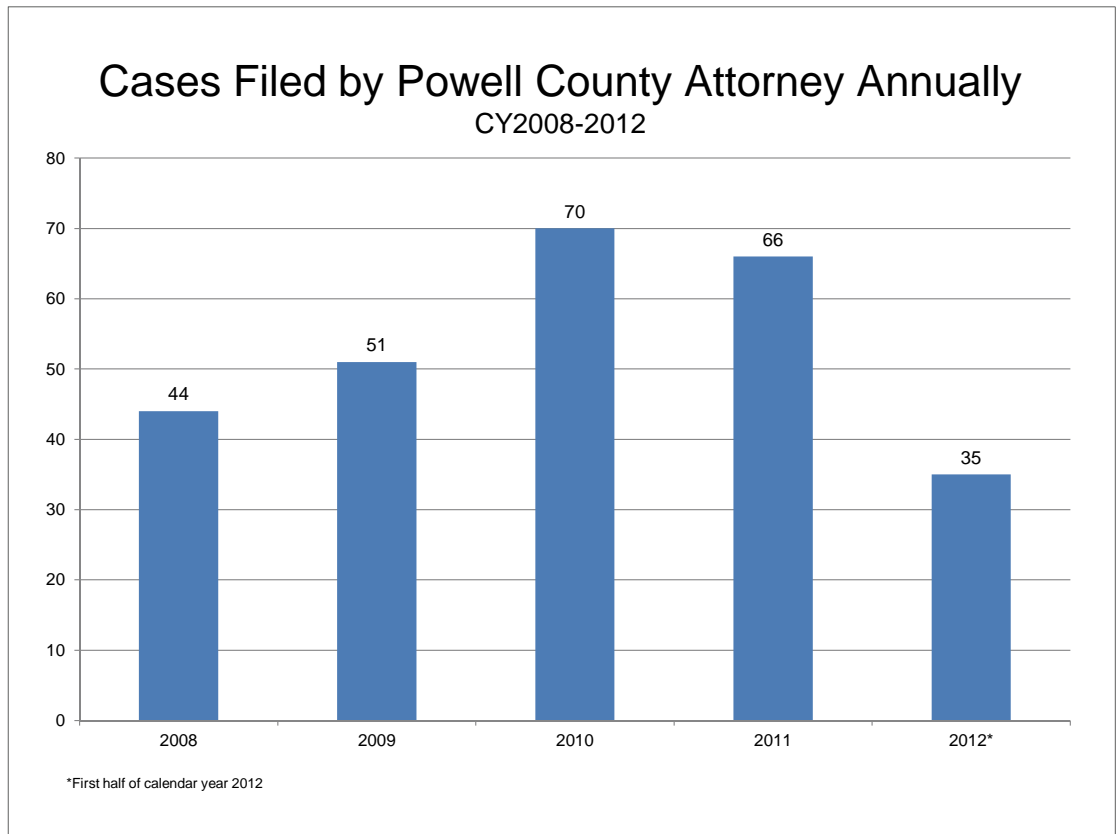
# Number of Legal Cases Opened Annually

CY2002-2011

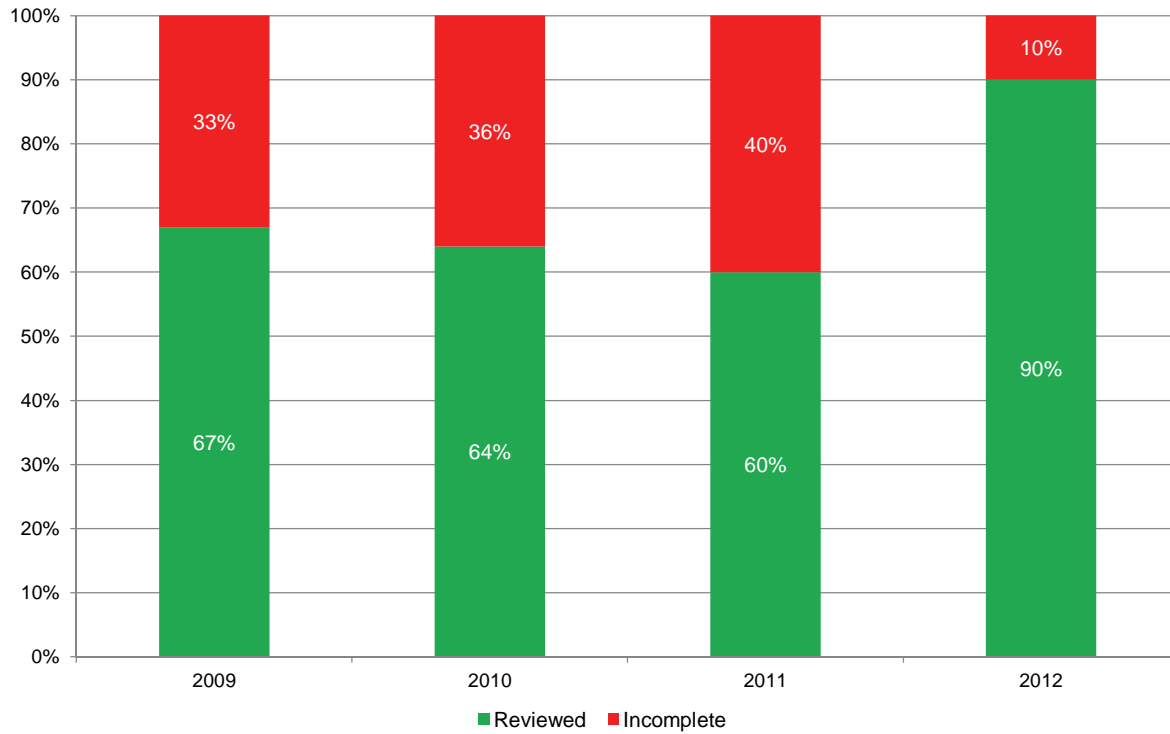




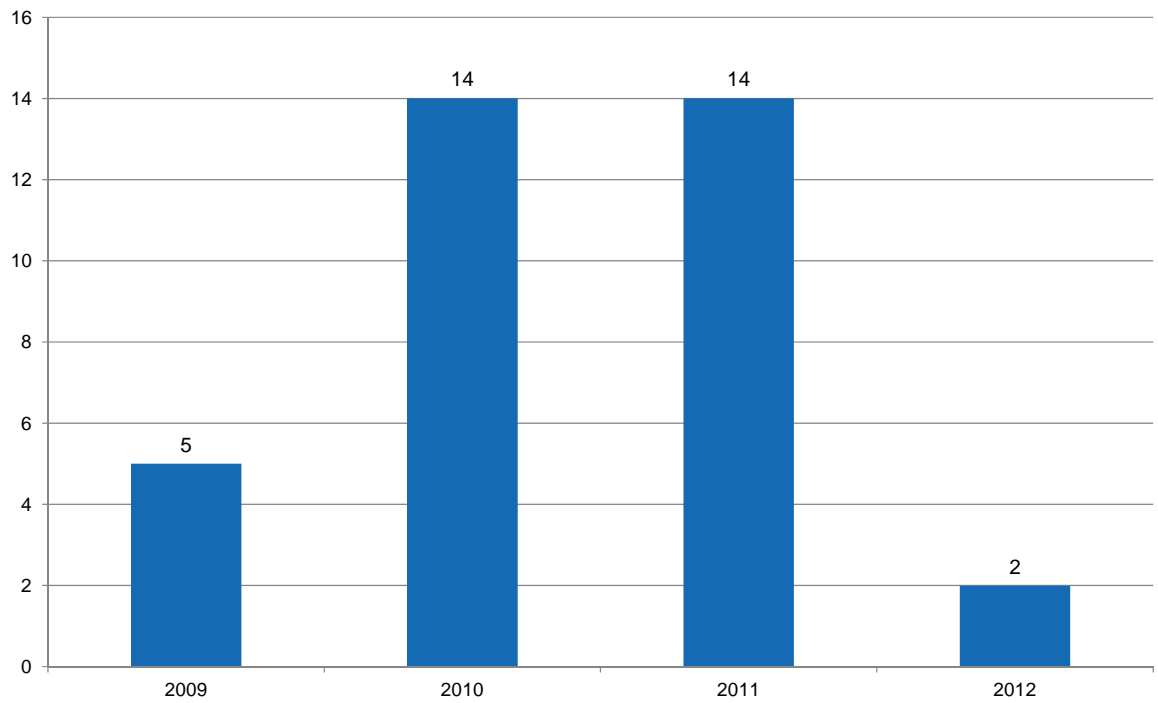
The department contracts with the Powell County attorney's office to help prosecute cases involving offenders under the department's supervision. In the past four full calendar years (2008-2011), the office filed an average of 58 such cases annually. The office was on pace to file 70 cases in 2012. Escapes, including walkaways from prerelease centers, account for the greatest number of cases filed by the county attorney in the past five calendar years.



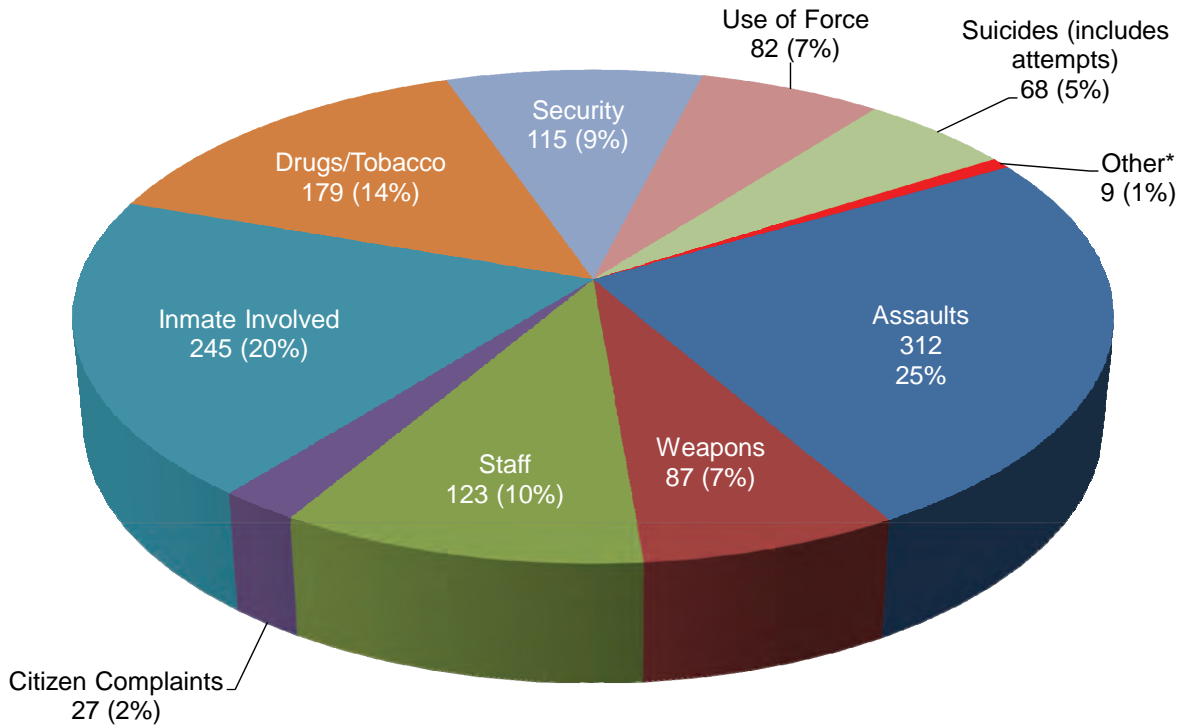
## Status of Annual DOC Policy Reviews FY2009-2012



## DOC Policies Classified as Restrictive FY2009-2012

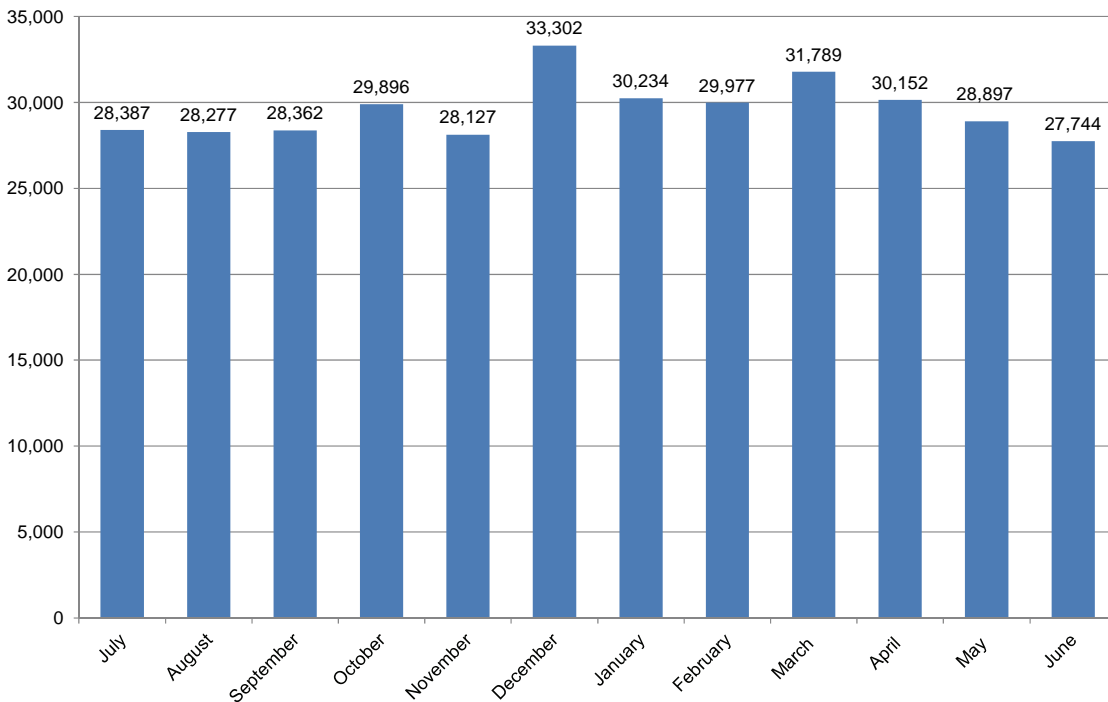


## Investigative Bureau Incident Reports by Type FY2012



## Inmate Phone System Calls

FY2012



Inmates in Montana prisons served by the Telmate system made an average of 29,600 phone calls per month in fiscal 2012. The Investigations Bureau is responsible for randomly monitoring inmate calls to determine if anything said may constitute a crime or threaten the safety and security of the facilities.

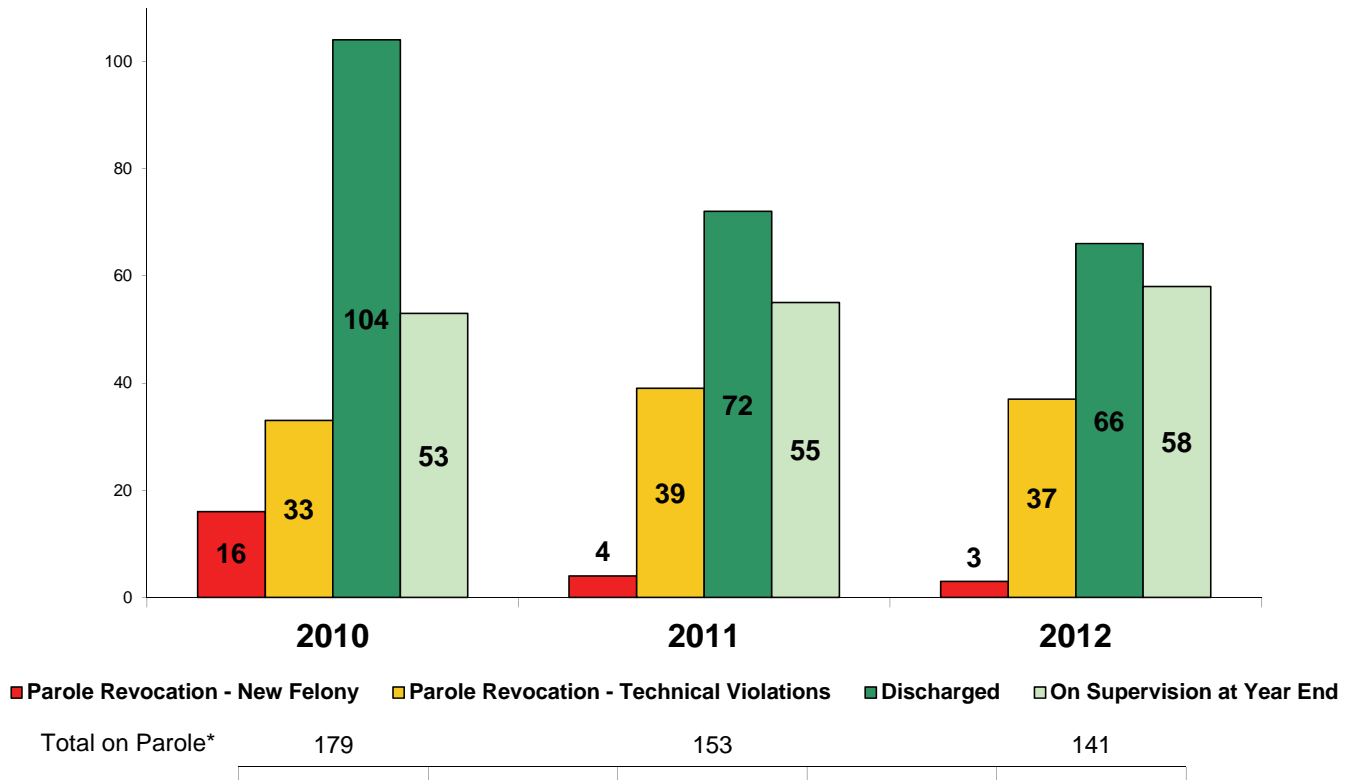


# Youth Services

***Statistical information  
related to juvenile offenders  
and services available  
in juvenile correctional programs***

# Juvenile Parole Outcomes

FY2010-2012

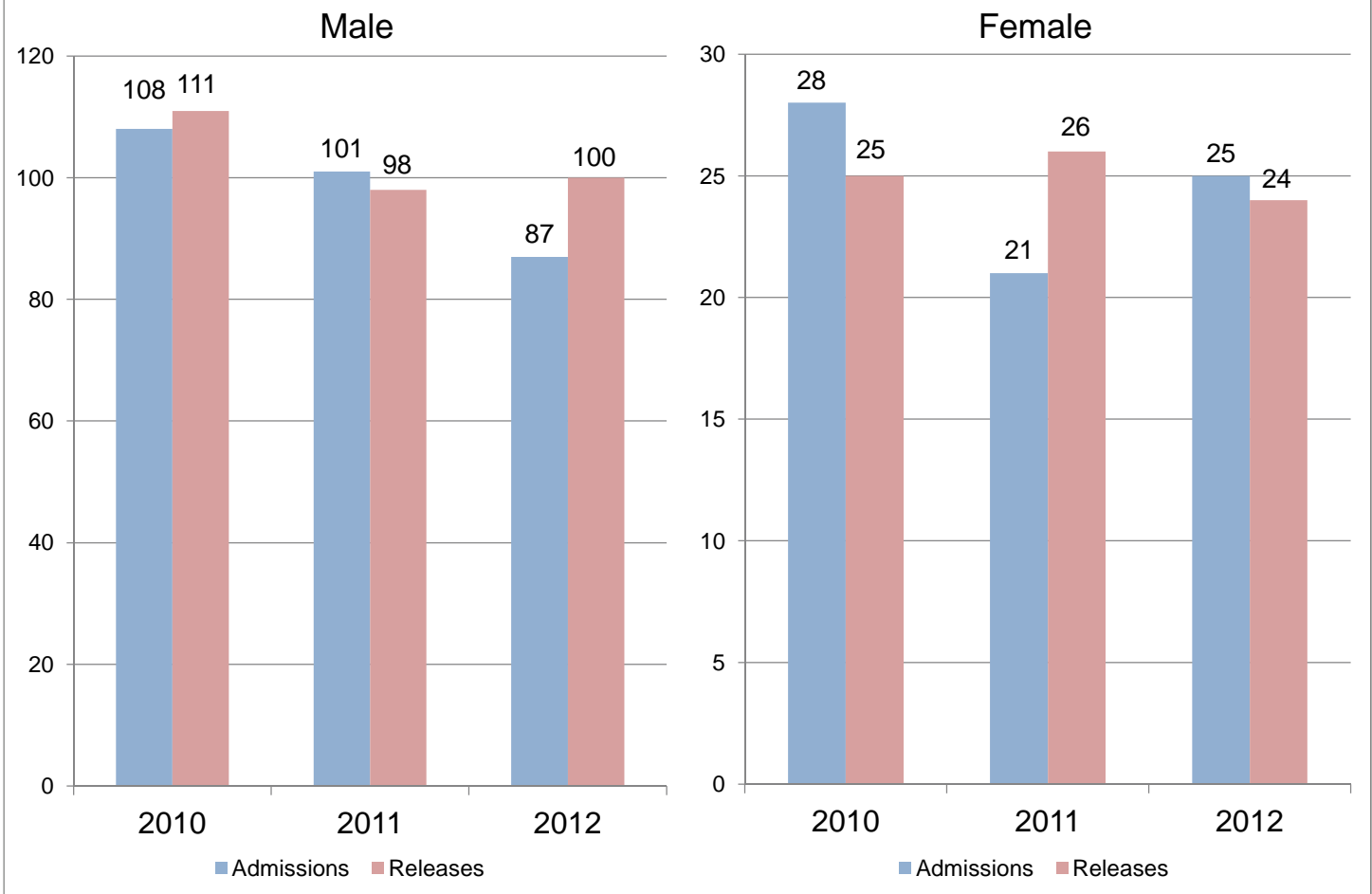


\* Total on Parole includes all juveniles who were under Parole supervision at some point in time during each fiscal year.

During the past three fiscal years, fewer than three out of every 10 juvenile offenders on parole (28 percent) had their parole revoked for either a new crime or a technical violation of the conditions imposed on their community placement. The rate remained steady through those years. The portion of youths revoked for a new crime averaged 4.5 percent during the period, but declined sharply from 8.9 percent in 2010 to 2.1 percent in 2012.

# Juvenile Secure Admissions and Releases

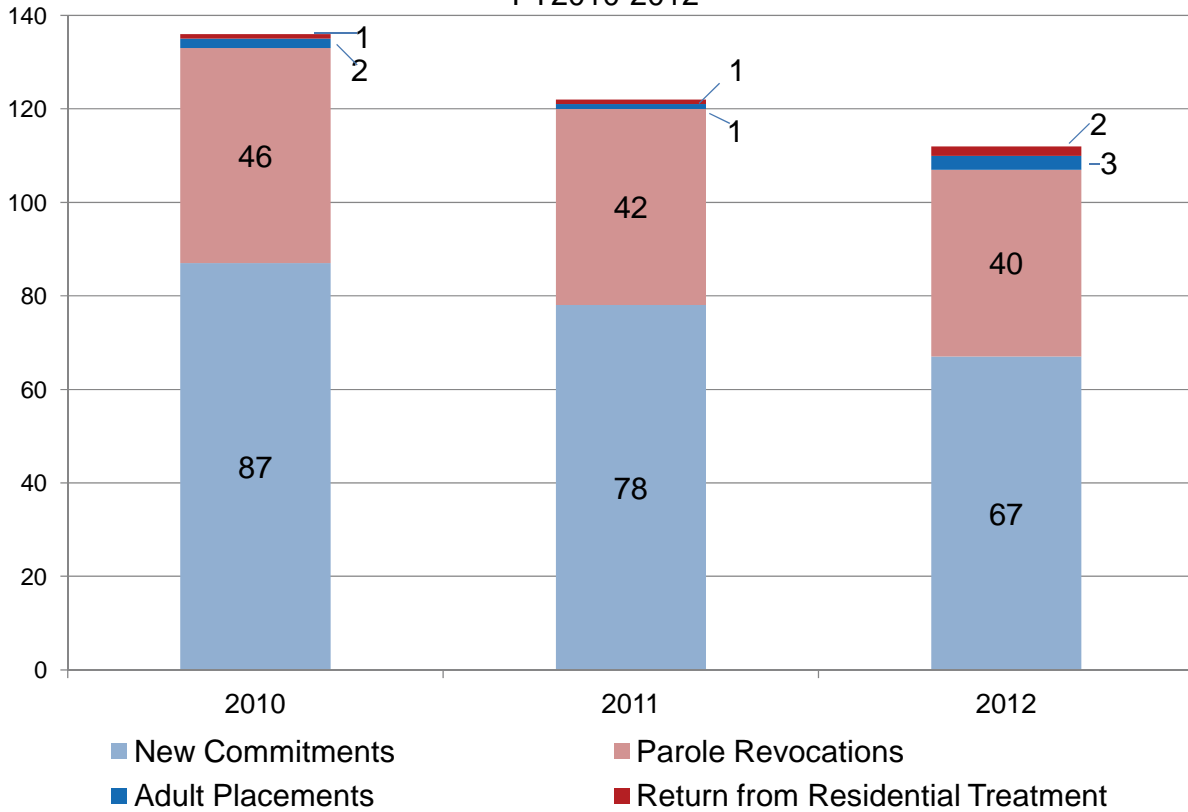
FY2010-2012



Admissions of juvenile males to Pine Hills Youth Correctional Facility continued to decline during the past three fiscal years, from 108 to 87, a 19.4 percent drop. Admission of juvenile females to Riverside Youth Correctional Facility also decreased during that time, but by a smaller amount (10.7 percent). Releases for both genders followed a similar downward trend.

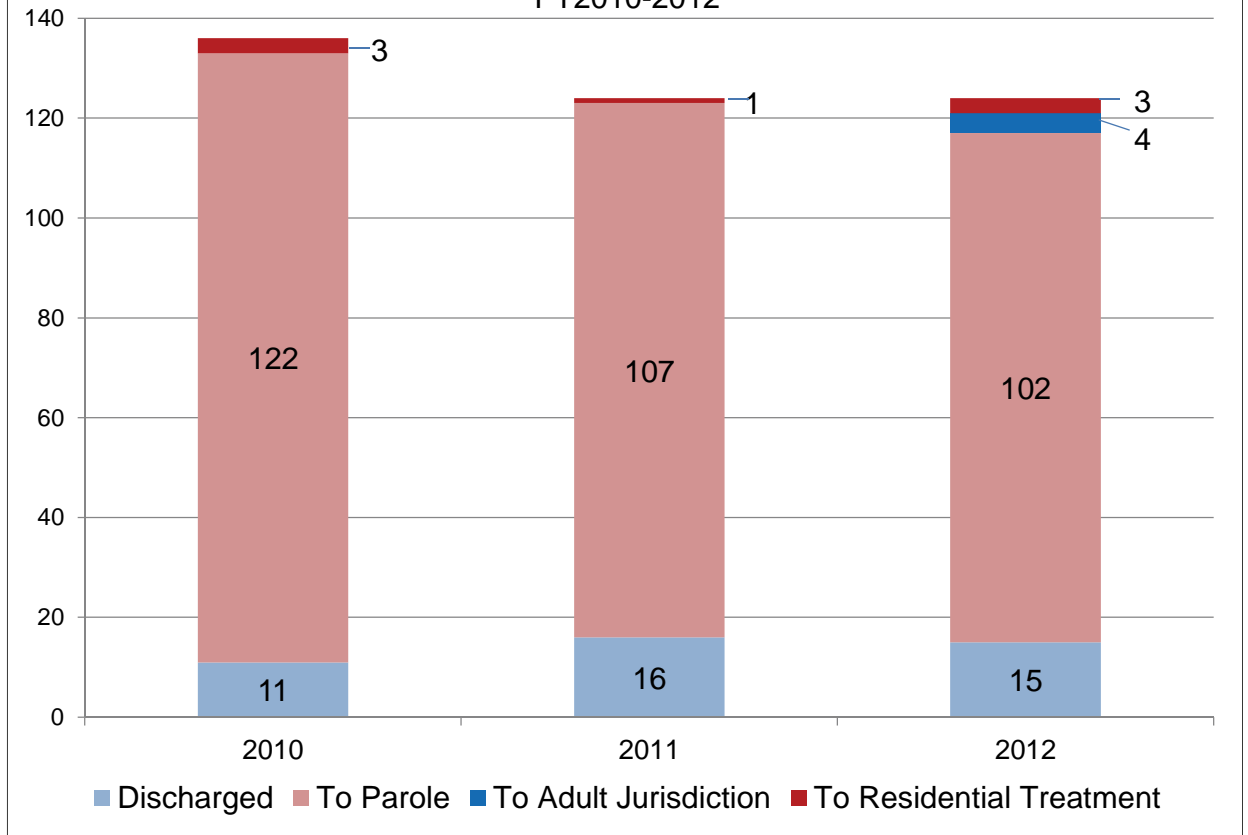
## Juvenile Secure Admissions by Type

FY2010-2012

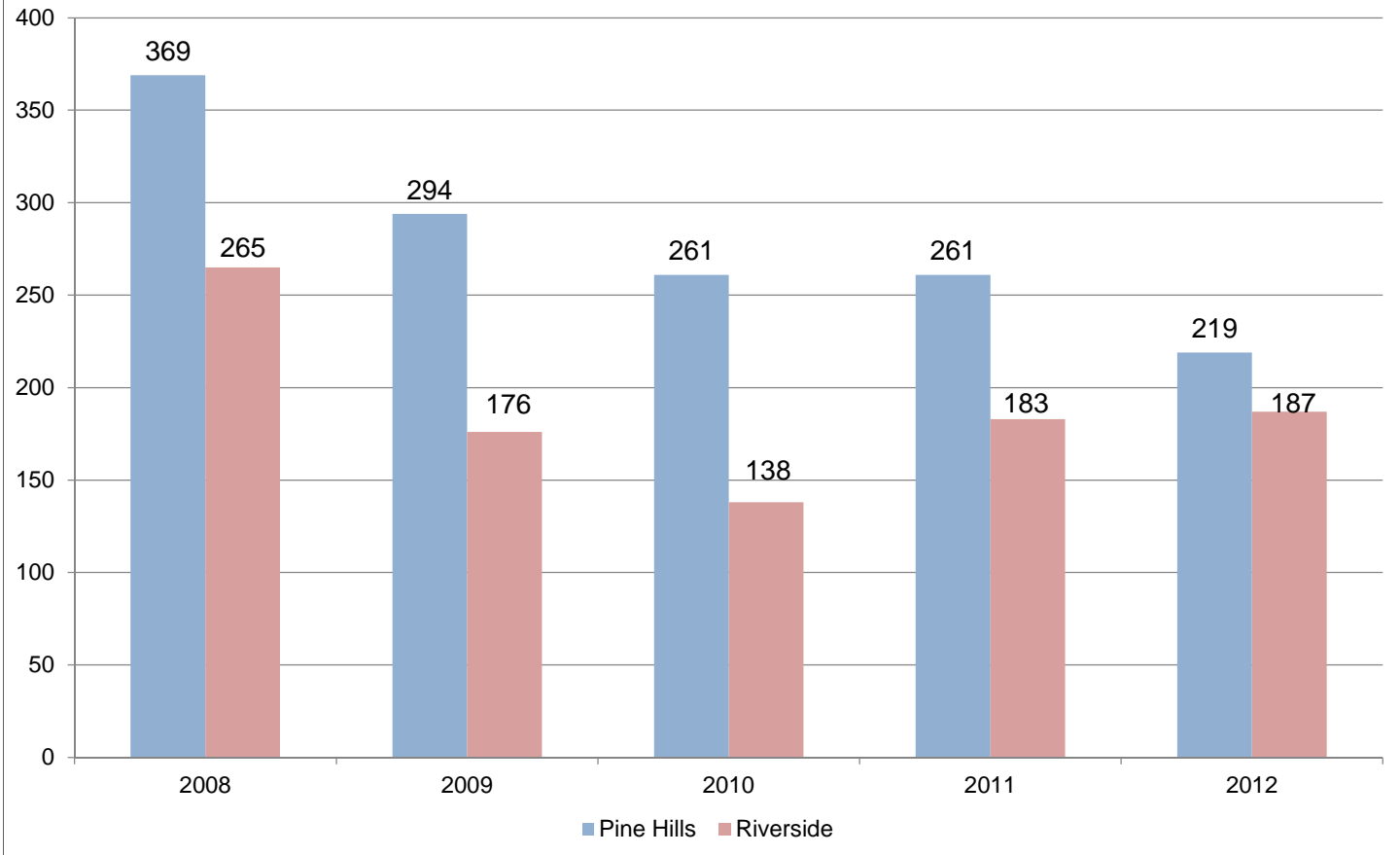


## Juvenile Secure Releases by Type

FY2010-2012



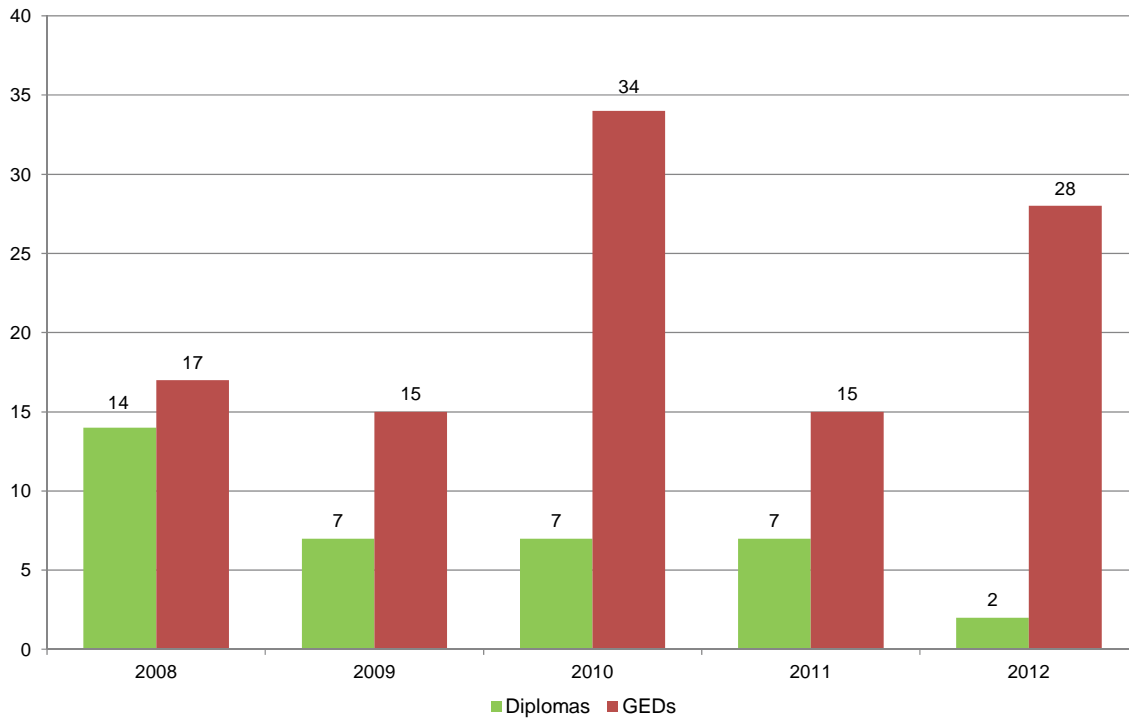
## Male/Female Juvenile Average Length of Stay in Days in Secure Care FY2008-2012



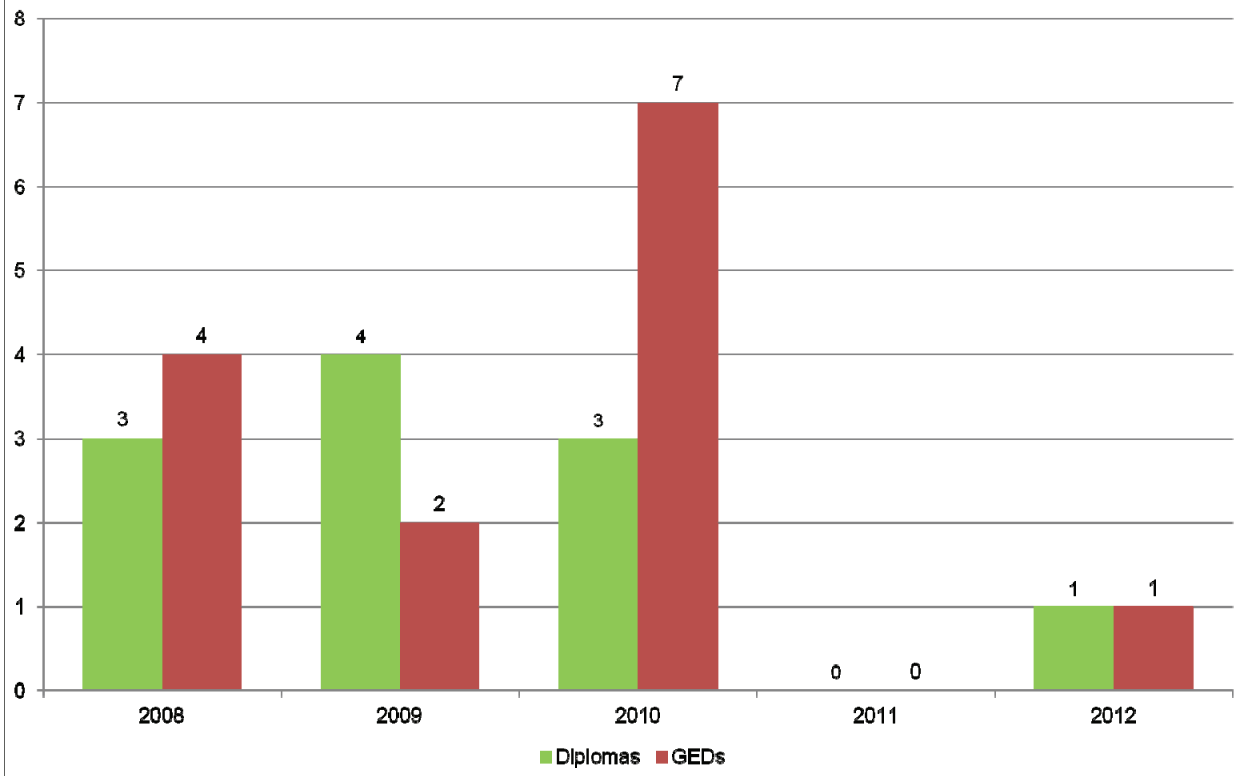
The average length of stay in Riverside and Pine Hills youth correctional facilities decreased sharply in the past five fiscal years. The typical stay for males dropped from 369 days to 219 days, a more than 40 percent reduction. The average stay for females fell by a smaller margin (29 percent), from 265 days to 187 days.



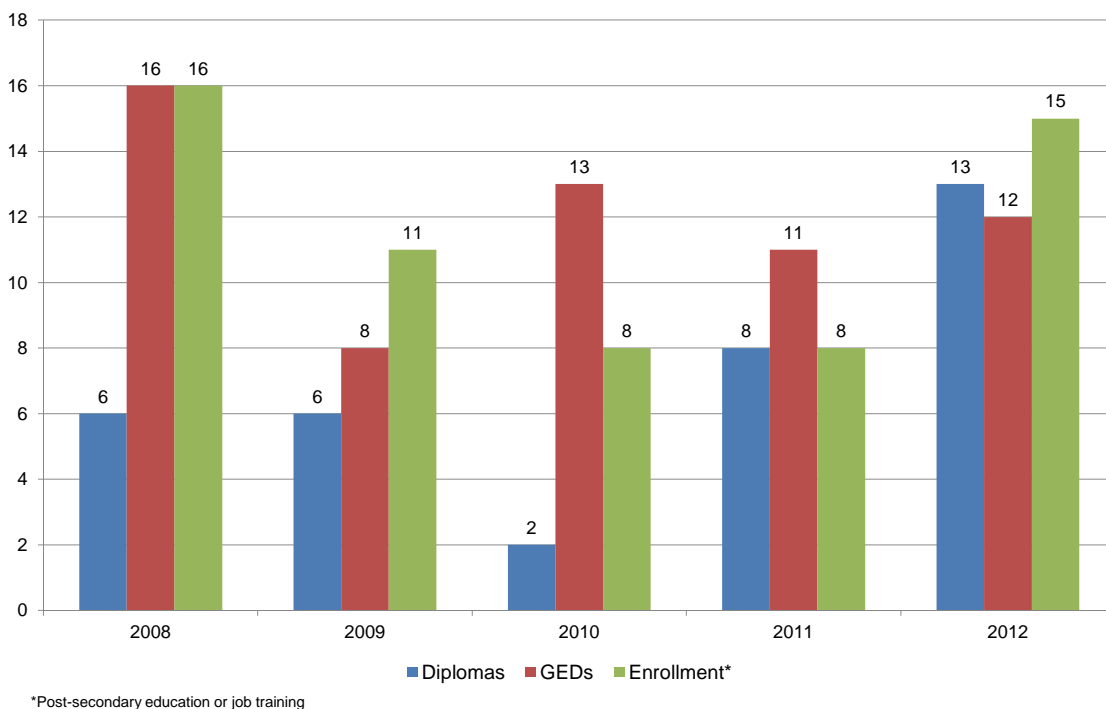
## Annual Diplomas and GEDs Awarded at Pine Hills



## Annual Diplomas and GEDs Awarded at Riverside FY2008-2012



## Educational Achievement of Youth in Community Corrections FY2008-2012

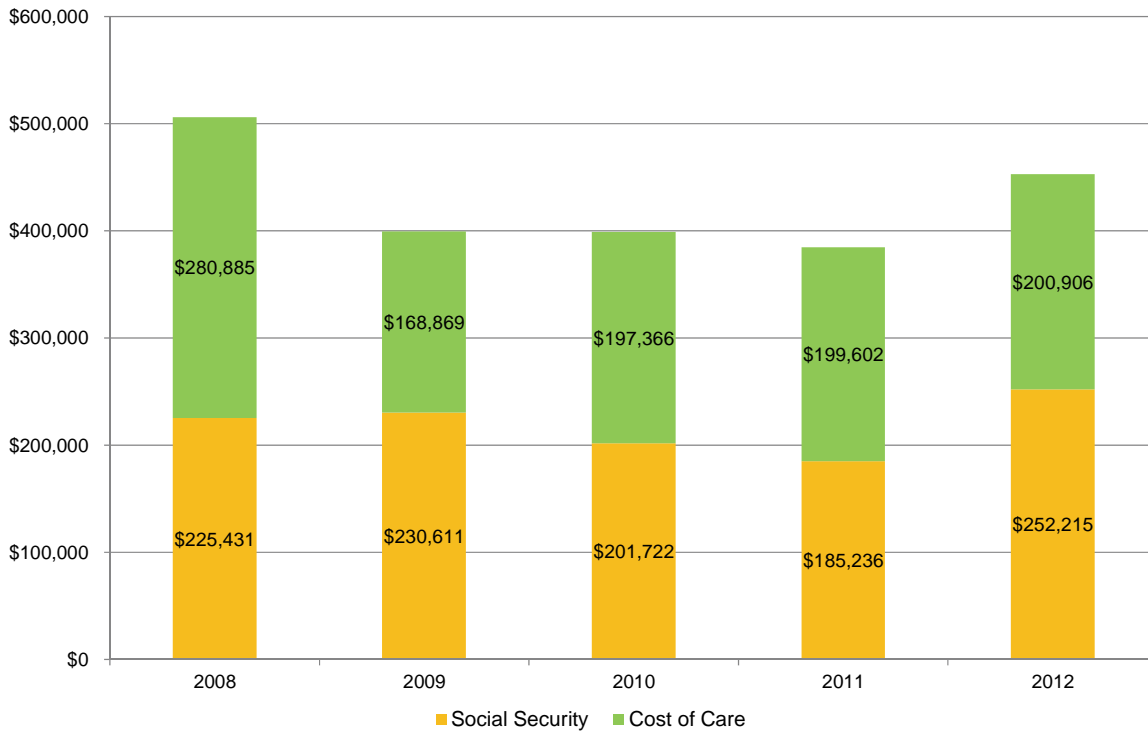


Education is an important element of the youth corrections system, as academic advancement while incarcerated helps juveniles prepare for a return to their communities and classrooms.

Both secure facilities have state-accredited high schools. The number of GEDs and diplomas issued in a given year varies with the needs of the youths and depends on their age and how many high school credits a boy or girl already has accumulated.

The emphasis on education continues in the youth community corrections programs. In fiscal year 2012, the number of youths enrolled in school or earning either a GED or diploma reached double figures.

## Recovered Contributions by Type FY2008-2012



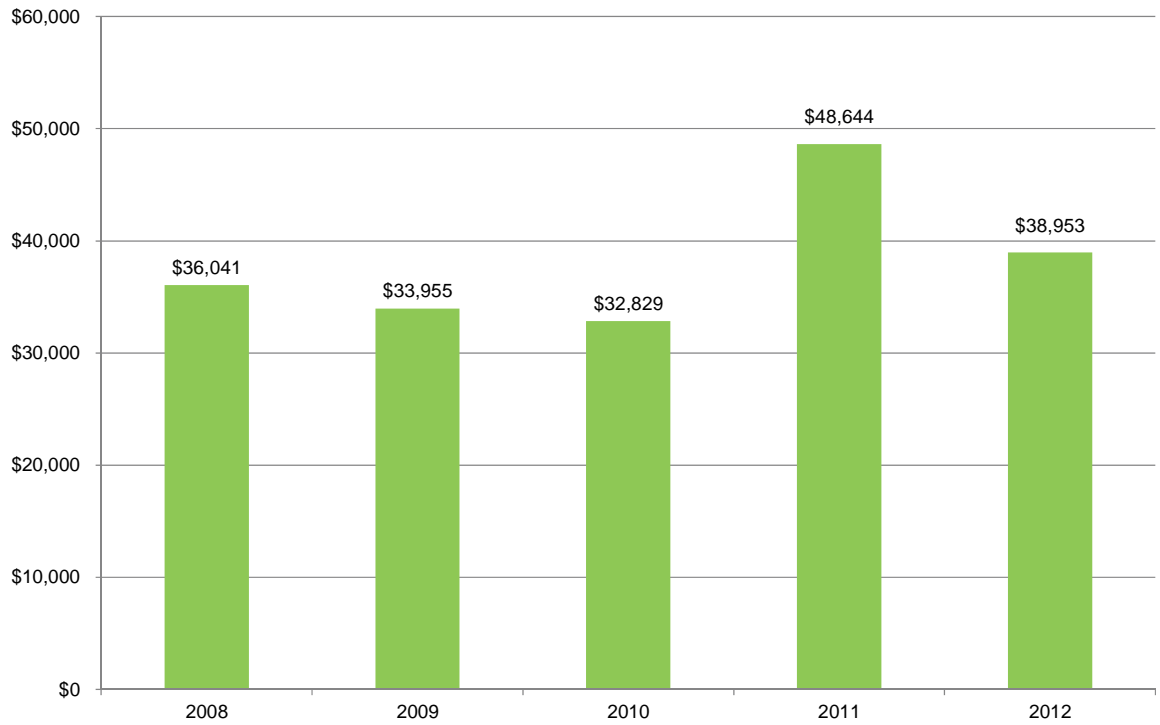
The department has collected about \$2.1 million on parental contributions and Social Security payments to help offset the cost of care for youth under the agency’s supervision during the past five fiscal years. That represents an average of \$428,569 annually.

Youth supervised by the department paid \$190,422 in restitution to victims during the past five years, an average of almost \$38,100 a year.

Supervised youths worked a total of 34,781 hours of community service in the past five years, an average of 6,956 hours annually.

# Annual Restitution Paid by DOC-supervised Youths

FY2008-2012



# Annual Community Service Hours Worked by DOC-supervised Youths

FY2008-2012

