

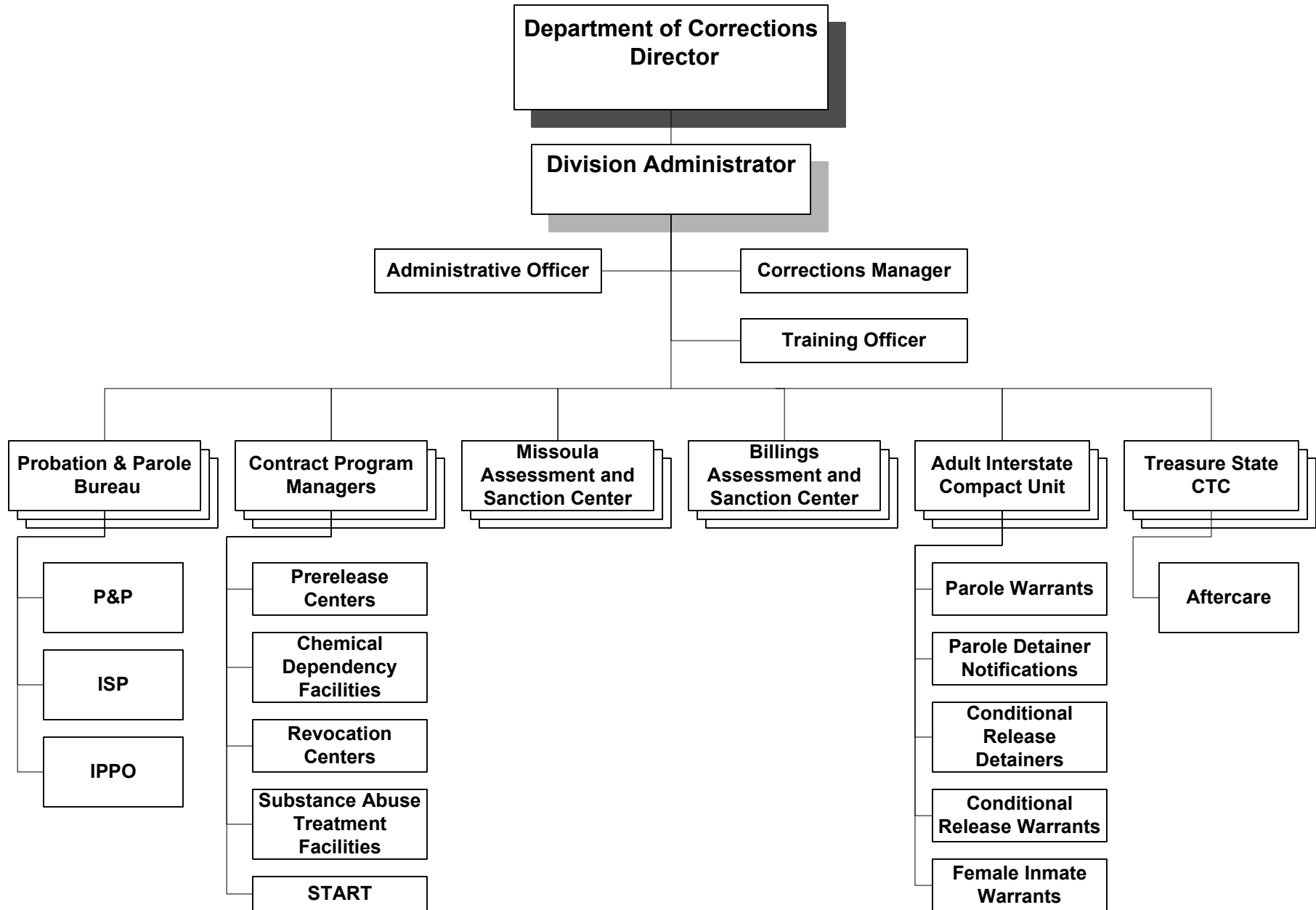
Community Corrections Division



**Prepared for the 60th Montana Legislature
January, 2007**

Presented by Pam Bunke

Adult Community Corrections Division Organizational Chart December 2006



Community Corrections Division

Mission

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

The Community Corrections Division promotes the Mission of the Department of Corrections by providing effective supervision, sanctions, and alternative programs to adult offenders. The Division provides offender supervision and programming through professional staff that supports the needs and concerns of crime victims, their families and the citizens we serve.

MONTANA DEPARTMENT OF CORRECTIONS
Community Corrections

Department Goals and Objectives:

- Goal 1 To improve the safety of the Montana public and the security of our communities and homes.
Objective Manage a diverse correctional population through the strategic use of department and contract resources.
- Goal 2 To promote public trust through openness, responsiveness and program evaluation.
Objective Provide the public access to Department business.
- Goal 3 To provide accurate, timely information and support that contributes to the restoration of victims of crime.
Objective Increase awareness of the needs of crime victims and respond to their concerns.
- Goal 4 To reduce the risk that offenders will re-offend.
Objective Provide offenders with appropriate supervision, programming and work opportunities that encourage positive change.
- Goal 5 To operate correctional programs that emphasize offender accountability.
Objective Provide offenders discipline, classification, restitution and work.
- Goal 6 To provide work and program environments based on professionalism, personal responsibility, and respect.
Objective Operate the Department in an effective, safe and fiscally responsible manner.

CCD Key Tasks:

- 1.1 Enhance community supervision through appropriate staffing levels. (53-1-202 MCA)
- 1.2 Maintain contracts with providers that have proven to be effective and safe. (53-1202(2) (1); 53-1-202 (b); 41-5-1523(2) & 53-1-203 (c) (j) MCA)
- 2.1 Utilize Administrative Rules when siting or expanding Residential facilities. (53-1-203(9) MCA)
- 2.2 Continue to utilize the Department's Newsletter to share information.
- 2.3 Improve methods to better evaluate programs. (53-1-203(h) (I) MCA)
- 2.6 Require that all programs under contract with Division have an effective means of measuring success. (53-1-203(h) (I) (ii) MCA)
- 3.1 Ensure that TSCTC staffing patterns allows for continuation of the victim's program. (53-30-401 MCA)
- 3.3 Ensure that Division staff is specially trained to address the needs and issues of victims. (46-23-1004 MCA)
- 3.4 Maintain access to the Criminal Justice Information Network (CJIN). (46-18-112(b) MCA)
- 3.5 Increase the collection of restitution payments by offenders. (46-23-1011 & 46-23-7021 MCA)
- 4.1 Utilize the MASC, BASC and START facilities as an intermediate sanction for offenders who violate conditions of probation, parole, prerelease or conditional release.
- 4.2 Gain adequate funding to allow for continued community programming, specifically in the

- area of substance abuse. (53-1-202(c) & 53-1-202(3)(b) MCA)
- 5.1 Better utilize ISP as an alternative to imprisonment. (53-1-202(2) (ii) MCA)
 - 6.1 Improve the rate of collection of Supervision Fees and Interstate Fees. (46-23-1031; 45-9-202(ii) & 53-1-203(c) MCA)
 - 6.2 Expand Community Corrections Programs that are cost effective and that serve as a viable alternative to incarceration. (53-1-202(c) & 53-1-202(b) MCA)
 - 6.3 Enhance professionalism, staff salaries, staff retention & recruitment by utilization of the Performance Management Program. (53-1-201(1)(2); 53-1-203(e); 46-23-1002; 46-23-1003(1)(2) & 46-23-1004(6) MCA)
 - 6.4 Maintain over-site of the felony DUI programs to ensure the programs effectiveness. (61-8-731 MCA)
 - 6.5 Utilize MASC and BASC to ensure offenders committed to the Department are appropriately placed. (46-18-201 (i) MCA)
 - 6.6 Establish prerelease programs and services in Region 5.
 - 6.7 Develop and provide training to ISP and PRC screening committee's.
 - 6.8 Ensure that the Methamphetamine programs are properly monitored and provide data indicating effectiveness.

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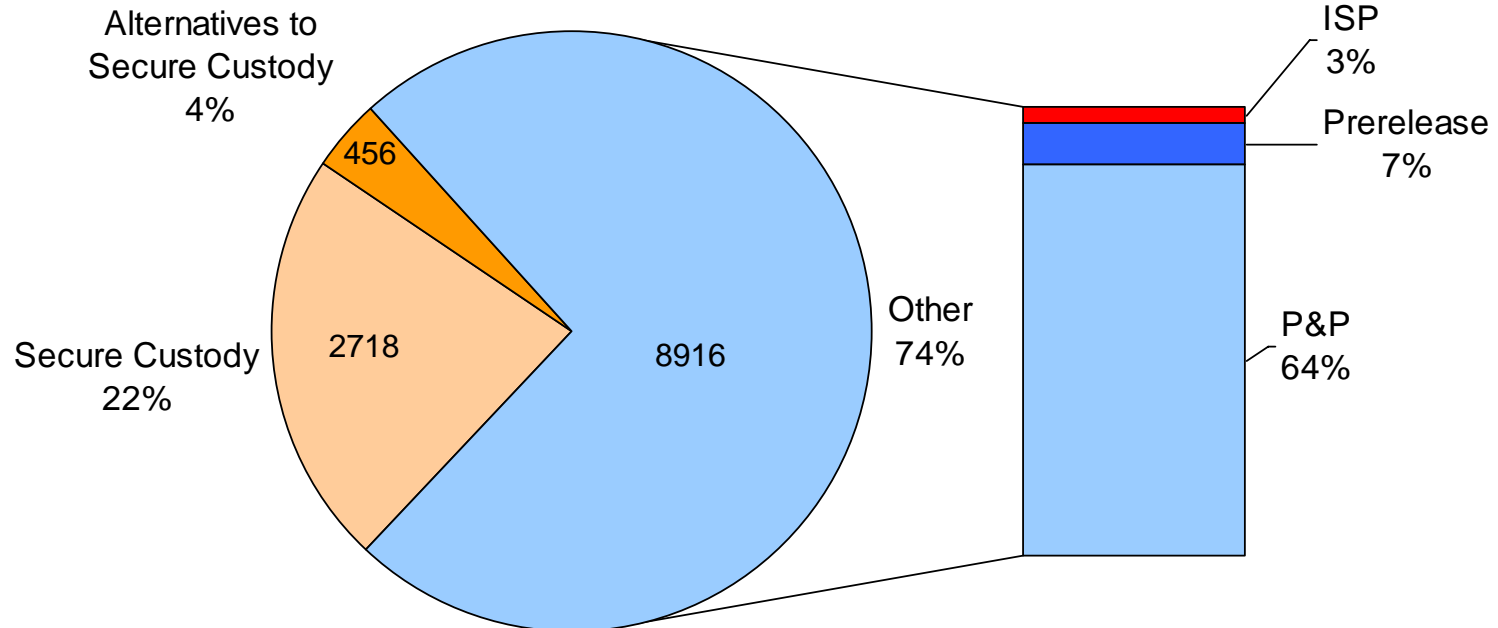
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DIRECTORY

Probation & Parole Bureau Chief.....	Ron Alsbury.....	444-9529
Interstate Deputy Compact Administrator.....	Cathy Gordon.....	444-4916
Contract/Program Manager.....	Kerry Pribnow.....	444-4910
Treatment Program Manager.....	Rick Alan Deady.....	444-4902
WATCh West Director.....	Alex Vukovich.....	693-2272 ext. 1004
WATCh East Director.....	Deb Dion.....	377-6001
MASC Administrator.....	Dan Maloughney.....	258-4021
BASC Liaison.....	Jan Beggar.....	896-5411
TSCTC Superintendent.....	Dan Burden.....	846-1320 ext. 2107
START Director.....	George Strutzel.....	693-9992

Distribution of Offender Daily Population

Distribution of Offender Daily Population
12,090 Offenders under Supervision at FYE 2006



Count data reported by facilities/offices at fiscal year end - June 30, 2006

**PROBATION AND PAROLE
BUREAU**



ALTERNATIVES TO INCARCERATION

**Ron Alsbury
Bureau Chief**

HISTORY

In 1955, the Adult Probation & Parole Bureau was established by the Montana Legislature.

As stated in Statutes *46-23-1001 through 46-23-1106, MCA*, the Department of Corrections was given the authority to:

- ❖ appoint probation and parole officers and other employees necessary to administer this part;
- ❖ authorize probation and parole officers to carry firearms, including concealed firearms, when necessary. The department shall adopt rules establishing firearms training requirements and procedures for authorizing the carrying of firearms;
- ❖ adopt rules for the conduct of persons placed on parole or probation, except that the department may not make any rule conflicting with conditions of parole imposed by the board or conditions of probation imposed by a court.

In 1995, due to the executive reorganization of Department of Family Services (DFS) and Department of Corrections and Human Services (DCHS), Juvenile Aftercare (Parole) was placed within the new Department of Corrections.

In October 2001, the department created the Juvenile Services Division and Juvenile Parole was placed within that Division. This move leaves the Probation & Parole Bureau responsible for adult offenders only.

ALTERNATIVES TO INCARCERATION

The Probation & Parole Bureau is a community-based program, operated by the Department of Corrections, State of Montana.

Probation is the most prevalent and cost-effective alternative to incarceration used by the courts.

The Probation & Parole Bureau is responsible for the supervision of adult probationers and parolees and offenders on Conditional Release in Montana.

Nearly 77% of all offenders in the Correctional system are supervised in the community.

The Probation and Parole Bureau staffing consists of:

- ❖ Bureau Chief
- ❖ Administrative Support-in Helena Office (1)
- ❖ ACIS Legal Entry Unit/Brady Gun Bill Check (2)
- ❖ Regional Administrators (6)
- ❖ Probation & Parole Officer II (16)
- ❖ Adult Probation & Parole Officers (95.75)
- ❖ Sex Offender Officers/Victim Services Advocate (7)

- ❖ Presentence Investigation Officer (7.5)
- ❖ Intensive Supervision/Sanction Program Officers (16)
- ❖ Institutional Probation & Parole Officers (11.25)
- ❖ Day Reporting Officer (1)
- ❖ Probation & Parole Officer Technicians (10)
- ❖ Administrative Support (19)

The bureau's "alternatives to incarceration" programs are as follows:

- ❖ Intensive Supervision Program which includes Electronic Monitoring
- ❖ Sex Offender Officers/Victims Specialists - Specialized officers supervising sex offenders and violent offenders
- ❖ Jail Sanctions Program and/or the Probation Violator Prison Diversion Program
- ❖ Case Management & Supervision Standards for all offenders
- ❖ Probation Officer Technicians assisting officers in most rural areas
- ❖ Drug and Alcohol Testing
- ❖ ISP Sanction – Combination of Intensive Supervision and CD Treatment with each ISP Team
- ❖ Montana Chemical Dependency Services Contract for probation violators
- ❖ Enhanced Supervision Program (ESP) – contracts with Montana prerelease centers for treatment/accountability services
- ❖ Chemical Dependency/Mental Health Counselors in urban P&P offices
(The bureau received \$601,920 from the Governor's Office and crafted contracts

With community-based chemical dependency providers around the State of Montana. Treatment services for offenders with addictive and co-occurring disorders (mental health and chemical dependency) are now provided to offenders

as part of a multi-level alternative to incarceration response for the violation of supervision).

PROBATION & PAROLE STAFFING RESPONSIBILITY & DUTIES

REGIONAL ADMINISTRATORS (RA)

RAs are responsible for all budgets and personnel issues in their perspective region. They also are the Hearing Officers for Adult On-Site (Parole Revocation) Hearings. The RA assesses and classifies all DOC commitments, felony offenders committed to the DOC for appropriate placement in the correctional system. Additionally, RA's supervise the POIIs in their region.

PROBATION & PAROLE OFFICERS II (POIIs)

POIIs are the first line supervisors who assist the Regional Administrator. The POII does the work of the RA in the RA's absence. POIIs provide supervision for the Probation & Parole Officers and administrative support.

In those communities that have prerelease centers, the POIIs are also the liaisons to the prerelease centers (PRC) in their community for the Department of Corrections. In this capacity, they participate on the PRC board and are members of the screening committee, screening all offenders

applying for acceptance into a PRC. POII's are the Hearings Officer for inmates in the PRC or ISP, who are served with severe and major violations. They also serve as Hearings Officers for On-Site or Preliminary Hearings on parole violators, due process hearings on conditional release offenders, and prerelease center and ISP offenders.

POII's supervise the Intensive Supervision Programs in their area. The POII at Montana State Prison provides supervision and direction to the Institutional Probation & Parole Officers (IPPO) at the Montana State Prison and Treasure State Correctional Training Center (Boot Camp). This POII is also responsible for the basic operation and training of all IPPOs at the three Regional Prisons located in Missoula, Great Falls and Glendive, Crossroads (CCA), a private prison in Shelby, the WATCh program, and the Montana Women's Prison in Billings.

ADMINISTRATIVE SUPPORT

The workload of the Administrative Support staff is heavy and varied. They support Probation & Parole staff and their subsequent services. Their work is complex due to the legal ramifications and the felony offenders they interact with daily. In urban offices, two administrative staff provides administrative support for 18-25 officers. Administrative Support staff is responsible for the collection of offender data that is entered into the ACIS/PRO-Files management information system for the Department of Corrections.

PROBATION OFFICER TECHNICIAN (PO Tech)

PO Technicians were developed in order to provide enhanced assistance to the Probation & Parole Officers in the more rural areas where there is only one or two officers in a large geographical area.

PO Technicians are required to successfully complete the MLEA Probation & Parole Basic training course. They assist the Probation & Parole Officer in duties such as offender urinalysis testing; gathering information for presentence investigations and reports of violation; home contacts with the offender; employer contacts and other collateral contacts with law enforcement. PO Technicians also provide the officer with administrative services, including the data entry into ACIS.

ADULT PROBATION & PAROLE OFFICERS

Probation & Parole Officers provide numerous services to their communities and the state. They have several bosses and wear many hats. To be effective, they balance the often-conflicting duties of being a counselor and a cop.

Even though they are Department of Corrections employees, they are responsible to the District Court Judges in the 23 Judicial Districts in the State of Montana. The District Court Judges order Probation & Parole to investigate and prepare presentence investigation (PSI) reports on felony offenders. The PSI report assists the District Court Judge in sentencing felony offenders to the most appropriate placement available.

Probation & Parole Officers also provide many functions for the Board of Pardons & Parole (BOPP). The BOPP is a quasi-judicial board, appointed by the Governor, whose executive function is only attached to the department.

Officer's daily work involves daily contact with felony offenders, judges, law enforcement, victims, attorneys, and treatment providers. Officer's main responsibility is the effective monitoring, supervision, and counseling of offenders sentenced to serve probation by the court and parole offenders released from incarceration by the BOPP. In addition, officers supervise the offenders placed on conditional release.

An average day for an officer includes visiting the homes, workplace, or treatment provider of the offender assigned to their caseload. It may include a search of the offender's home and often times, seizure of contraband. Officers have the authority to arrest offenders and carry firearms.

Officers collect urine specimens from offenders to test for alcohol and illegal drug use. Officers also monitor restitution payments to the victim, fines to the court and assist with the collection of supervision fees from the offender.

The officer's ultimate goal is affecting the offenders' behavior in positive ways through sanctions and programming, while providing community safety.

INTENSIVE SUPERVISION PROGRAM OFFICERS (ISP)

The Intensive Supervision Program, developed in 1987, was a pilot project in Billings and was financially supported by a grant from the Board of Crime Control. The offenders served by this program are inmates, high-risk parolees or higher risk/need diversion (probationary) offenders.

ISP monitors and supervises the offender at an intensive level, while the offender works and supports themselves and their family in a community. Offenders are mandated to work, pay restitution, volunteer for community service, attend programming and treatment, while under the close watch of the ISP Officer.

The Intensive Supervision Program, which includes electronic monitoring, is designed to provide a cost-effective alternative to incarceration for adult felony offenders. ISP provides supervision for higher risk offenders. If not for ISP, many of these offenders would have been sentenced to prison or returned to prison as probation or parole violators.

During Phase I (the first two months) of Intensive Supervision, the offender is monitored electronically with an ankle bracelet. For those with a history of alcohol abuse, the officer uses the intoxilizer unit. Offenders on ISP may be sentenced to probation as a diversion, released on parole (either released from incarceration or in lieu of return to the prison) or on inmate status.

One goal of restorative justice is at hand when the offender pays victim restitution, self-reliance, and completes community service hours.

ISP teams are located in the following communities:

- ❖ Billings (4)
- ❖ Great Falls (3)
- ❖ Missoula (4)
- ❖ Bozeman (2)
- ❖ Butte (2)
- ❖ Helena (1 Sanction Officer)

A team of two officers supervises a maximum of 50 offenders for a 1:25 ratio (potentially 15 on traditional ISP and 10 on the sanction component). Prior to accepting an offender for the Intensive Supervision Program, the Intensive Supervision Team requires each applicant be screened and accepted by a local Screening Committee, which consists of community and law enforcement persons.

INSTITUTIONAL PROBATION & PAROLE OFFICERS (IPPO)

Another unique position within the Bureau is the Institutional Probation & Parole Officer. Their purpose is to facilitate the placement of an inmate back into the community via intensive supervision, prerelease, conditional release, parole or probation. They provide the coordination necessary for the Board of Pardons and Parole, prisons, the Probation & Parole Officers, and prerelease centers to expedite the transition of inmates from the institution to the community.

Institutional Probation & Parole Officers (IPPOs) provide a myriad of other services to the facilities to which they are attached and the offenders in those facilities.

IPPOs are located at the following locations:

- ❖ 3 Montana State Prison (Deer Lodge)
- ❖ 1 Treasure State Correctional Treatment Center (Boot Camp at Deer Lodge)
- ❖ 3 Regional Prisons (Great Falls, Missoula, Glendive)
- ❖ 1 Montana Women's Prison (Billings)
- ❖ 1 WATCH DUI Treatment program (Warm Springs)
- ❖ 1 Crossroads Correctional Center – Private Prison (Shelby)

These officers have the role of liaison between the correctional facilities, the Board of Pardons and Parole and Probation & Parole field staff. All offenders discharging or paroling from the prisons must be signed out and given a travel permit by the IPPO from the facility. IPPO's assist in screening offenders for prerelease centers, ISP programs, and other community-based programs.

The IPPO's also ensure the appropriate offenders have registered as sexual and/or violent offenders and the DNA testing has been accomplished.

IPPO's help the offender develop a viable parole or release plan back into the community. Many offenders who are difficult to parole, specifically those with medical or mental health issues, require the expertise of these officers to assist them in the planning and release from the facility.

SEX OFFENDER SPECIALIST OFFICERS/VICTIM SERVICES ADVOCATES

All Probation & Parole Officers attend training specific to the most effective techniques in supervising sex offenders. This training includes information about the Montana Sex Offender Treatment Association and the specialized treatment this organization provides for sex offenders, the various types of sex offenders, the offender's cycle of abuse, red flags to relapse, and relapse prevention.

Sex offenders are less likely to reoffend when they are actively participating in sex offender treatment and are being closely monitored by specialized officers. The National Center for the Effective Management of Sex Offenders recommends ratio of no greater than 1:40 when supervising high-risk sexual/violent offenders. In Montana our workloads exceed these standards in most locations.

Montana has developed Sex Offender Specialist Officer positions and a case management protocol in those Montana communities that have the highest concentrations of sex offenders. Each ISP team has one member of the team who has additional and specialized sex offender training to supervise sex offenders.

These officers have attended several hours of additional training and have had training at the Sex Offender Program at the prison. Their expertise is key in understanding the laws that are specific to sexual/violent offenders, such as registration, community notification, and DNA testing. The Department is currently in the process of developing a contract to provide satellite monitoring, in keeping with Senate Bill 207 (2005 session), to monitor tier 3 sex offenders.

In these communities, the Sex Offender Specialists network closely with the community, law enforcement, treatment providers and crime victims. These officers offer themselves as a resource for both law enforcement and crime victims. In addition to writing the presentence investigations on sex offenders, these officers understand the special needs of the victim and the resources available through the Crime Victims Units to assist them.

These officers involve themselves in the offenders' sex offender treatment by attending group sessions. By attending group sessions, it is made clear to the offender that the PO is closely monitoring them and there is no confidentiality. This close involvement makes it more difficult for the offender to manipulate the Probation & Parole Officer or treatment provider.

Because there is no confidentiality between the therapist and the officer, supervision violations and red flags indicating relapse can be monitored more easily. The officer and the therapist maintain an extremely close working relationship and rely on one another to provide effective management of sex offenders in the community.

These officers work closely with the Department of Justice, who maintains the registration file on sexual and violent offenders.

PRE-SENTENCE INVESTIGATION REPORT WRITERS (PSI Writers)

The pre-sentence investigation report is one of the most significant documents generated on the offender within the Department of Corrections. The purpose of the PSI report is to assist the Judge in sentencing felony offenders to the most appropriate sentence.

The P&P Bureau is responsible for writing PSI's for District Court Judges serving Montana's 23 Judicial Districts. Prior to sentencing felony offenders, the District Court Judge orders the P&P Bureau to complete a Pre-Sentence Investigation (PSI), per MCA 46-18-111. The Probation Officer then interviews the defendant and prepares the PSI as specified in MCA 46-18-112. Without a PSI, the court has little or no background information about the defendant. The pre-sentence investigation, as part of the court record, is confidential and not open for public inspection.

Contents of PSI report per statute include:

- ❖ the defendant's characteristics, circumstances, needs and potentialities;
- ❖ the circumstances of the offense (official version, defendant's version and victims version);
- ❖ the defendant's criminal history;
- ❖ the defendant's social history, mental and substance abuse history;
- ❖ the harm caused, as a result of the offense, to the victim, the victims immediate family and the community and any pecuniary loss through a victims statement;
- ❖ summary and recommendation of sentencing alternatives to the court.

The Probation Officer assigned to conduct the investigation consults with the county attorney and the defense attorney; conducts interviews with the defendant, the victim(s) of the offense, and other pertinent individuals.

The officer verifies criminal records, psychological, and treatment reports, juvenile records (when pertinent), employment history, family/social background, educational history, and completes a report that reads much like a biography of the defendant.

Prior to sentencing, this report is reviewed by the court and both the prosecuting and defense attorney. At the time of the sentencing hearing, the Probation Officer may be called to testify as to the contents of the report and the sentencing recommendation, which includes conditions for supervision or placement. The PSI writer evaluates the options and considers the sentence that would give the offender the best opportunity for change while giving consideration to the victim(s) and providing for public safety. This is a delicate balance at best. The PSI is used to assess the level of risk and/or dangerousness of the offender and determine the most appropriate, least restrictive placement for each offender who enters the corrections system.

The Pre-Sentence Investigation report becomes part of the offender's permanent file and follows the offender throughout the Corrections system. The PSI is utilized by all facets of the Corrections system as a screening tool for placement. The Board of Pardons and Parole also uses the PSI at the time they review the offender for release on parole.

PRE-SENTENCE INVESTIGATIONS

MONTH	YEAR	PSI'S WRITTEN
June	2003	182
June	2004	218
June	2005	280
June	2006	243
October	2006	265

(Each PSI report averages 8 hours of work)

For those offenders sentenced without a PSI, the Supervision Standards and Compliance Monitoring policy requires the officer to do a Post-Sentence Investigation. The Post-Sentence Investigation will provide the officer with basic information and background to provide the most appropriate level of supervision and direction for case management.

It was estimated that judges order PSI's on approximately 70% of all felony offenders awaiting sentencing. That means that an estimated 30% of felony offenders are sentenced without a thorough background investigation. Without a PSI, judges make their sentencing decision on the information provided by the prosecuting and the defense attorney, using the plea agreement.

CONDITIONS ON PROBATION OR PAROLE

When the Court orders an offender to be placed on probation, in lieu of incarceration, the Probation Officer supervises the offender according to the standard conditions of Probation & Parole and the special court-ordered conditions. There are ten standard conditions all offenders must follow:

- ❖ Residence: not change your place of residence without first obtaining permission from your Probation/Parole Officer.
- ❖ Travel: not leave your assigned district without first obtaining written permission from your Probation/Parole Officer.
- ❖ Employment and/or Program: maintain employment or a program approved by your Probation Officer.
- ❖ Reporting: personally report to your P.O. as directed.
- ❖ Weapons: not own, possess or be in control of any firearms or deadly weapons as defined by state or federal law.
- ❖ Financial: obtain permission from your P.O. before financing a vehicle, purchasing property or engaging in business.

- ❖ Search: submit to a search of your person, vehicle, or residence by the P.O. at any time, with or without a warrant.
- ❖ Laws & Conduct: comply with all city, county, state and federal laws and ordinances and conduct yourself as a good citizen. Report any arrests or contact with law enforcement to your P.O.
- ❖ Illegal Drugs: no use or possession of illegal drugs.
- ❖ Supervision Fees: must pay supervision fees no less than \$10 per month and not to exceed \$50 per month.

Subsequent conditions are the special conditions that may be placed on offenders during their probationary period by the Judge or on their parole by the Board of Pardons and Parole.

Special conditions may include:

- ❖ No alcohol use & restriction from bars
- ❖ Submit to alcohol & drug testing (urinalysis)
- ❖ Pay fines and fees to the court
- ❖ Pay restitution to the victim
- ❖ Attend specific counseling and/or treatment
- ❖ Complete community service hours

RISK & NEEDS ASSESSMENT

Offenders are classified according to their level of risk and individual needs. This classification will assist the officer in determining which level of supervision the offender will be most appropriately supervised. All levels of supervision require the following activities by the Probation & Parole Officer: contact with the offender at his/her home and with his/her family, place of employment, school, program or treatment providers. Other activities include urinalysis drug testing, searches, travel permits, record checks, collecting victim restitution, supervision fees and court fines.

The Supervision Standard and Compliance Monitoring policy requires the Probation & Parole Officer to spend more time in the community, as opposed to the office, with the offenders. This policy requires the officer to actively manage each individual offender.



Probation & Parole Bureau Fiscal Year End 2006 (11-1-06)

- | | |
|---|---|
| <ul style="list-style-type: none"> ■ Region 1 – Missoula <ul style="list-style-type: none"> ■ Total PO's – 20 ■ Work Load – 22.63 ■ PO's Needed – 2.63 ■ Region 2 – Helena <ul style="list-style-type: none"> ■ Total PO's – 27 ■ Work Load – 30.59 ■ PO's Needed – 3.59 ■ Region 3 – Great Falls <ul style="list-style-type: none"> ■ Total PO's – 20 ■ Work Load – 22.19 ■ PO's Needed – 2.19 | <ul style="list-style-type: none"> ■ Region 4 – Billings <ul style="list-style-type: none"> ■ Total PO's – 22 ■ Work Load – 26.15 ■ PO's Needed – 4.15 ■ Region 5 – Kalispell <ul style="list-style-type: none"> ■ Total PO's – 18 ■ Work Load – 20.70 ■ PO's Needed – 2.7 ■ Region 6 – Glendive <ul style="list-style-type: none"> ■ Total PO's – 5.25 ■ Work Load – 5.8 ■ PO's Needed – .55 |
|---|---|

- ❖ Total POs - 112.25
- ❖ Workload – 128.06
- ❖ POs needed – 15.81



Probation & Parole Bureau Fiscal Year 2007 Projections (11-01-07)*

- | | |
|---|--|
| <ul style="list-style-type: none"> ■ Region 1 – Missoula <ul style="list-style-type: none"> ■ Total PO's – 20 ■ Work Load – 23.99 ■ PO's Needed – 3.99 ■ Region 2 – Helena <ul style="list-style-type: none"> ■ Total PO's – 27 ■ Work Load – 32.43 ■ PO's Needed - 5.43 ■ Region 3 – Great Falls <ul style="list-style-type: none"> ■ Total PO's – 20 ■ Work Load – 23.52 ■ PO's Needed – 3.52 | <ul style="list-style-type: none"> ■ Region 4 – Billings <ul style="list-style-type: none"> ■ Total PO's – 22 ■ Work Load – 27.72 ■ PO's Needed – 5.72 ■ Region 5 – Kalispell <ul style="list-style-type: none"> ■ Total PO's – 18 ■ Work Load – 21.94 ■ PO's Needed - 3.94 ■ Region 6 – Glendive <ul style="list-style-type: none"> ■ Total PO's – 5.25 ■ Work Load – 6.15 ■ PO's Needed – .9 |
|---|--|

- ❖ Total POs - 112.25
- ❖ Workload – 135.75
- ❖ POs needed – 23.5

*Projections based on 6% growth rate per year

SUPERVISION STANDARDS & COMPLIANCE MONITORING

The following information compares the previous standards of supervision to the present standards of supervision and case management. Due to increased workload, the bureau must either add additional officers or consider reducing caseload practices and tasks.

2000	Current
Offender reports to officer. Most contacts are made in the office.	Officer goes to offender-limited office reporting-contact are in the community (home, employment, treatment, etc).
Lower levels of supervision have contact with officer every three or six months.	Offender on lower level of supervision is randomly tested for drugs; have employment and residence verified if changed.
Case Management is limited.	Case Management is standard.
Officer makes most field contact alone and in isolation.	Officers make field contact in pairs with other POs; PO Tech.; Law Enforcement.
Limited sanctions available for officers to use to gain compliance.	Jail Sanctions used to gain compliance for those offenders violating supervision. Limited smaller caseloads, graduated sanctions are imposed more quickly.
Officers hours are generally 8:00 a.m. - 5:00 p.m. Monday- Friday.	Officers utilize alternative work schedules which includes evenings and weekends.
Victims services limited.	With smaller caseloads and specialized officers, there is more time to interact with crime victims. Basic training focuses on victim's issues and services.
Home visits to offenders homes is occasional-mostly reactive.	Home visits to offenders homes, unscheduled and more frequent.
Sex offenders are supervised without special consideration for their risk. Caseloads are mixed with all types of offenders.	Officers who are specially trained are designated to supervise sex offenders. Smaller caseloads provide ability for closer monitoring.
Pre-Sentence Investigations are ordered on most offenders. However, some offenders on supervision are not subject to background investigations.	Case Management policy dictates that the officer will do a Post Sentence Investigation. This report provides important information for officer to do effective case management.
Drug testing when offender reports to officer-offender can easily manipulate test.	Random and regular drug testing. Offenders are called in for test.
Restitution ordered-collection system inadequate.	The Department of Corrections collects and disburses restitution for all felony offenders in Montana.
Alternatives to prison included ISP, TSCTC, and PRC.	Alternatives to prison include: ESP, ISP, ISP Sanction, Connections, TSCTC, PRC, START, County Jail, MASC, BASC, Contracted treatment services, meth. treatment facilities, and day reporting.

- ❖ The Probation Officer is responsible for regular contacts with the offender in the office, in offender's home and/or workplace.
- ❖ P&P Officers perform regular collateral contacts with treatment providers, (such as alcohol & drug counselors, mental health counselors, sex offender counselors), employers, educational programs, family members, clerk of courts, city, county, state and federal law enforcement agents, victims and restitution/community service programs and other community programs such as Prerelease Centers.
- ❖ Officers generally partner with another officer when checking on an offender, whether doing bar checks, home visits, or searches. Officers work hand-in-hand with local police and sheriffs departments and share intelligence information.
- ❖ During home visits or random house checks the Probation Officer is responsible to identify illegal contraband or other prohibited items and/or substances and subsequently search the offender, their home and/or car.
- ❖ Officers use the safest approach possible when making an arrest. Officers also do search & seizures, stop & frisk, and other techniques and investigative skills used by other law enforcement. Officers are authorized to carry firearms.
- ❖ Officers monitor the collection of restitution for the crime victim, supervision fees and all other court fines and fees. The officer also is available to assist the victim when necessary.
- ❖ Officers test offenders for illegal drug use or use of prohibited substances. Methamphetamine use and labs are of particular concern when working with offenders.
- ❖ Officers refer the offender to counseling services, assistance in securing employment and/or entering an educational/training program. Further, the Probation Officer works with the offender to develop social skills needed for effective community interaction.
- ❖ Hearings Officers are able to order offenders, who are in violation of their release conditions, to participate in community-based sanction and treatment services. Accountability and treatment options also include placement in residential chemical dependency care.
- ❖ Officers have the responsibility to investigate and write Reports of Violation, making a recommendation to the District Court Judge at the revocation hearing. The officer must know these state laws and the sentencing alternatives for the offender.
- ❖ Officers work alternative schedules from 7:00 a.m. to 10:00 p.m. and on weekends to provide services, monitoring, and accountability to both the community and the offenders.

PROBATION STATUS vs. PAROLE STATUS

The difference between probation and parole is the offender's legal status or the legal jurisdiction of the offender. Probationers and parolees are supervised similarly. However, the sentencing court has jurisdiction to revoke those offenders on probation status. The Board of Pardons and Parole has jurisdiction to revoke those on parole status.

CONDITIONAL RELEASE OFFENDER

The offenders committed to the DOC are eligible for conditional release. These offenders are supervised with the same standards as probationers and parolees. They are under the jurisdiction of the Department of Corrections.

PAROLE VIOLATION and REVOCATIONS

The Board of Pardons & Parole grants the release of inmates to parole from prison, prior to the inmates prison sentence expiring. This release is based on the promise that the offender will abide by strict conditions of parole supervision. In the event the parolee violates the technical parole conditions and/or gets involved in illegal activity, the Parole Officer may arrest the parolee and through an administrative hearing, recommend the return of the offender to prison.

The administrative "due process" hearing does not involve a judge or generally, any attorneys. The Parole Officer performs a role similar to that of a prosecuting attorney. The on-site hearing and subsequent decision of the Administrative Hearings Officer occurs within days of the violation report.

The Parole Officer must be knowledgeable about the statutes that pertain to this hearing and the alternatives allowed via Corrections policy.

Even though a parolee is supervised much like a probationer, a parolee's freedom is much more tenuous than a probationer's. Parolees are not entitled to bond, so they usually are not released back to the community prior to the hearing. The Board of Pardons & Parole makes the final determination as to whether the offender's parole is revoked.

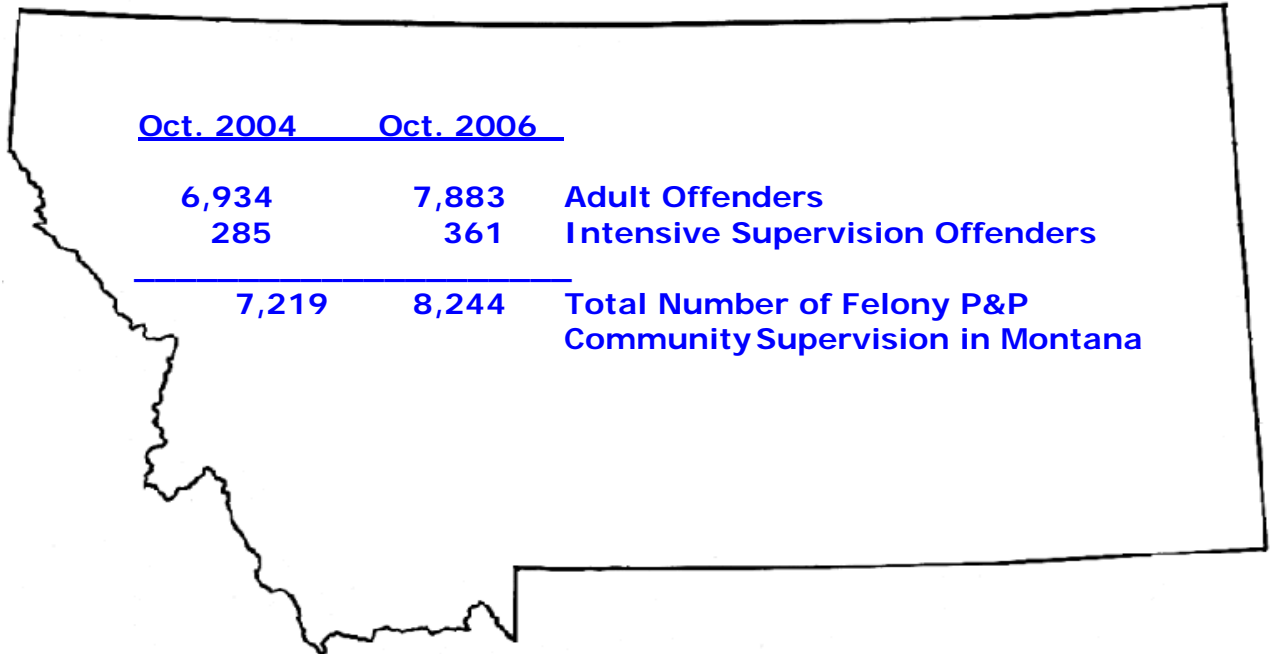
RECIDIVISM

Adult Prison Recidivist – An adult offender who returns to prison in Montana for any reason within three years of release from prison. Each release can have only one corresponding return.

A consequence of closely monitoring offenders is an increase in revocations. It is the Bureau's policy to place offenders (in revocation) at a custody level safest for our citizens and equal to the needs of our offenders. We firmly believe that holding offenders accountable, prior to more dangerous behaviors occurring, is a prudent practice.

The numerous community based programs gives bureau staff a wide array of graduated levels of custody, thus creating several alternatives to prison.

The demographics of the adult offenders supervised



<u>Oct. 2004</u>	<u>Oct. 2006</u>	
6,934	7,883	Adult Offenders
285	361	Intensive Supervision Offenders
<hr/>	<hr/>	
7,219	8,244	Total Number of Felony P&P Community Supervision in Montana

RESTITUTION AND SUPERVISION FEES

Probation & Parole Officers are instrumental in the collection of restitution for crime victims and the collection of miscellaneous fees and fines ordered by the court, mostly for the counties.

Restitution dispersed for victims:

- ❖ FY04 - \$1,244,268.40
- ❖ FY05 - \$1,942,173.33
- ❖ FY06 - \$2,806,187.24

Supervision Fees collected:

- ❖ Oct. 05 to Oct. 06 - \$654,577.27

COST OF SUPERVISION



**Cost per day-Probation & Parole
Plus general administration costs
Total cost per day: \$ 4.01**

Cost per day-Intensive Supervision: \$ 7.64

There are significant cost savings benefits to community-based corrections, such as Probation and Parole, Intensive Supervision and Conditional Release.

Even though the offender is not incarcerated, community supervision requires offender accountability. Offenders are held accountable by:

- ❖ maintaining regular employment and/or attending an educational or training program;
- ❖ providing financial and emotional support for their families;
- ❖ paying taxes;
- ❖ attending treatment;
- ❖ paying supervision fees;
- ❖ paying court costs;
- ❖ paying restitution back to the crime victim(s);
- ❖ working community service hours;
- ❖ reporting to the Probation & Parole Officer;
- ❖ abiding by the strict rules of probation or parole.

In addition to requiring these responsibilities, community supervision has the ability to hold the offender accountable by enforcing the following restrictions:

- ❖ restricted traveling or denying relocation to another community;
- ❖ going into debt;
- ❖ their place of residence within the community;
- ❖ their ability to possess or own a firearm or other deadly weapons;
- ❖ their place of employment;
- ❖ entering bars and casinos;
- ❖ must open their home to searches without a warrant;
- ❖ consuming alcohol or entering bars.

The offender is given the opportunity on community supervision to make changes in their behavior and attitude, while being financially responsible for their actions.

The Probation & Parole Officer is required to be a counselor, a police officer, and a mentor to these offenders. They are also required to provide the necessary information & support to victims. The skills required of each officer are myriad and complex. An Officer's influence with offenders to make more favorable life choices, is our top priority.

Officers need to be armed with good communication skills, counseling skills, and persuasion skills. The P&P Officer will also need to be armed with firearms, evidence tape, police backup, cell phones, police radios, handcuffs, bullet proof vests, protective search gloves and O.C. Spray.

Probation & Parole Officers must possess good writing skills. Probation & Parole Officers must effectively communicate with judges, lawyers, treatment specialists, offenders, offender's families and all levels of law enforcement.

Officers work a variety of schedules to assure the evenings and weekends are covered and that they make themselves available to offenders, their families and law enforcement.

Probation & Parole Officers are required to stay current with the laws that apply to their duties and to the offenders. They must be familiar with the correctional system statewide, including the alternative correctional programs and intermediate sanctions available. The Probation & Parole Officer is always mindful to carefully balance the safety of the community and needs of the offender.

On any given day, over 8,300 felony offenders are being supervised by the P&P Bureau. Nearly 77% of all offenders in the Department of Corrections system are serving their time on probation, parole, conditional release, ISP or in a community corrections program.

Probation and Parole supervision & programming is a cost-effective, viable alternative to incarceration.

Making a difference everyday...making Montana communities safer.

INTERSTATE COMPACT



FOR ADULT OFFENDER SUPERVISION

Cathy Gordon
Deputy Compact Administrator

DEFINITION OF AN INTERSTATE COMPACT

An Interstate Compact is an agreement entered into by two or more states to provide supervision to offenders who cross state lines to reside and work. There are an estimated 250,000 offenders transferring between states. Montana has over 1,000 adult offenders residing out of state and 400 offenders residing in Montana from other states.

PRIMARY PURPOSE OF THE COMPACT

The primary purpose is to enhance public safety and to provide a mechanism that allows a continuum of supervision of offenders who cross state boundaries. Often an offender is not a resident of Montana or other sentencing states. Individuals travel outside of their resident state, commit a crime and are sentenced, but have no reason to remain in the state. They have considerable amounts of restitution and fines and other fees owed to the sentencing courts. Offenders who can continue their employment and pay their financial obligations help Montana's economy. This compact protects the rights of the victims through the control and regulation of movement of offenders. The compact provides for better tracking of offenders and enforcement of policies and rules. Each state has a state council of representatives from victims groups, legislative, executive and judicial branches along with law enforcement and the compact administrator that helps oversee compliance of that state with the compact.

ADMINISTRATORS OF THE COMPACT

Administrators and their deputies are appointed by the Governor of each state to initiate operational policies, practices and procedures on how adult offenders will be supervised. The Compact Administrator or designee must attend annual meetings to promulgate rules, regulations and policies for the administration of the Interstate Commission agreement.

The Montana Legislature approved the new compact, Senate Bill 40 or MCA 46-23-1115, which allows Montana to be part of the National Commission. Every state that passed the new legislation has made a commitment to comply with the National Commission and to be prepared financially to help budget for the cost of administrative staff that will oversee the daily operations of the Commission at a national level. The National Commission will levy an annual assessment on each compacting state to cover the cost of internal operations and activities of the commission and its staff. The cost is based upon a formula contained in the commission rule and taking into consideration the population of each state and the volume of interstate movement of offenders in each state. Montana's cost is \$18,000.00 per year.

The Montana Interstate Unit established a \$50.00 application fee that is paid by the offender who is applying to transfer supervision out of our state. These collected fees are used to pay the \$18,000 yearly due to the Interstate Commission. The unit began collecting this fee in July 2004. During the last fiscal year, over \$24,000.00 was collected. Collecting a fee made the offender's accountable for having a valid plan established to transfer their supervision out-of-state and for having responsibility in their own rehabilitation. Other costs of the program are absorbed by the Department of Corrections.

THE FUNCTIONS OF THE COMPACT UNIT

The Compact Unit of each state will arrange for transfer of any person convicted of an offense and placed on supervision who requests to cross state boundaries to live, work or to attend school. The Compact Unit will monitor the supervision of adult offenders through correspondence and telephone communications. The Compact Unit will initiate documents on offenders in order to ensure that the receiving state has information to complete home and employment investigations.

The Compact Unit agrees to provide supervision, if the offenders meet the criteria for acceptance. No state shall refuse to supervise an offender because of the crime they committed. The offender shall be supervised with the same intensity of supervision, as they would receive if they were sentenced in the receiving state. Progress reports will be submitted. Officers will monitor court-ordered conditions, conduct searches of the offenders property, complete random urinalysis, prepare Reports of Violation for Courts, Parole Boards and the Department of Corrections, conduct on-site preliminary hearings, arrest, detain and assist in the return of offenders to the sentencing states. The Compact Unit also agrees to do special investigation requests for pardon investigations, gather information for pre-sentence reports, approve travel for offenders, assist and coordinate the apprehension of probation and parole violators. These important functions need to be handled by a central authority in each state that is responsible for accurate record keeping and accountability for the management and supervision of Interstate caseloads. Each state must adhere to the same policies and procedures to transfer their offenders in order to insure public safety.

THE BENEFITS OF THE COMPACT

Communities and victims in Montana benefit when the Interstate Unit continues to remain actively involved in updating operational procedures and enforcing policies and procedures to make the Compact work. Conditions of supervision will be enforced and victims are more likely to receive compensation if the offender is working in the community. The offenders also benefit from the Compact because they are allowed to return or relocate where they have families, emotional or financial support, employment or

schooling. Many more Montana offenders relocate to other states than those offenders that move into Montana.

In 2005, 618 Montana offenders applied to transfer out-of-state; the majority of them returned to their resident state. Only 306 out-of-state offenders applied to transfer to Montana; again the majority of them are Montanan's returning home. There are offenders that leave Montana because there are fewer employment opportunities. It is imperative that no short cuts are taken to supervise these individuals. Any offender who requests to leave the sentencing state will be expected to comply with the receiving states supervision policies and may be arrested and returned to the sentencing state if they violate conditions of supervision or commit new crimes. Failure to deal appropriately with violations often makes it difficult for the receiving state to maintain supervision and control of the offender. Fiscal restraints are not a sufficient reason for refusing to return violators under the Compact Agreement.

HOW THE MONTANA INTERSTATE UNIT FUNCTIONS

There are approximately 1,600 cases managed by the Interstate Unit. The caseload continues to climb as lengthy probation sentences are imposed as an alternative to incarceration. The Compact Unit is very aware that the number of offenders moving in and out of Montana has consistently increased with more emphasis and attention being given to high risk or dangerous offenders. These concerns are instilled into supervising officers and they are encouraged to cooperate with and follow all of the correct procedures when transferring offenders across state boundaries.

A Deputy Compact Administrator and three administrative support staff perform the daily operations of the Interstate Unit. The Unit monitors compact rules and regulations as they pertain to the supervision of Interstate offenders. The Unit's knowledge about the supervision of interstate offenders provides the Montana probation and parole officer's technical expertise, leadership, interpretation of laws and the consequences for potential liability issues concerning Interstate Compact matters. The Unit is a clearinghouse for all incoming correspondence and telephone communications and works closely with 23 Montana adult district probation and parole offices, 6 regional prisons and their institutional probation and parole officers and 65 separate adult Interstate Units throughout the United States.

Approximately 1,200 of the mentioned cases are Montana offenders residing in other states. Nearly 400 adult offenders, sentenced from other states, are residing and receiving supervision in Montana. The Unit also coordinates the return of Montana parole and conditional release violators through warrants or a Governor's Extradition Warrant. It assists when adult parole absconders

are arrested in other states by coordinating or processing legal documents to arresting agencies to detain offenders. In addition, the Unit has the primary responsibility of entering legal data on all adult offenders moving into Montana as well as completing quality control checks on the data the probation and parole officers enter on the Interstate offenders.

The Interstate Unit is a critical component of the Community Corrections Division and is very beneficial to other law enforcement agencies as well as all district probation and parole offices throughout the United States. All adult offenders sentenced in Montana as well as those being supervised from other states under the Interstate Compact are monitored through the Adult Corrections Information System.

A POSITIVE ALTERNATIVE TO INCARCERATION

Courts are considering alternatives to incarceration; however the lengths of sentences are not necessarily getting shorter. Parole Boards and Judges are looking for ways to release individuals back into the community quickly because of overcrowded prisons. Many offenders ask to relocate to other states because they are not always residents of the state they are convicted in. Their families, resources and jobs are in other states. Oftentimes the more violent offender or untreated offender is being released into the community. Supervision of all offenders crossing state lines is critical and can only be successful based on the fact that the offender is provided the same degree and intensity of supervision in the receiving state as they would receive their home state. Per Compact policy, a receiving state is not expected to do more or less for an out-of-state case than it does for its own cases. The offenders are encouraged to pay off restitution and complete treatment requirements. Measures are taken if the offenders fail to comply.

Many offenders successfully complete their sentences while provided supervision in Montana. Those that re-offend or violate conditions of their sentences are often returned to the receiving state or are sentenced to jail or prison. Many Montana offenders residing in other states also successfully complete their sentences. Though there is no perfect solution to preventing crime, if policies and procedures are enforced to provide supervision and hold offenders accountable, many of them will successfully complete their sentences.

HOW INTERSTATE IS AFFECTED BY INCREASED CASELOADS

Interstate caseloads throughout the United States increase as offenders are released into communities. Montana is no exception. Many offenders have no ties to the states they are sentenced in and ask to leave the sentencing state. Of real concern are the Compact officials who have been held accountable when offenders travel across state boundary lines and are not provided supervision. Victims are suing. As caseloads increase, so does the work. Where there is no additional staff to help with the increase in

numbers, Interstate Units across the United States are being forced to change their day-to-day work priorities in order to meet demands. If there is a shortage of staff to do the work, communication, paperwork and cooperation become selective!

PRERELEASE CENTERS

**Kerry Pribnow
Contract Program Manager**



TREATMENT PROGRAMS

**Rick Alan Deady
Treatment Contract Program Manager**

PRERELEASE CENTERS DEFINITION

Prerelease Centers are community-based correctional facilities operated by non-profit Montana corporations under contract with the Department of Corrections. The facilities provide supervision, counseling, assistance in locating employment, life skills training and guidance. They function as a component of the correctional system. Centers provide services for adult male and female offenders who:

- ❖ Are released from Montana State Prison and Montana Women's Prison,
- ❖ Have been committed into the custody of the Department of Corrections,
- ❖ Are parole violators requiring less restriction than a traditional prison setting.

The programs offer an alternative to the direct release of the offender from prison or jail to the community and give the person an opportunity to adjust to the community in a gradual, controlled manner. Transitional steps are provided to prepare the offender for release into society.

PRERELEASE LOCATIONS AND CAPACITY

There are currently six Prerelease Center Programs in Montana.

Center	Male Beds	Female Beds	Total	*TLP Slots	**ESP
Missoula	92	20	112	12	12
Butte	110	55	171	20	12
Billings	157	65	122	20	24
Great Falls	135	34	169	10	12
Helena	98	-	98	10	12
Bozeman	30	-	30	5	12
Totals	628	174	802	77	84

Summary: 802 PRC beds
77 TLP beds
72 ESP Slots

* Transitional Living Program

** Enhanced Supervision Program

SCREENING AND PUBLIC SAFETY

Offenders incarcerated at the Montana State Prison, Montana Women's Prison, Regional Prisons and private prisons are screened by a State Screening Committee which includes a representative from the prison, a representative from the Board of Pardons and Parole, and the Community Corrections Division. Prerelease Center personnel also attend the screenings.

The process includes personal interviews with eligible offenders by the screening committee, a careful review of the offender's criminal history and his/her conduct at the institution. The intent of the screening process is to assess if the offender's placement in the community will jeopardize public safety, determine the appropriateness of the offender for a community setting and to assist in the determination of the offender's chances of success in a Prerelease Center Program.

When an offender is approved by the State Screening Committee, for referral to a Prerelease Center, a referral packet is prepared, forwarded to the prerelease center, and a thorough paper review is conducted by a local screening committee. Local screening committees are community-based teams and their membership typically includes a representative from the Prerelease Center, a member of the Prerelease Center's Board of Directors, a Probation and Parole Officer, representatives from local law enforcement and a local citizen.

Offenders committed into the custody of the Department of Corrections may be referred to a Prerelease Center Program in lieu of being incarcerated in prison. If the offender is appropriate for a Prerelease Center placement, the Probation & Parole Bureau prepares a referral packet, forwards the packet to the Prerelease Center and again, a thorough paper review is conducted by the local screening committee for approval or disapproval.

Offenders violating their parole may also be recommended for Prerelease rather than being returned to prison. The Board of Pardons and Parole makes this determination with input provided by the offender's Probation and Parole Officer and the center's local screening committee.

ELIGIBILITY REQUIREMENTS FOR INMATES

1. Offenders shall be within 12 months of parole eligibility or discharge.
2. Offenders making application for placement at a Prerelease Center **shall not have medical or psychological problems, which require hospitalization** or extensive and costly community-based care. If an offender placed in a Prerelease Center has medical/psychological problems requiring treatment over and above what the offender can afford to pay, the offender may be returned to the state correctional facility for treatment.

3. Offenders shall be physically and mentally **capable of work**, educational or vocational training. If unable to work, offenders must be able to financially subsidize their stay at the Prerelease Center. Offenders with disabilities shall not be discriminated against. However, they must be able to financially subsidize their stay at the Center to the same extent that any other offender would be required to do, or request a waiver of contribution from the Department.
4. Offenders in need of treatment must **consent to outpatient treatment** in the community. Offenders will be required to pay for all treatment costs, if they are financially able.
5. Offenders with detainers shall secure verification that the **detainers** are **resolved** to the satisfaction of the state correctional facility and the Community Corrections Division prior to referral to a Prerelease Center.
6. Offenders shall be **free of felony escape convictions** for a minimum of three years before being considered for referral and/or placement at a Prerelease Center.

Factors such as escape history, detention, increase in custody or previous conduct at a Prerelease Center may be considered in determining the appropriateness of any offender placement at a Prerelease Center.

SECURITY MEASURES AT A PRERELEASE CENTER

A very high percentage of offenders entering a Prerelease Center Program have been involved in drug related crimes and have a history of chemical dependency. As a result of the high percentage of chemical abuse, **the Prerelease Centers have on-site drug and alcohol screenings.**

Offenders are required to provide urine and breath samples upon request. Generally, an offender's urine or breath sample, if determined positive for alcohol or a controlled substance, is cause for returning that individual to the prison.

Offenders are also subject to **room, vehicle and personal searches.** These searches are a means to control offender property and guard against theft, both in the facility as well as in the community. Offenders are required to develop weekly plans for all money spent in the community. This budget planning is designed to provide a safeguard against misuse of allocated funds. Twenty-four hour agendas are also planned by the offender, with assistance from his/her counselor, and monitored by Prerelease Center personnel via random "spot checks" and telephone checks.

COST BENEFITS

With the state prison population continuing to expand, it is necessary to promote cost effective measures to reduce overcrowding, lower recidivism rates, and provide public safety. While no single factor within the corrections system can provide a complete

solution to each of the challenges, the Prerelease Center Programs respond to these issues and are an important element of effective corrections management. The daily cost for an offender in a Prerelease Center ranges from \$43.33 to \$63.00.

A room and board charge averaging \$12.00 per day, per offender, is assessed Prerelease offenders, so they can help share the burden of the cost of their incarceration. In

FY 2006, offenders paid a total of \$2,814,339 towards their room and board:

Prerelease Center

Missoula	\$404,610
Butte	\$907,042
Great Falls	\$515,644
Billings	\$619,548
Helena	\$267,779
Bozeman	\$ 99,716
Total	\$2,814,339

PRERELEASE CENTERS RESPONSE TO DEMANDS FOR BED SPACE

In November 2003, in response to prison overcrowding, the Community Corrections Division added a total of 25 "MSP Direct" beds to the first five private non-profit prerelease centers. These beds were designated specifically for offenders coming directly out of Montana State Prison. From November 2003 until October 31, 2004, 354 MSP offenders out of a total prerelease population of 996 have been placed in prerelease.

In December of 2006, Great Falls Prerelease Center opened a new unit adding 40 more male offender beds. 2005 saw the addition of a 30-bed prerelease in Bozeman and effective January 1st of 2007, Alternatives in Billings will open up the old Howard Johnson Inn which will hold 65 additional prerelease beds, 50 beds for the Billings Assessment and Sanction Center (BASC) and 40 treatment beds known as 'Passages.'

In April 2004, due to on-going demands for prerelease bed space, the Community Corrections Division implemented a six-month length-of-stay limit for all offenders residing in a private non-profit prerelease centers. This length-of-stay limit requires that Case Managers from the centers submit a written request for approval to the Division, if they determine a need to extend an offender's stay beyond six months. The request must specifically outline the reasons for the extension, which may include disciplinary sanctions, failure to complete programming, court orders, and employment difficulties.

The average length-of-stay (number of days) for an offender in prerelease during the past five years is:

FISCAL YEAR	MALES	FEMALES
2002	214	248
2003	214	216
2004	177	186
2005	187	180
2006	181	174

PRERELEASE OFFENDER'S CONTRIBUTION TO SOCIETY

Offenders participating in a Prerelease Center Program are able to gain employment to help support their family. They also help pay for medical expenses, make restitution payments, pay court fines and taxes and save money for release. All these aspects of Prerelease contribute to holding the offender accountable and empowering them in accepting responsibility.

From July 2005 through June 30, 2006, male and female offenders participating in Prerelease Center programs earned approximately \$7,895,780 in offender earnings; paid \$210,722 in restitution and fines; paid \$1,227,853 to income taxes; completed 45,509 (est) hours in community services; paid \$357,529 toward medical expenses; completed 2,081,226 employment hours; and paid \$328,302 for family and child support.

PRERELEASE OFFENDER'S CRIMES

Fairly recent Prerelease Center statistics reflect the following basic types of crime, listed from most to least common:

MALES

- ❖ Theft
- ❖ Possession of drugs
- ❖ Burglary
- ❖ Felony DUI
- ❖ Sale of drugs
- ❖ Issuing a bad check over \$150.00
- ❖ Criminal endangerment
- ❖ Forgery
- ❖ Felony assault
- ❖ Criminal mischief

FEMALES

- Possession of drugs
- Theft
- Forgery
- Issuing a bad check over \$150.00
- Sale of drugs
- Felony DUI
- Drug offenses, other state
- Burglary
- Deceptive practices
- Criminal endangerment

PRC Rainbow Book Legislative Statistics - FY 2005

	Paid for Room & Board	Offender Earnings	Restitution Fines	Income Tax Paid	Community Service Hrs	Paid for Medical Exp	Employment Hours	Paid for Family Child Support
BILLINGS	\$609,781	\$2,061,310	\$63,533	\$319,497	10,000 (est)	\$113,514	317,124.00	\$41,482
BUTTE	\$646,169	\$1,452,380	\$19,707	\$143,427	10,137	\$70,359	268,500	\$112,466
GT. FALLS	\$402,267	\$1,205,396	\$18,157	\$397,780	10,000 (est)	\$44,920	162,644	\$85,584
HELENA	\$248,083	\$700,458	\$49,916	\$69,721	732	\$11,474	87,103	\$53,327
MISSOULA	\$403,657	\$1,300,000	\$14,000(est)	\$100,000 (est)	8,000 (est)	\$20,781	110,000(est)	2,000(est)
TOTALS	\$2,309,957	\$6,719,544	\$165,313	\$1,030,425	68,869	\$261,048	945,371	\$294,859
Bozeman Reentry did not exist in FY 2005								

PRC Rainbow Book Legislative Statistics - FY 2006

	Paid for Room & Board	Offender Earnings	Restitution Fines	Income Tax Paid	Community Service Hrs	Paid for Medical Exp	Employment Hours	Paid for Family Child Support
BOZEMAN	\$99,716	\$456,242	\$13,028	\$68,436	3,826	\$9,318	28,835	\$22,204
BILLINGS	\$619,548	\$2,192,829	\$66,076	\$338,051	10,000 (est)	\$139,954	330,025	\$31,150
BUTTE	\$907,042	\$1,552,772	\$21,183	\$142,022	13,178	\$77,097	279,000	\$92,449
GREAT FALLS	\$515,644	\$1,404,637	\$43,365	\$481,635	10,000 (est)	\$45,966	224,654	\$102,637
HELENA	\$267,779	\$829,604	\$51,298	\$86,043	505	\$9,990	118,099	\$77,102
MISSOULA	\$404,610	\$1,459,696	\$15,772	\$111,666	8,000 (est)	\$75,204	120,000 (est)	\$2,760
TOTALS	\$2,814,339	\$7,895,780	\$210,722	\$1,227,853	17,509	\$357,529	980,613	\$328,302

ESCAPES FROM PRERELEASE CENTER PROGRAMS

FY2005		FY2006	
Escapes from Billings		22	Escapes from
		Billings	13
Escapes from Butte	12	Escapes from Butte	
		16	
Escapes from Great Falls	13	Escapes from Great Falls	12
Escapes from Missoula	2	Escapes from Missoula	5
Escapes from Helena	3	Escapes from Helena	3
		Escapes from Bozeman	1
TOTAL	52	TOTAL	50

Escapes typically occur from the offender’s employment site or enroute to and from the employment site and in-between Center movement counts. These also occur less frequently, on a job search pass, treatment pass or community pass.

OTHER PRERELEASE SERVICES

The Great Falls Prerelease Center provides 30 aftercare beds for offenders graduating from the “Boot Camp” Program (Treasure State Correctional Training Center). The aftercare program assists TSCTC graduates in making the transition from the TSCTC Program to the Community. The offenders generally stay in the aftercare program from 1 to 90 days while awaiting sentence reduction paperwork to be processed and/or release planning to be accomplished. While in the program, the offender is required to maintain the order and routine of the boot camp, participate in treatment programming, and is provided employment opportunities within the community.

The Department also has a Transitional Living Program (TLP) for adult offenders. This is a nonresidential program wherein the offender resides in the community at an approved residence and reports to the Prerelease Center daily at a time established by the offender’s counselor. Offenders participating in the program complete a 24 hour itinerary and are monitored daily by Prerelease Center personnel. The Transitional Living Program allows offenders the opportunity to safely integrate back into the community, assume increased personal responsibility and ensure, to the greatest extent possible, the safety and welfare of the community.

COMPLIANCE OF PRERELEASE CENTERS

A formal program and facility audit is conducted annually at each Center. The audits identify existing or potential problems, analyze and evaluate each Center’s program to determine efficiency and contribution to the overall

mission of the facility and Department, as well as the service needs of the offenders. The audits include:

- ❖ an inspection of the facility
- ❖ case management review
- ❖ review of the security program
- ❖ personnel manual and personnel policy review
- ❖ financial management review including offender financial records
- ❖ safety/medical/food services/sanitation inspection
- ❖ purchase of service contract review and
- ❖ interviews with personnel and offenders

Documentation must be available to clearly demonstrate that the Center is meeting all of the requirements of the audit standard at all times. A written audit report is provided to Prerelease Center Administrators indicating audit findings, specifically noting any existing deficiencies and deviations from prior audits. A time-line for rectifying deficiencies is stipulated in the audit report.

CHEMICAL DEPENDENCY SERVICES FOR OFFENDERS

To respond to this demand, in March 1998, the Department contracted with the Butte Prerelease Center to provide a comprehensive pilot chemical dependency program, separate from their Prerelease Center program, for adult male and female offenders. This program, the Connections Corrections Program (CCP), had an initial capacity for 40 offenders, is up to 60 days in length and provides chemical dependency services for:

- ❖ Offenders committed to the Department of Corrections in which it is determined that the offender is in need of chemical dependency programming;
- ❖ Parolees violating a condition(s) of their parole to a level that could cause them to return to the custody of the Department of Corrections;
- ❖ Offenders at MSP or MWP that are mandated by the Board of Pardons and Parole or court ordered to complete chemical dependency programming prior to release;
- ❖ Offenders participating in prerelease center programs violating as a result of alcohol/drug use; and
- ❖ Only the program at Warm Springs will accept offenders with a history of violent criminal activity or sexual crimes.

Continued demand for chemical dependency services increased the role of the Connections Corrections Program. In February, 2005, the Department amended the contract and expanded services for a second facility in Warm

Springs, Montana. CCP now has a capacity for 40 offenders at its Butte facility and 40 offenders and 10 sanction beds at its Warm Springs facility.

To further address the demand for chemical dependency treatment programs, the Department, through a Request for Proposal process, has contracted with two community-based organizations to deliver treatment programs for methamphetamine abuse. Community, Counseling, and Correctional Services Incorporated of Butte is contracted to provide an 80-bed, male residential treatment program in Lewistown (Nexus) and Boyd Andrew Community Services of Helena is contracted to provide a 40-bed, female residential treatment program in Boulder (Elkhorn Treatment Center). The length of both is for a period not less than nine months and provides methamphetamine dependency services for:

- ❖ Offenders convicted of second or subsequent criminal possession of methamphetamine as provided in 45-9-102(5)(a) MCA;
- ❖ Offenders in need of structured treatment for chronic methamphetamine abuse;
- ❖ Offenders in need of structured treatment for a stimulant use disorder that includes abuse of other amphetamines or cocaine; and
- ❖ Offenders in need of structured treatment for any form of chemical dependency and treatable co-occurring mental illness.

Offenders within the above categories will include: DOC commitments, parole violators, conditional release violators, MSP or MWP inmates, regional prison inmates, and sanctioned offenders.

Additionally, in February of 2005, the WATCH Program was expanded. The WATCH West campus at Warm Springs was expanded to 106 beds and a new WATCH East campus was developed utilizing the portions of the physical plant of the former Eastmont facility in Glendive, Montana. The WATCH East facility has a capacity of 40 beds. WATCH East will provide chemical dependency services to eligible offenders in the following order:

1. Female eligible offenders;
2. Male eligible offenders from the following counties: Carter, Custer, Daniels, Dawson, Fallon, Garfield, McCone, Phillips, Powder River, Prairie, Richland, Roosevelt, Rosebud, Sheridan, Treasure, Valley and Wibaux; and
3. Male eligible offenders from Montana counties other than those listed in #2.

**Warm Springs Addictions Treatment &
Change Program
Fourth and Subsequent Felony DUI
Program**



WATCH WEST
Warm Springs, Montana

Alex Vukovich
Director

WATCH EAST
Glendive, Montana

Deb Dion
Director

HISTORY

The Montana sentencing statute (M.C.A. 61-8-731) was revised in the 2001 Montana Legislature to allow the Department of Corrections to place fourth and subsequent DUI offenders in a treatment facility rather than prison. The sentence is for 13 months. However, if the offender successfully completes the 6 month program, the remainder of the sentence (7 months), may be served on probation. When an offender does not participate, or is deemed inappropriate for treatment in a Modified Therapeutic Community, they are placed at a state prison or jail for 13 months.

The WATCH Program is a partnership between Community, Counseling, and Correctional Services, Inc. (CCCS, Inc.) and the Montana Department of Corrections (MDOC). The WATCH program opened on February 1, 2002 in Warm Springs, Montana and was the culmination of efforts by CCCS, Inc., and the MDOC to provide an alternative, proactive response, to traditional sentencing of adult felony DUI offenders.

On February 1, 2005, through a cooperative effort with the community of Glendive, the Montana Department of Corrections and CCCS, WATCH East opened its doors to 40 Family Members (offenders) who transferred from the Warm Springs (WATCH West) facility. WATCH East is based on the same program philosophy and treatment model as WATCH West. It is an intense six-month, cognitive/behavioral-based addictions treatment community designed to assist offenders in the development of skills needed to integrate fully into society.

All female felony DUI offenders and felony DUI offenders from the Eastern part of the state are screened for admission to WATCH East. All offenders who apply to the program for acceptance are screened by a committee which is comprised of a law enforcement officer, a probation officer, a member of the community of Glendive, a member of the neighborhood where the WATCH East facility is located, the Administrator and Treatment Services Supervisor of WATCH East. The WATCH East program has the ability to treat 40 male and female Family Members (offenders) at any one time.

While WATCH East has been open for less than two years it was able to implement a very successful treatment model which has been used at the WATCH West program in Warm Springs since February 2005.

OVERVIEW

The Therapeutic Community Model simulates a healthy family environment and teaches the Family Members (offenders) to live together in a pro-social manner while holding themselves and others accountable. The therapeutic community is the cornerstone of the treatment model at WATCH, but an effective (research proven) curriculum is also an important part of the treatment model. Currently, participants are involved in treatment,

programming, and groups, for nine hours per day during their six-month stay. The curriculum includes Wanberg and Milkman's "Criminal Conduct and Substance Abuse Treatment: Strategies for Self-improvement and Change"; Stanton Samenow's "Overcoming Errors in Thinking"; and groups with a strong emphasis on Criminal Thinking Errors, Twelve Step Programming, Relapse Prevention, and Skill Building.

COMPONENTS OF PROGRAM

Assessment and Screening:

Within the first week of admission a series of assessments are completed to determine medical status, mental health status, level of risk and risk factors for recidivism, level of substance abuse, Life Skills Inventory and Level of Service Inventory (LSI-R), and other assessments necessary to develop a comprehensive individualized treatment plan.

Modified Therapeutic Community Model:

When compared to the traditional model, the modified model is more staff intensive and structured. The WATCH model consists of the following components:

- ❖ Family Structure and Roles
- ❖ Community meetings held twice daily
- ❖ Programming conducted within the family unit
- ❖ Therapeutic tasks
- ❖ Responsibility and discipline
- ❖ Rules and regulations
- ❖ The family unit has two chemical dependency counselors, one case manager, and two counselor technicians. In addition, at least two security officers are on duty at all times.

Chemical Dependency Programming:

The cognitive/behavioral based curriculum of Wanberg and Milkman which provides for three distinct phases in the program:

- ❖ Phase I: Challenge to Change or the reflective contemplative phase.
- ❖ Phase II: Challenge to Change Action Phase which involves the offender in an active demonstration of implementing and practicing change.
- ❖ Phase III: Ownership of Change which stresses the concepts of relapse and recidivism prevention.
- ❖ Twelve Step Programming which focuses on the completion of the 12 Steps of Alcoholics Anonymous.
- ❖ AA and NA Meetings to encourage active participation in the groups upon discharge.

Cognitive Principles and Restructuring:

The focus of this cognitive based curriculum is on criminal thinking reports

and identifying each individual's criminal cycle and developing an action plan to change the behavior.

Criminal Thinking Errors:

This is a structured program which explores the underlying reasons for negative and anti-social thinking. It offers methods to redirect thinking with actions which help the offender achieve pro-social behaviors.

Anger Management:

Offenders are screened for participation in Anger Management. This group is held weekly and consists of six to eight sessions which are aimed at dealing with the underlying causes for anger. It also teaches positive pro-social ways to deal with angry thoughts and feelings. At WATCh East, men and women are separated for anger management classes.

Life Skill Development:

All offenders at WATCh East participate in a college level life skills class. Each offender receives three credits from Dawson Community College when they complete the 16-week course. The college also donated computers to the program so each offender completes and leaves the program with a professional resume. In addition to learning new ways to enjoy life without alcohol, the offenders also learn about managing finances, communicable diseases, interpersonal skills, and other health, and employment related skills.

Victim's Issues/Restorative Justice:

This is another cognitive/behavioral approach to teach the offenders the serious consequences of their actions. They learn that they have caused pain and trauma to their victims. They also develop empathy for the people they have hurt.

Grief Group:

WATCh East uses the workbooks "Life Beyond Loss: A Workbook for Incarcerated Men" and "Picking Up the Pieces" both written by Beverly Welo, as well as other resources to help offenders deal with loss issues. This is a co-gender group which last 6-8 weeks and focuses on the importance of dealing with loss through a healthy process of grieving.

Men's and Women's Issues:

These groups are separated by gender and address the unique needs and issues which face men and women. These groups are led by the offenders and focus on relationships, parenting and other issues that are pertinent to group members.

Dialectical Behavior Therapy:

This group lasts for 6-8 weeks and teaches skills that are imperative to emotional regulation and distress tolerance. The overall goal is to provide skills that are needed for emotional stability.

Survivors:

Female offenders are self or treatment team referred to this group. The group focuses on supporting victims of physical and sexual abuse. The goal is to help women move from surviving to thriving.

Women's Art Workshops:

Female offenders are given an opportunity to express themselves non-verbally through art. The goal is to provide an alternative way to express emotions, dreams, and fears which is less threatening and encourages empowerment.

GED Classes:

Dawson Comm. College provides a GED instructor who conducts classes four days per week.

OTHER PROGRAM COMPONENTS

- ❖ Urinalysis testing
- ❖ DNA testing
- ❖ Incentives and sanctions
- ❖ Recreational programming

PROGRAM EVALUATION

The program is continually evaluated focusing on the structure and process of the program itself. In addition, each offender anonymously evaluates their treatment experience before leaving the program.

Following discharge, outcome measures are tracked by using:

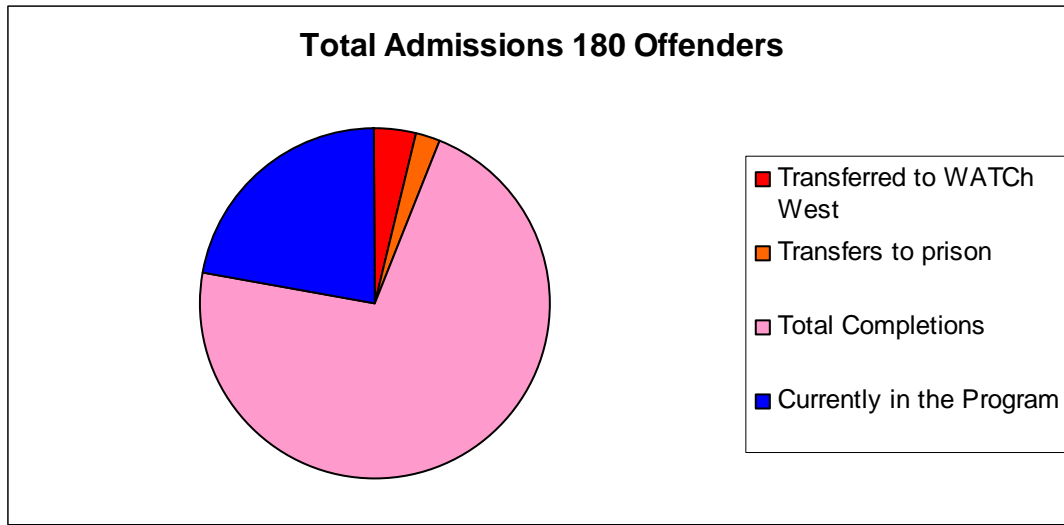
- ❖ Arrest data
- ❖ Technical violations
- ❖ Revocations
- ❖ Convictions
- ❖ Degree of compliance with Aftercare/Discharge Plan
- ❖ Continuity of Care
- ❖ Sobriety information
- ❖ AA Attendance

Offenders who complete the program are tracked for five years. Methods of tracking include:

- ❖ Using the Adult Corrections Information System (ASICS) PRO Files for convictions and technical violations.
- ❖ Collection of this information from Probation and Parole Officers on a bi-annual basis.

WATCh East was activated on February 1, 2005.

Data through July of 2006 shows:



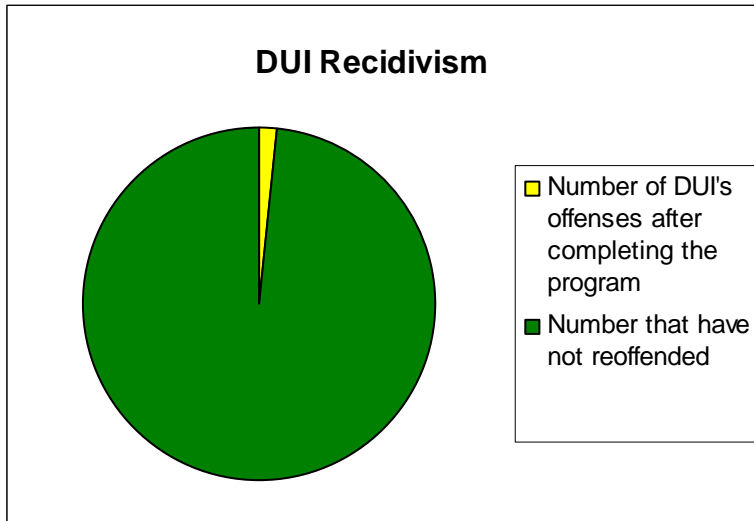
Total Admissions: 180

Transferred to WATCH West at Warm Springs: 7

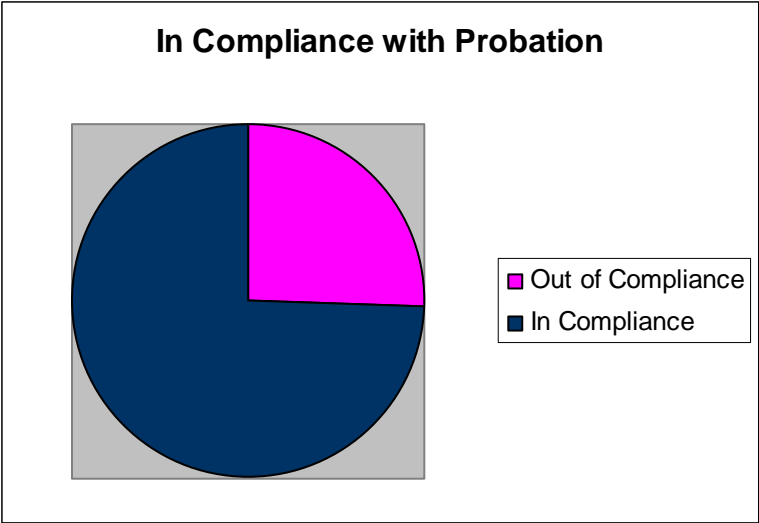
Transfers to prison: 4 (2 for rule violations and 2 voluntarily resigned because WATCH was too much work)

Total Completions: 129

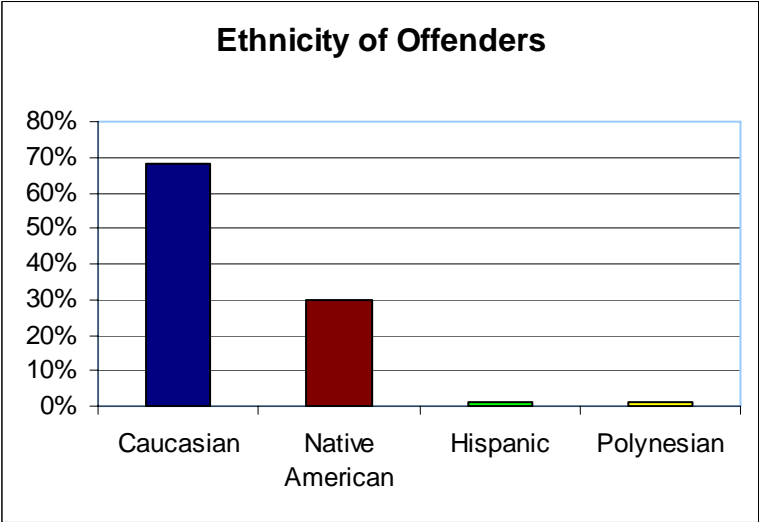
Currently in the program: 40



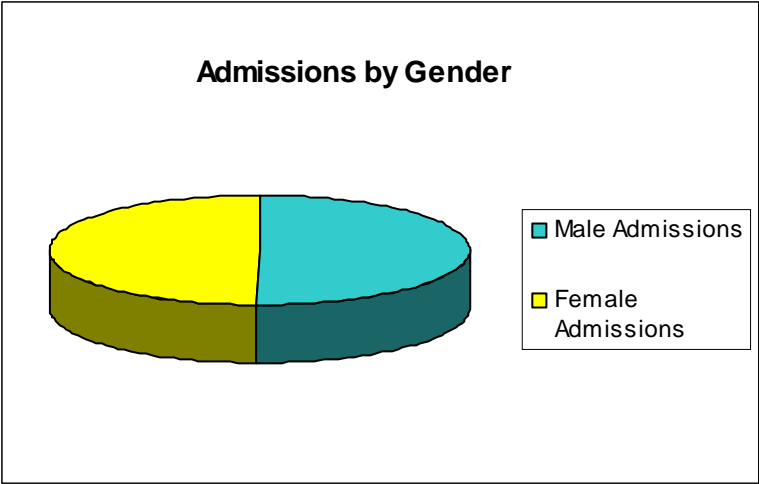
Of the 129 offenders who have successfully completed the program, only 2 have been convicted of an additional DUI, for a success rate of over 99%. We believe that these successful numbers reflect significant progress in increasing public safety, reducing recidivism, while saving lives and taxpayer dollars.



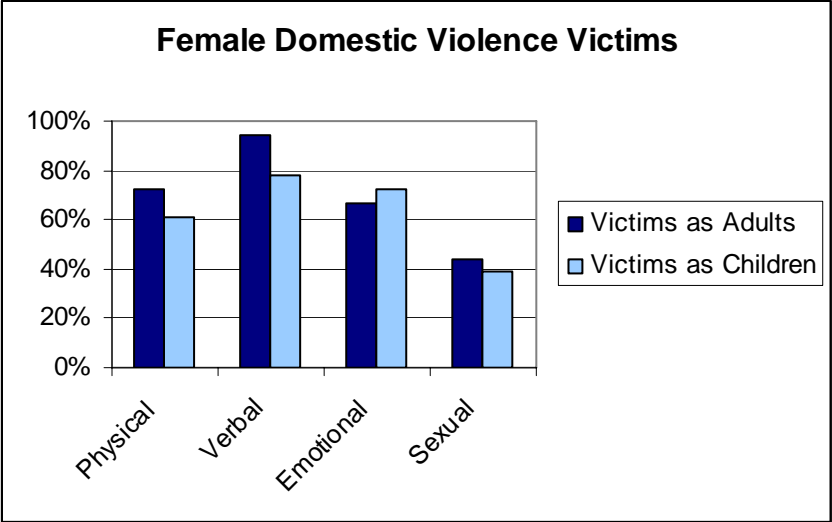
However, we don't just monitor if offenders get another DUI. The offenders are tracked through bi-annual reports by their respective probation officers. Collective results currently indicate that 33 offenders are out of compliance with some aspect of their probation. They may not be employed, not going to school, not paying their fines, not attending AA, driving without permission, alcohol use, or other rule violations. This shows 75% of WATCH East's successful graduates are in full compliance with all aspects of their probation. These outcomes are indicative of the WATCH program's effectiveness.



Ethnicity of Offenders is:
 68% Caucasian
 30% Native American
 1% Hispanic
 1% Polynesian



Preference is given to females since this is the only state approved treatment facility for felony female DUI offenders. The greatest number of women participating in treatment at one time was 28 and the lowest number was 13. Since opening, male admissions make up 50.29% and females make up 49.71% of the total population. Currently, 20 women and 20 men are at WATCH East.



While women make up about half the population their medical and counseling needs exceed most males. In a recent survey at WATCH East not only do the women have chronic alcohol abuse problems but nearly all have been the victims of violence and abuse, many since childhood. We have tailored the program to recognize these issues and to empower women to break the cycle of violence.

It is apparent that WATCH East has been incredibly effective in reducing recidivism. Based on the outcome measures, only two offenders have been convicted of another DUI while 75% are in compliance with all aspects their probation.

WATCh West

MISSION

The WATCh West Program is a six-month, intensive cognitive/behavioral-based addictions treatment community designed to assist offenders in the development of the skills necessary to create pro-social change, reduce anti-social thinking, criminal behavior patterns, and the negative effects of chemical addictions while integrating more fully into society.

PURPOSE

Effective treatment for fourth and subsequent DUI offenders can be part of the solution in reducing the incidence of DUI arrests.

Research indicates that the most promising approach to substance abuse treatment is cognitive/behavioral-based programs utilizing the Modified Therapeutic Community Model. The program believes that treatment strategies for achieving increased self-regulation for chemical abuse and criminal conduct must be made to fit the offender's level of awareness, cognitive development and determination to change disruptive patterns of thought and behavior.

At the WATCh West Program, staff uses the appropriate strategies at the particular stages of each offender's process of change. It is believed that self-improvement and change involves developing the motivation to change. Once the therapeutic alliance is forged, self-regulating skills may then be learned through motivational counseling, therapeutic confrontation and reinforcement of life enhancing behavior. Effective treatment must integrate the principles of both therapeutic and correctional treatment models.

SCREENING

The contract between the DOC and Community Counseling and Correctional Services, Inc. requires that a "Screening Committee" determines acceptance into the WATCh West Program. The screening Committee is composed of two representatives from the WATCh West Program, two representatives from the Department of Corrections, one representative from Anaconda/Deer lodge County Law Enforcement and one representative from the Montana State Hospital. Generally, all offenders convicted of a fourth or subsequent DUI are accepted. However, several exclusions may apply as a history of violence, medical or mental health conditions impacting the offender's ability to participate in the program.

PROGRAM OVERVIEW

The WATCh West Program successfully released 209 treatment complete offenders during 2006 back into their respective communities, to be supervised by State

Probation and Parole Officers for the remainder of their respective sentences. To date, the WATCH West Program has successfully completed a total of 1048 offenders.

The WATCH West Program is unique in its intensity and duration in that programming is provided 8.5 hours per day. The Therapeutic Community model ensures that offenders are held accountable all waking hours.

The WATCH West Program utilizes the Modified Therapeutic Community Model that is cognitive/behavioral based. It has both the Wanberg and Milkman's curriculum, "Criminal Conduct and Substance Abuse Treatment: Strategies for Self-improvement and Change" and Cognitive Principles and Restructuring as its foundation. The Therapeutic Community model simulates a health family and uses community as a treatment method. Roles for each family member and rules are well defined and are to be followed by program participants. There is also a strong emphasis on Criminal Thinking Errors, twelve-step programming, relapse prevention and skill building.

The program is six months in duration followed by mandatory aftercare in the community. The WATCH West Program is divided into four phases as follows:

- ❖ Phase I - Orientation preparation of Therapeutic Community
- ❖ Phase II - Modified Therapeutic Community Treatment
- ❖ Phase III - Relapse Prevention and Discharge Planning

PROGRAM COMPONENTS

Screening and Assessment-Orientation

Within the first week of the offender's placement, a comprehensive assessment is completed to determine the following: Medical Status, Mental Health status, level of risk and risk factors for recidivism, level of substance abuse, and other items necessary to the development of a comprehensive individualized treatment plan.

The Life Skills inventory-Level of Service Inventory-Revised (LSI-R) that contains both static and dynamic factors relating to recidivism is administered at intake and at release from the program. This tool demonstrates indicators of pro-social change.

Modified Therapeutic Community Model

As compared to the traditional Therapeutic Community Model, this model is more staff intensive and structured. The program has implemented a model that consists of the following.

- ❖ Three living areas designated as separate families
- ❖ Community meetings held twice daily
- ❖ Family structure and roles

- ❖ Programming conducted, and integrated within each family unit

- ❖ Each family unit has two chemical dependency counselors, one case manager and a counselor technician
- ❖ Therapeutic Tasks
- ❖ Responsibility and Discipline
- ❖ Rules and Regulations

Chemical Dependency Programming

Wanberg and Milkman's curriculum, "Criminal Conduct and Substance Abuse Treatment: Strategies for Self-Improvement and Change" has been implemented. This curriculum is cognitive/behavioral based. As the curriculum provides for three distinct phases, it is ideally suited for the WATCh Program.

- ❖ Phase I - Challenge to Change or the reflective-contemplative phase.
- ❖ Phase II - Challenge to Change is an action phase that involves the offenders in an active demonstration of implementing and practicing change.
- ❖ Phase III - Ownership of Change phase is a stabilization and maintenance phase. The concepts of relapse and recidivism prevention are reviewed.
- ❖ Twelve-step programming focusing on completion of the 12 steps of Alcoholics Anonymous.
- ❖ Involvement in AA and NA meetings to encourage participation in these support groups after discharge.

Cognitive Principles and Restructuring

The curriculum is cognitive based and divided into two phases: The **initial** phase (4 weeks) and the **intermediate** phase (16 weeks). The focus is on criminal thinking reports and identifying each offender's criminal cycle, then developing an action plan to change the behavior.

Criminal Thinking Errors

As a structured program of lectures and specific group work, exercises that explore the underlying reasons for negative and antisocial thinking and offer remedial methods to redirect thinking and actions to achieve a change to pro-social behavior.

Family Relationships/Parenting Program

All offenders are screened and assessed for participation in our Family Relationships/Parenting group. This program consists of 12 weekly sessions, lasting approximately one (1) hour and is open-ended. Offenders begin at any point and progress at their own pace. The program consists of group work, reading assignments, reflections and written work which look to educate offenders on family patterns and positive tools that they can employ when parenting their own children.

Anger Management

All offenders are screened and assessed for participation in Anger Management. This group is held weekly for approximately one (1) hour and consists of five lessons aimed at dealing with the underlying issues, which cause anger, and positive, pro-social interventions to appropriately deal with angry thoughts and feelings. This is a "closed program" and therefore one group will begin and end together, which helps to enhance trust and sharing of sensitive issues.

Life Skill Development

All offenders at the WATCh West Program participate in Life Skill development classes. These classes, which are conducted by the Community and Employment Specialist, and Intensive Community Case Manager/After Care Coordinator, cover the following topics: interpersonal skills, financial management, food management, personal appearance, health, employment seeking, employment maintenance, legal skills, emergency and safety skills, community resources, and housekeeping.

Victim Issues/Restorative Justice

A cognitive behavioral approach to assist offenders in understanding the serious consequences of their actions, appreciate the pain and trauma they have caused their victims and build empathy for their victims.

Grief Groups

WATCh West utilizes a program written by one of its counselors, Beverly Welo, entitled Life Beyond Loss: A Workbook for Incarcerated Men. This group addresses the grief and loss issues that many of our offenders face. Their primary treatment team refers individuals and the group typically lasts two (2) months. Ms. Welo has also recently published a workbook entitled: Picking Up The Pieces, which addresses grief and loss issues for women, and was developed, out of her work with women at the WATCh Program.

Men's Issues

This group focuses on addressing the unique needs and issues that face men. The Men's group utilizes the Men's Work Workbooks by Paul Kivel. This series incorporates three workbooks titled: "Anger, Power, Violence and Drugs", "Becoming Whole", and "Growing Up Male". Both groups consist of group work, reading assignments and journaling.

OTHER PROGRAM COMPONENTS

- ❖ Urinalysis and Breath testing
- ❖ System of Incentives and Sanctions
- ❖ Recreational Programming
- ❖ Art Therapy

PROGRAM EVALUATION

Evaluation efforts commence on day one of the offender's placement. Initially, the evaluation efforts focus on the Structure and Process of the program itself. Phase progression and completion of modules and assignments is tracked throughout the offender's treatment experience.

Outcome measures are tracked on an on going basis following the offender's discharge as follows:

- ❖ Arrest data
- ❖ Technical violations
- ❖ Revocations
- ❖ Convictions
- ❖ Degree of Compliance with the Aftercare/Discharge Plan
- ❖ Payment of Fines
- ❖ Continuity of Care
- ❖ Sobriety or use information
- ❖ AA attendance
- ❖ Employment

Offenders successfully completing the program will be tracked for five years while on P&P. Two methods of tracking will be used:

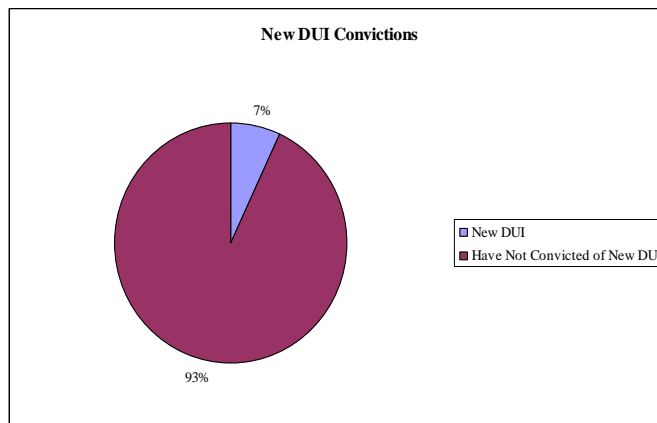
1. Utilizing the Adult Corrections Information System. (ACIS)PRO-Files for convictions and technical violations on a monthly basis.
2. Collection of the above measures from the supervising Probation and Parole Officer on a Semi-Annual basis.

WATCH PROGRAM STATISTICS

The following is a compilation of statistics for the WATCH West Program. These numbers were generated from information gathered from all Family Members who have entered into the program since February 1, 2002 through December 31, 2006.

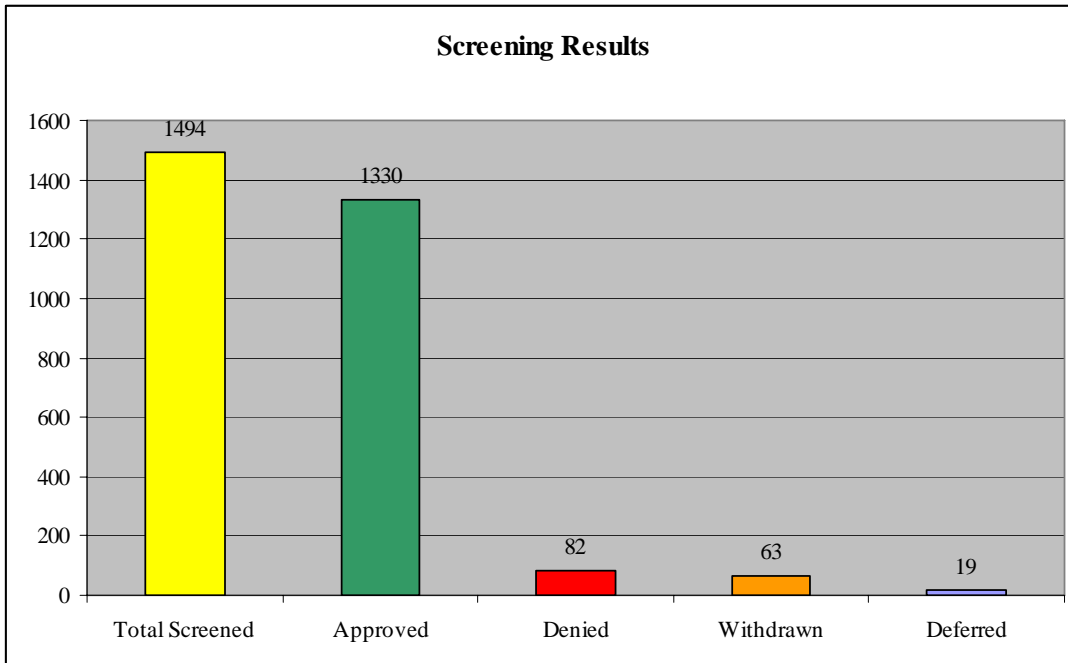
AVERAGES

- ❖ Age at admission: **42.82**
- ❖ BAC at time of arrest: **.208**
- ❖ Number of DUI'S: **5.69**
- ❖ Number of misdemeanors: **18.04**
- ❖ Number of felonies (includes current charge(s)): **2.44**
- ❖ Number of prior outpatient treatments (prior to WATCH): **.84**
- ❖ Number of prior inpatient treatments (prior to WATCH): **1.28**
- ❖ Age of first use: **13.67**
- ❖ Level of education: **11.77**
- ❖ Number of dependents: **1.4**
- ❖ Length of stay for treatment complete: **183 days**
- ❖ Average LSI Score upon admission: **24.98**
- ❖ Average LSI Score upon release: **21.20**
- ❖ Individuals with Psychiatric conditions: **25.56%**
- ❖ Primary Drug of Choice: **Alcohol**
- ❖ Secondary Drug of Choice: **Marijuana**
- ❖ Tertiary Drug of Choice: **Methamphetamine**
- ❖ New DUI convictions – 79 (7%) (from February 1, 2002 to September 30, 2006)



SCREENING and WAITING LIST

- ❖ Waiting List: **20**
- ❖ Total number screened: **1494** (from February 1, 2002 to December 31, 2006)
- ❖ Males screened: **1365** (91.37%) Females screened: **129** (8.63%)



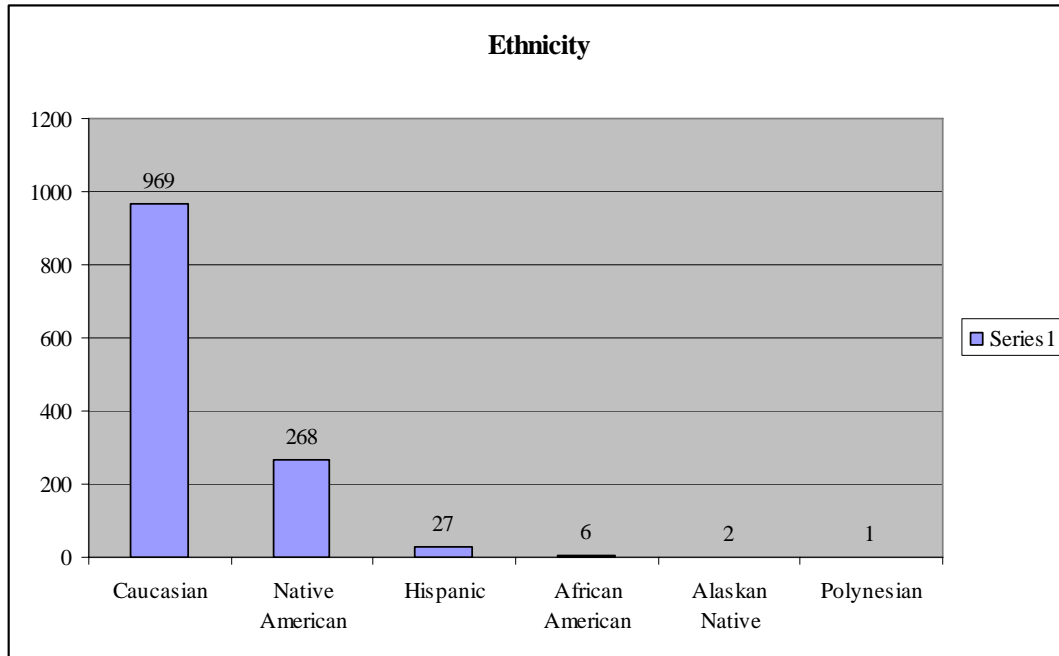
- ❖ Total Approved: **1330** (89.02% of total screened from February 1, 2002 to December 31, 2006)
 - Number withdrawn: **63** (4.22% of total screened)
 - Number deferred: **19** (1.27% of total screened)
 - Number denied: **82** (5.39% of total screened)
 - Due to significant criminal history: 49
 - Due to inappropriate sentence: 9
 - Medical conditions beyond our scope of service: 9
 - Not approved by the DOC: 13
 - Not approved by Parole Board: 2

TOTAL NUMBER OF ADMISSIONS TO THE PROGRAM: 1287

From February 1, 2002 to December 1, 2006

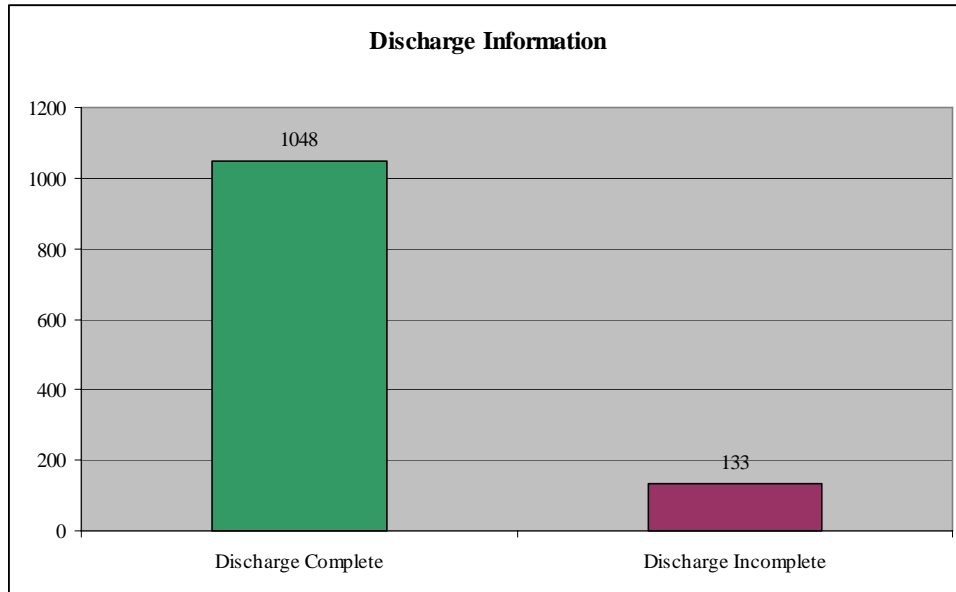
- ❖ **1165** Males (90.52%)
- ❖ **122** Females (9.48%)

Ethnicity



- ❖ **969** Caucasian (75.29%)
- ❖ **268** Native Americans (20.82%)
- ❖ **27** Hispanic (2.10%)
- ❖ **6** African American (.47%)
- ❖ **2** Alaskan Native (.16%)
- ❖ **1** Polynesian (.08%)

POST-TREATMENT INFORMATION



TOTAL NUMBER OF RELEASES: 1181

Of these 1181 offenders released:

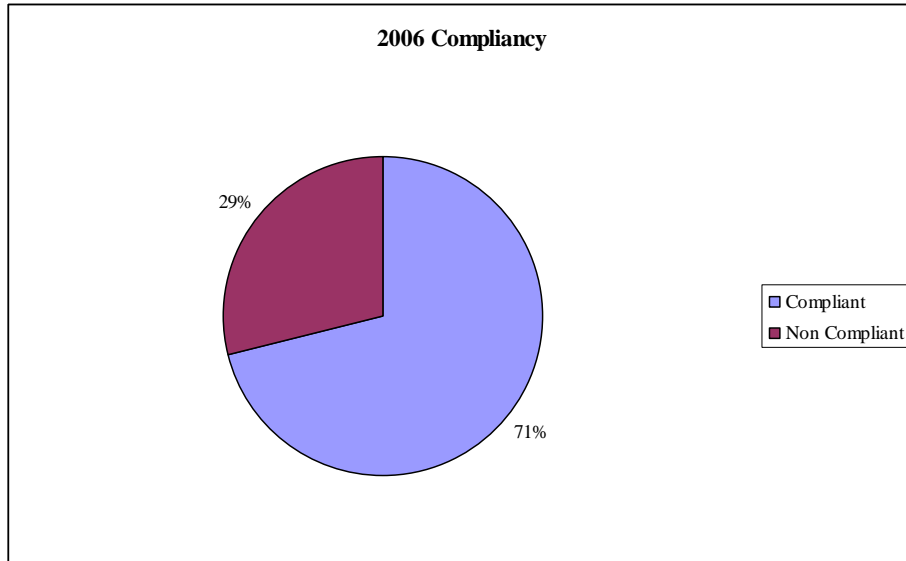
- ❖ **1048** (88%) were treatment complete.
- ❖ **133** (12%) were released for the following reasons:
 - 44** - were transferred to the WATCh East Facility.
 - 30** - Voluntarily resigned.
 - 52** - Discipline/Sanctions/Sentencing/Other
 - 6** - Medical Conditions
 - 1** - Death

OTHER INFORMATION

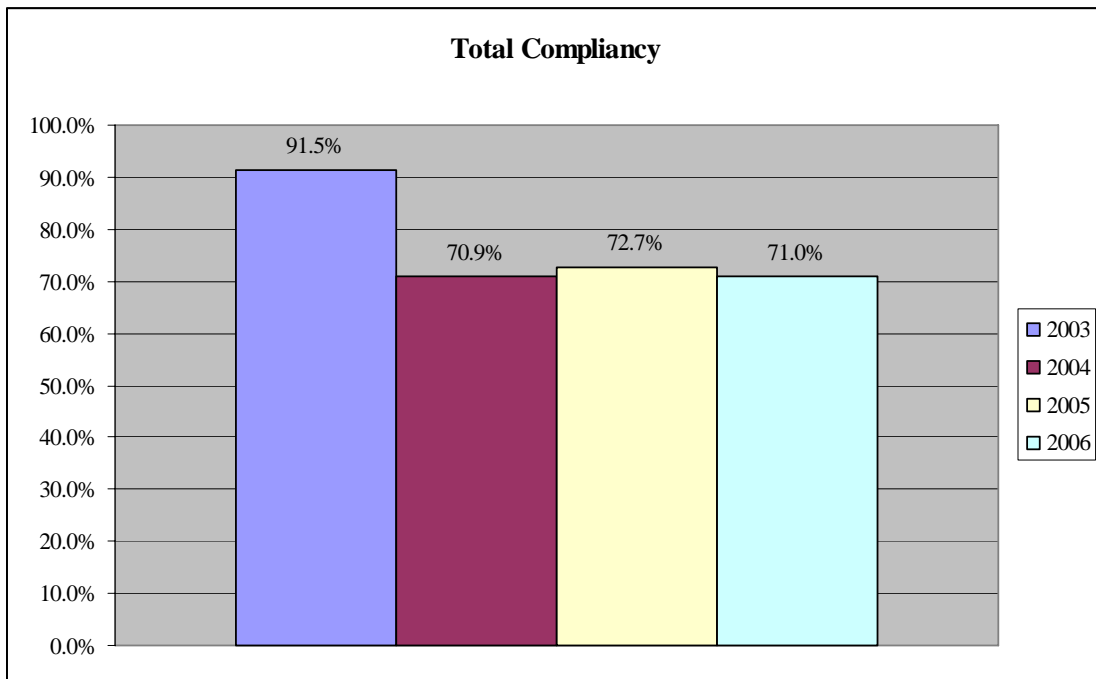
For year 2006:

- ❖ Number of Escapes: **0**
- ❖ Number of Positive Urinary Analysis Samples (UA's): **0**
- ❖ Number of Positive Breath Tests (BA's): **0**
- ❖ Number of Class I (severe) infractions: **0**
- ❖ Number of Class II (less severe) infractions: **64**
- ❖ Number of Class III (minor) infractions: **49**

**TOTAL PROBATION AND PAROLE/ AFTERCARE
COMPLIANCE RATE FOR 2006 – 71%**



Overall Program Compliance



Compliance Rates

- ❖ 2003 – 91.5%
- ❖ 2004 – 70.9%
- ❖ 2005 – 72.7%
- ❖ 2006 – 71.0%

As you can see by this data, since the opening of the WATCh West Program on February 1, 2006, to present, the Montana Department of Corrections and the effective treatment of WATCh, has significantly met the needs of this incredible problem in Montana. Less than 7% of all WATCh West graduates have been sentenced to an additional DUI offense. And even more astonishing is the fact that over 70% of all graduates of the program have remained in total compliance with all of their Court, aftercare, and probationary conditions. The efficacy of the WATCh West Program, combined by the direct supervision of Adult Probation and Parole has significantly increased the safety of Montanan's at tremendous cost savings.

CONNECTIONS CORRECTIONS PROGRAMS 2006 PROGRAM STATISTICS



The Connections Corrections Program (CCP) statistics for the calendar year 2006 are recorded from December 1, 2005 through December 1, 2006.

The CCP Butte Program opened in March of 1998 as a thirty (30) bed co-ed chemical dependency treatment facility, designed to serve the correctional population of the state of Montana and Federal Probationers from the surrounding area.

In November of 2006, the CCP Butte Program admitted client number 2000.

In February of 2005, the CCP was expanded to a vacant unit of the WATCH West Facility, located on the Warm Springs campus. 587 male offenders have been admitted into that program since that date.

The total admissions of the combined programs, from March of 1998 through December 1, 2006, are nearing the 2600 mark.

Admissions by Program in 2006

CCP - Butte Program

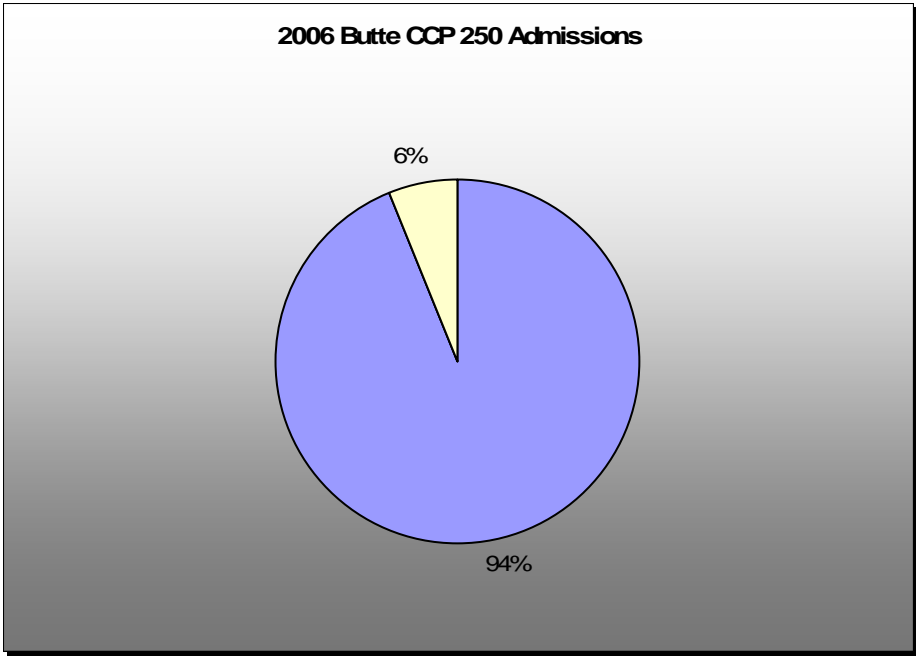
Total Admissions: 250

Total Completions: 234 or 94%

Non – completions: 16 or 6%

Reasons for non-completions:

Medical Issue beyond our scope of service ...	1
Disciplinary Sanctions or Removal	9
Resigned from Treatment	5
Detainers (New Charges)	1
Escape or Walk-Away	0



CCP – West (Warm Springs) Program

Total Admissions: 284

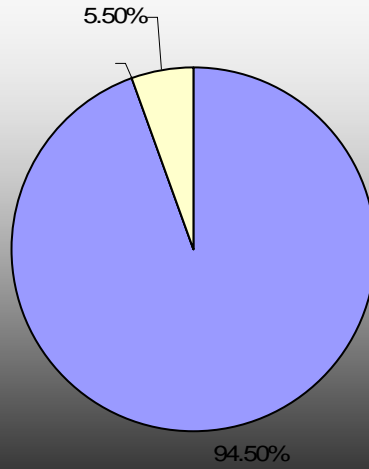
Total Completions: 269 or 94.5 %

Total Non – completions: 15 or 15.5 %

Reasons for non-completions:

- Disciplinary Sanction or Removal..... 8
- Resigned from Treatment 6
- Death (Suicide) 1
- Escape or Walk-Away 0

2006 West Completions 284 Admissions



2006 CCP Drug of Choice

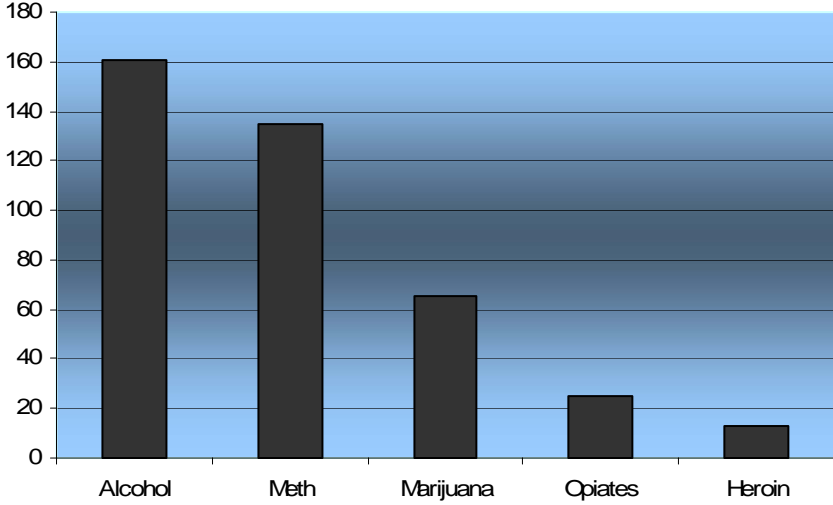
Males

Drug	Num	Percent
Alcohol	161	39%
Methamphetamine	135	33%
Marijuana	65	16%
Opiates	25	6%
Heroin	13	3%
Hashish	3	<1%
Cocaine	3	
Opiates and Meth	2	
Valium	1	
Morphine	1	
LSD	1	

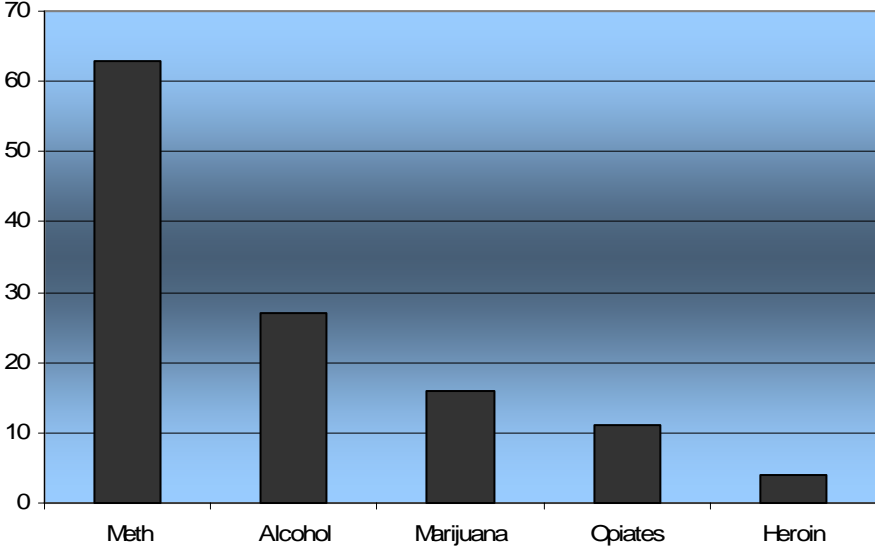
Females

Drug	Num	Percent
Methamphetamine	63	51%
Alcohol	27	22%
Marijuana	16	13%
Opiates	11	8%
Heroin	4	3%
Opiates & Meth	2	1.50%
Cocaine	1	<1%

2006 CCP Men's Drug of Choice



2006 CCP Women's Drug of Choice



2006 CCP Criminal Offenses

Males			Females		
Offense	Num	%	Offense	Num	%
Criminal Possession Drugs	82	20%	Criminal Possession Drugs	37	31%
Burglary	46	11%	Forgery	12	10%
Theft	33	8%	Bad Checks	12	10%
DUI Revoked	30	7%	Criminal Endangerment	9	7%
Criminal Endangerment	29	7%	Fraud Obt Dang Drugs	6	5%
Partner/Family Assault	22	5%	Criminal Distribution	6	5%
Assault with a weapon	15	3%	Theft	5	4%
Bad Checks	15	3%	DUI Revoked	4	3%
Crim Possession w/ Intent	13	3%	Burglary	4	3%
Forgery	13	3%	Assault Peace Officer	3	2%
Robbery	13	3%	Failure to Register (violent)	2	1%
Criminal Distribution	11	2%	Tampering w/ Witness	1	<1%
Criminal Mischief	11	2%	Tampering w/ Evidence	1	
Assault on a Peace Officer	8	2%	Robbery	1	
Meth Lab	8	2%	Non-Support	1	
Criminal Sales of Drugs	6	1%	Negligent Vehicular ASLT	1	
Aggravated Assault	5	1%	Negligent Homicide	1	
Bail Jumping	4	<1%	Meth Lab	1	
Criminal Manufacture Drugs	4		Identity Theft	1	
Fraudulently Obtaining Drugs	4		Criminal Manufacture Drugs	1	
Acct to Burglary	3		Crim Poss. with Intent	1	
Acct to Robbery	3		Crim Poss. by Account	1	
Aggravated Burglary	3		Burglary by Acct.	1	
Assault	3		Bail Jumping	1	
Acct to Theft	2		Assault Weapon	1	
Armed Robbery	2		Assault Minor	1	
Attempted Burglary	2		Assault	1	
Criminal Manufacture Drugs	2		Aggravated Assault	1	
Intimidation	2				
Negligent Veh. Assault	2				
Acct to Deliberate Homicide	1				
Attempted Assault Minor	1				
Crim End with a Weapon	1				
Embezzlement	1				
Negligent Homicide	1				
Non-payment of Support	1				
Precursors to Meth	1				
Stalking	1				
Tampering with Witness	1				

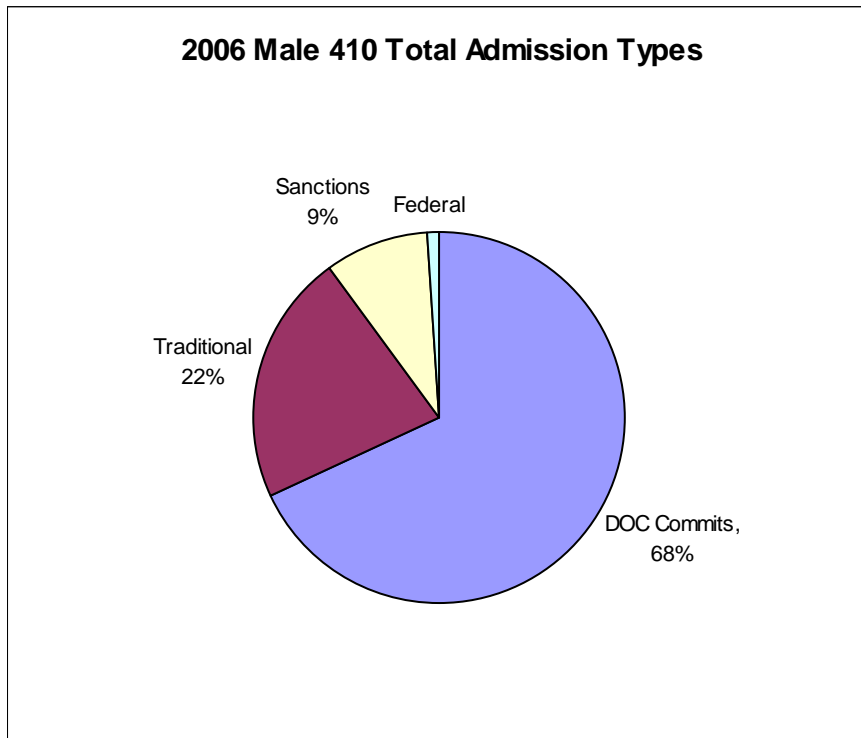
2006 CCP Admission Types

Males

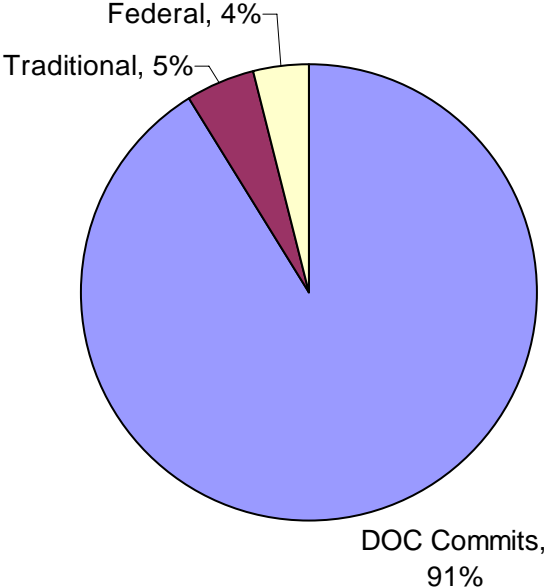
Type of Admission	Number	Percentage
DOC Commits	278	68%
Traditional Admits	94	22%
Sanctions	33	9%
Federal	5	1%
	410	

Females

Type of Admission	Number	Percentage
DOC Commits	113	91%
Traditional Admits	6	5%
Federal	5	4%
	124	



2006 CCP Female (124) Admission Types



**MISSOULA ASSESSMENT AND SANCTION
CENTER (MASC)**



**Dan Maloughney
Administrator**

MASC MISSION STATEMENT

It is the mission of the Missoula Assessment and Sanction Center to provide alternatives to prison for DOC commitments without compromising the safety of Montana communities; to assess offenders as to their respected needs and facilitate placements and program referrals which may enhance the offender's success in the community.

PROGRAM INFORMATION

The Missoula Assessment & Sanction Center (MASC) is a 144-bed correctional facility for adult male offenders. MASC is operated as a cooperative endeavor between the Department of Corrections/Community Corrections Division, Contract Placement Bureau at Montana State Prison and the Missoula County Detention Center.

The program is for offenders who have been committed by the courts to the Department of Corrections (DOC) or placed at MASC as a sanctioned offender by an Adult Probation & Parole Hearings Officer. A similar program for females is at the Montana Women's Prison at Billings.

MASC was established in 2002 to assist the Department of Corrections in effectively identifying the needs of the offender and relaying these findings to the community corrections programs, thereby making the offender more acceptable to community placement. MASC strives to place acceptable offenders in lower cost community programs in lieu of a high cost long-term secure facility.

MASC provides assessment, evaluation and short-term treatment (if offenders needs determine it will help with placement) prior to an offender being placed in a community based corrections program (Prerelease Center, Connections Corrections Program, WATCH, Treasure State Correctional Training Center or Intensive Supervision Program). If an offender is assessed not suitable for community placement, he is transferred to prison.

MASC is comprised of three components, two of which work in conjunction with each other while the third operates independently.

- ❖ **HOLDING** is designed for offenders who have been pre-screened and accepted into a community corrections program and are waiting to be placed.
- ❖ **ASSESSMENT** is comprised of evaluation and treatment programming in CP&R, chemical dependency, mental health, and sex offender, consisting of individual and group counseling.

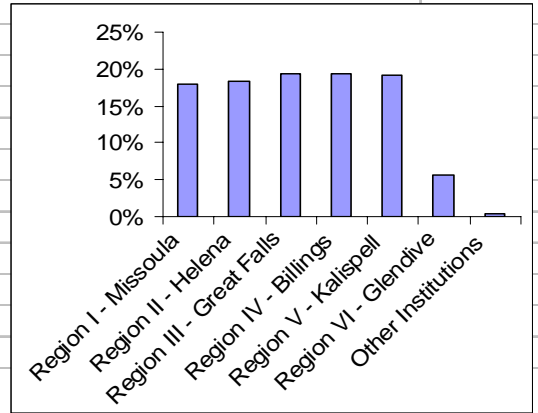
The offender will be evaluated by MASC staff and directed to programming which may benefit him in gaining placement in the

community. During his stay at MASC, he may receive a chemical dependency, and/or mental health evaluation, attend counseling sessions, AA meetings and directed to attend CP&R classes and, if available, referred to similar programming upon transfer to the community.

- ❖ **SANCTION** allows Probation and Parole Hearings Officers to place an offender at MASC for up to 30 days to serve a sanction, in lieu of sending the offender to prison or a higher cost facility for violations of community placement rules. MASC began taking "sanctioned offenders" in February of 2003.

DOC Commitment Referrals to MASC

	Current	Archived	Total	
Region I - Missoula	1	424	425	18%
Region II - Helena	3	433	436	18%
Region III - Great Falls	7	450	457	19%
Region IV - Billings	3	454	457	19%
Region V - Kalispell	2	452	454	19%
Region VI - Glendive	1	131	132	6%
Other Institutions	1	10	11	0%
TOTAL	18	2354	2372	

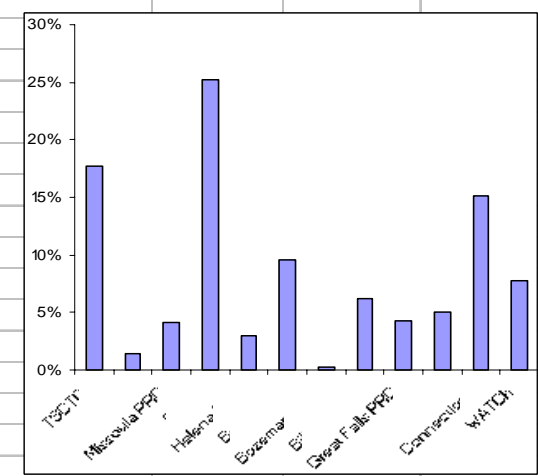


Average Days at MASC 73

	Current	Archived	Total
Number of Chemical Dependency assessments Completed at MASC	0	630	630
Number of Mental Health assessments completed at MASC	0	262	262
Number of Prerelease referrals (screening) From MASC	0	483	483
Number of C P & R Completed at MASC	0	54	54
Number of C D Group assessments Completed at MASC	1	41	42
Number of Sex Offender Assessments Completed at MASC*	0	63	63
Number of Overrides to MSP	0	53	53
Number of Overrides to MSP Denied	0	15	15

Placement of Offenders From MASC Program

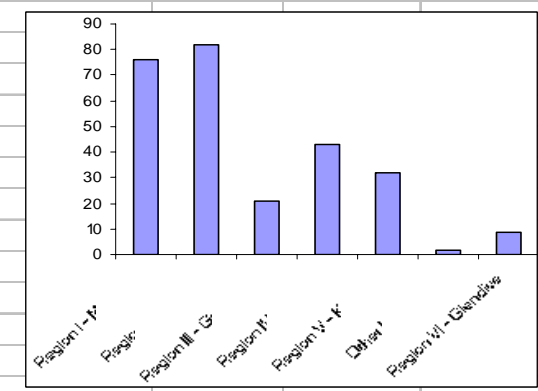
Cond. Release	8	0%
TSCTC	383	18%
ISP	30	1%
Missoula PRC	88	4%
Prison	544	25%
Helena PRC	64	3%
Butte PRC	208	10%
Bozeman PRC	5	0%
Billings PRC	133	6%
Great Falls PRC	93	4%
Other	109	5%
Connections	328	15%
WATCH	167	8%
TOTAL	2160	



Average sanction length of stay @ MASC 29

Sanction Referrals by Region**

Region I - Missoula	76	29%
Region II - Helena	82	31%
Region III - Great Falls	21	8%
Region IV - Billings	43	16%
Region V - Kalispell	32	12%
Other Institutions	2	1%
Region VI - Glendive	9	3%
Total	265	



* sex offender assessments were started in April 2005

** MASC stopped taking sanctions for all regions but 1 & 5 January 2006.

**Billings Assessment and Sanction Center
(BASC)**



**Jan Beggar
BASC Liaison**

BASC PROGRAM INFORMATION

The Department of Corrections has been contracting with Alternatives, Inc. since September 2005 to provide evaluation and assessment services to female offenders who are sentenced to DOC supervision, rather than directly to prison. These offenders receive mental health, chemical dependency and sex offender assessments if appropriate. This information, along with the offender's criminal history assists in determining the appropriate placement.

From September 2005 through November 2006, 276 female offenders have been terminated from the BASC Program. Of that total, 92% or 253 offenders were placed in community-based programs rather than prison. The 23 offenders that received an override to the prison did so for the following reasons:

- ❖ Sanctions for Disciplinary Write-Ups while in the BASC Program (7)
- ❖ Medical (3) (These offender's were close to 9-months pregnant at the time of sentencing and there was no time to develop an alternative plan)
- ❖ Pending felony charges that would not be resolved in a timely manner due to court dates, etc. (6)
- ❖ Severe mental health issues that needed to be stabilized prior to community placement (2)
- ❖ Parole was rescinded by the Board (1)
- ❖ Federal Detainers (2)
- ❖ Out-of-state extraditable warrants(2)

As of late November 2006, there were 20 offenders in the BASC Unit at the Montana Women's Prison and 30 offenders in county jails awaiting placement.

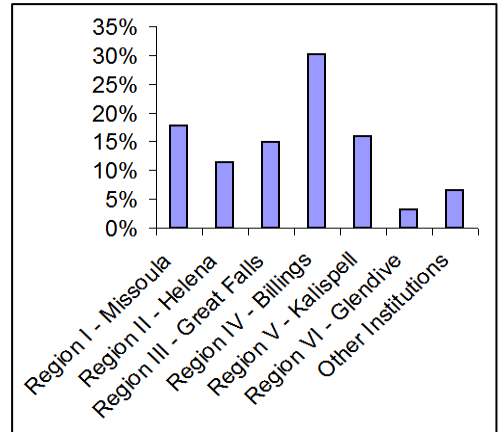
The BASC Program recently passed the privatization review and Alternatives, Inc. will be moving the program out of the Women's Prison and into its new facility in March of 2007. This will allow this program to operate in the community as a true community corrections program. The program will be a 50-bed unit with 30 beds to be utilized for assessment and 20 beds will be reserved for offenders who violate community placement or supervision and need a sanction before returning to the community. Staffing of this program will include Licensed Addictions Counselors and Licensed Professional Counselors to assist in timely evaluation for community placement.

BASC Statistics

DOC Commitment Referrals to BASC

	Current	Archived	Total	
Region I - Missoula	2	49	51	18%
Region II - Helena	5	28	33	11%
Region III - Great Falls	1	42	43	15%
Region IV - Billings	6	81	87	30%
Region V - Kalispell	2	44	46	16%
Region VI - Glendive	0	9	9	3%
Other Institutions	0	19	19	7%
TOTAL	16	272	288	

Average Days at BASC: 52

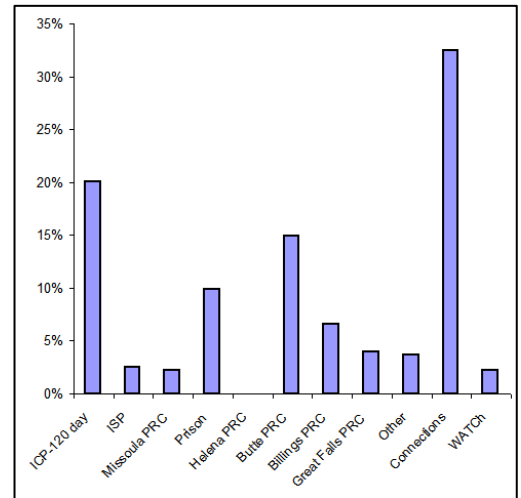


	Current	Archived	Total
Number of Chemical Dependency evaluations Completed at BASC	7	152	159
Number of Mental Health evaluations completed at BASC	2	52	54
Number of Prerelease referrals (screening) From BASC	1	77	78
Number of C P & R Completed at BASC	0	15	15
Number of C D Group Completed at BASC	0	2	2
Number of Anger Management Completed at BASC	0	6	6

Placement of Offenders From BASC Program

Cond. Release	4	1%
ICP-120 day	55	20%
ISP	7	3%
Missoula PRC	6	2%
Prison	27	10%
Helena PRC	0	0%
Butte PRC	41	15%
Billings PRC	18	7%
Great Falls PRC	11	4%
Other	10	4%
Connections	89	32%
WATCH	6	2%

TOTAL 274

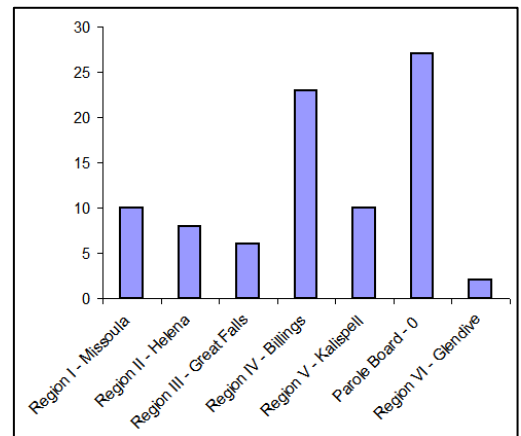


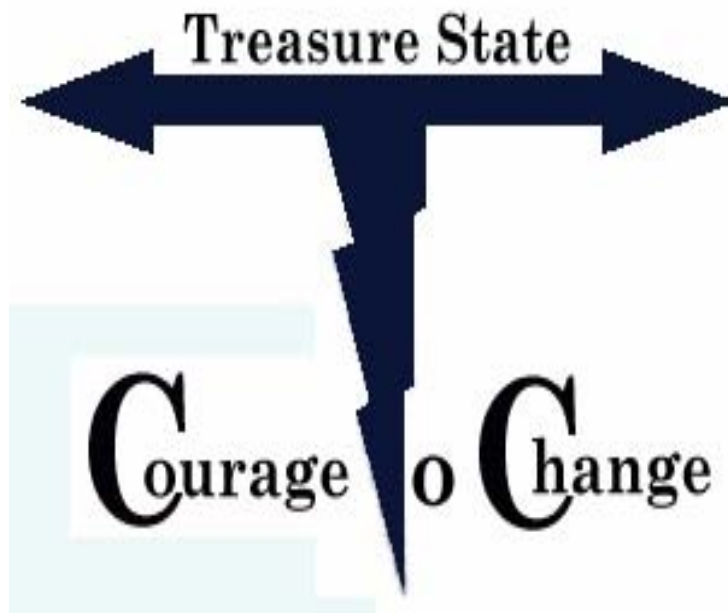
Average length of stay @ ICP: 105

ICP Referrals by Region

Region I - Missoula	10	12%
Region II - Helena	8	9%
Region III - Great Falls	6	7%
Region IV - Billings	23	27%
Region V - Kalispell	10	12%
Parole Board - 0	27	31%
Region VI - Glendive	2	2%

Total 86





**Treasure State Correctional Training
Center
Boot Camp Program**

**Dan Burden
Superintendent**

PROGRAM INFORMATION

The Treasure State Correctional Training Center (TSCTC) is a correctional facility for adult male offenders (called trainees while in the program). The program is based on a military format, and stresses preventing future criminal behaviors, physical training and drill. The 90 to 120 day program combines treatment and rehabilitation programming in an intensive, structure and disciplined correctional environment. CTC is a voluntary program.

ELIGIBILITY REQUIREMENTS

Individuals who volunteer for the program are initially screened by the CTC Institution Probation and Parole Officer (IPPO), who verifies that they meet the basic requirements for entrance into the program. Those who qualify for the program are then presented to the CTC screening committee. The screening committee is a four member committee, made up of DOC personnel, local citizens and law enforcement personnel.

Individuals screened for the program are referred from a broad range of correctional entities, those being: Montana State Prison, Missoula Assessment and Sanction Center (MASC), all Regional Prisons, Department of Corrections (DOC) placements, and referrals from district court of individuals on probationary status.

To be eligible for the program an individual must:

- ❖ be convicted of a felony offense other than those punishable by a death sentence
- ❖ be serving a sentence of one year or more, except in the case of an individual on probationary status
- ❖ not have outstanding detainers or warrants
- ❖ not have physical limitations (which would prevent strenuous activity)
- ❖ not have mental impairments (which would unduly restrict participation)
- ❖ pass a medical exam to ensure sufficient health for participation, and
- ❖ may not be admitted to the program more than twice.

All individuals accepted into the CTC program must have a recommendation from their sentencing judge or the Bureau of Parole (BOP). Statute does not allow the courts to make direct commitments to the program. The court may recommend an offender for the program, but placement is contingent upon the individual meeting the eligibility requirements criteria and approval of the CTC screening committee.

PROGRAM OPERATION

The program involves accountability, strict discipline, regimentation, and physical fitness while incorporating an intensively structured treatment program. During the trainees' stay, they are required to participate in **all** segments of the program. For the program to be beneficial, it is necessary to adhere to strict guidelines; if a trainee's needs fall outside of what is offered by the program, it may be necessary to transfer that trainee to another correctional facility where those needs can be addressed.

The trainee must commit to making 100% effort 100% of the time, both physically and mentally, while in the program. If they are sick, they lose that day and must make it up. If they are in segregation awaiting a hearing or disciplinary sanctions, they lose those days and must make them up before they can graduate. The trainees do not receive good time nor do they get paid while they are in the CTC program. The program provides an opportunity for the trainees to change their criminal behavior and thinking to help prevent future victimization.

FOCUS, TYPE OF TREATMENT, AND COUNSELING

Accountability: "I will take the credit or the blame for my actions". This is one of the foundations of the TSCTC program. Holding offenders accountable for the harm they have done to others is one of the fundamental goals of the program.

Offenders are held to **strict standards** of discipline. Rules are enforced quickly with immediate consequences. TSCTC strives to make offenders learn to follow the rules. But learning discipline by itself does not prevent offenders from victimizing others again. Enforcing strict discipline adds stress. This stress is used to create receptiveness in the offender. With the improved receptiveness offenders attend programs including:

- ❖ Anger Management
- ❖ Cognitive Restructuring
- ❖ Accountability and Relapse Prevention
- ❖ Substance Abuse Counseling
- ❖ Victimology
- ❖ Victim Impact
- ❖ School
- ❖ Psychological Services
- ❖ Religious Services

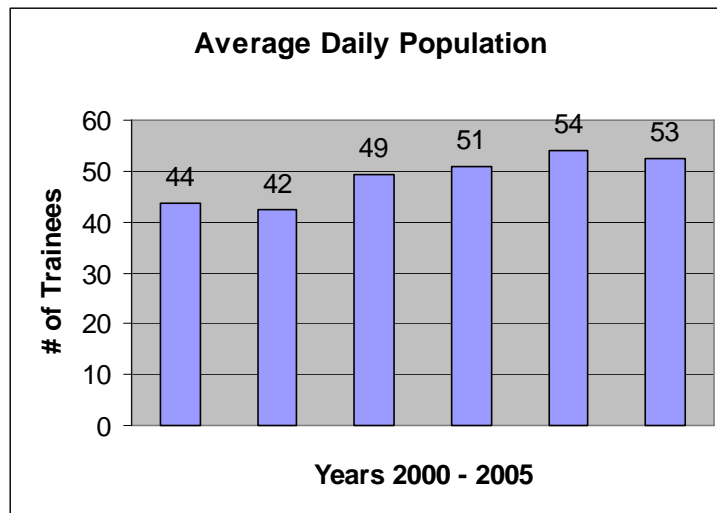
COMPLETION

Intake takes place every third Wednesday and graduations occur almost weekly (Wed.) depending on when the trainees' individual 90 to 120 day program requirements are satisfied. The trainees don't necessarily stay with the squad in which they arrived. A trainee may be demoted to a lower squad, depending on attitude, progress, and discipline.

Upon graduation, a high majority of trainees will be transferred to the Great Falls Aftercare Program, where they stay up to 90 days while awaiting sentence reduction paperwork to be processed and/or release planning to be accomplished, or a select few may be released to the Intensive Supervision Program (ISP) or Parole and Probation. The Booter is required to participate in a combination of release options such as Aftercare, Pre-Release, and then ISP. The release plan is coordinated through CTC's Institutional Probation and Parole Officer, the Probation and Parole Officer II at the Aftercare program, the sentencing court, and the Probation and Parole Officer in the receiving community. In most cases, the Certificate of Completion will be awarded to the Booter who has **completed successfully** both CTC and Aftercare/prerelease/ISP.

CAPACITY AND AVERAGE DAILY POPULATION

The Treasure State Correctional Training Center was designed to accommodate 60 trainees.



Statistical Charts on following page:

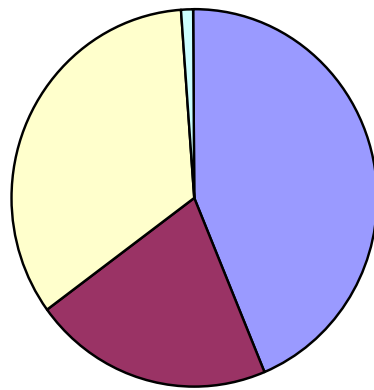
July 2003 through June 2006

Number of Graduates:	348 graduates
Average Graduate Length of Stay:	107 days
Average Age:	23 years old

Where Trainees Came From:		%
Prison	227	31.18%
Direct	166	22.80%
MASC	222	30.49%
Probationers/Start	113	15.52%
Total	728	100.00%

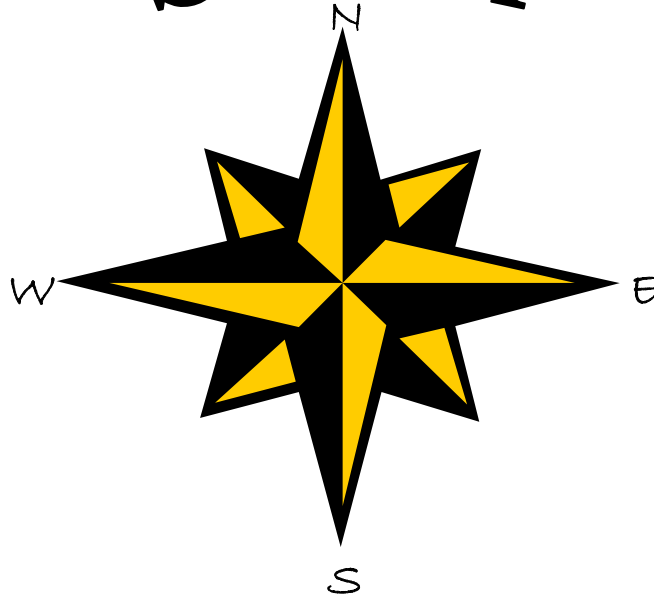
Type of Crime		%
Property Crimes	317	43.54%
Drugs/Alcohol/DUI	154	21.15%
Crimes on Persons	248	34.07%
Escape/Bail Jumping	9	1.24%
Total	728	100.00%

Trainee Type of Crime Committed



- Property Crimes
- Drugs/Alcohol/DUI
- Crimes on Persons
- Escape/Bail Jumping

START



A New Direction

**George Strutzel
Director**

CCCS, INC. OVERVIEW

Community, Counseling, and Correctional Services Incorporated (CCCS, Inc.) is a private, not-for-profit corporation (501-c (3)) organized under the laws of the State of Montana. Incorporated in 1983, CCCS is governed by a volunteer board of directors.

CCCS was selected to design and operate the innovative START Program.

In 1983, CCCS, Inc. (known then as the Butte Prerelease Center) opened its doors as a 25 bed community-based residential facility for adult male offenders with 12 employees. Since then, CCCS, Inc. has expanded operations to include correctional facilities and substance abuse treatment programs in three states (Montana, North Dakota, and Washington) and has assisted thousands of individuals.

START PROGRAM INFORMATION

The Sanction Treatment Assessment Revocation & Transition (START) facility is located on the campus of the Montana State Hospital in Warm Springs, Montana. The START facility was formerly the Butte Silver Bow jail and prior to that it was used by Montana State Prison as an overflow unit.

The START Program is a highly structured, intensive treatment modality designed to encourage cognitive and behavioral change. Our goal is to provide a safe environment in which offenders can begin to experience positive change, a never-ending process that will be utilized throughout their life.

The facility opened in December 2005 as an 80-bed assessment, treatment, revocation and sanction center for adult male offenders who violate the terms of their respective community placement. Offenders assigned to the facility are designated as either a revocation or a sanction placement. We currently reserve 16 beds for sanction placements. The START Program per diem rate is \$66.70 per offender per day under the current contract. The average daily population from May 2006 through October 2006 was 81.

REVOCAION PLACEMENT

A Revocation referral includes offenders whose community placement has been revoked. Revocations may be confined to the START facility from 10 to 120 days. During this time period, offenders are expected to maintain clear conduct and participate in program and work assignments. Facility case managers will attempt to salvage a community placement for eligible offenders. Failure to follow program recommendations and/or excessive or major disciplinary violations may result in program termination and the transfer of the offender to the Montana State Prison.

SANCTION PLACEMENT

A Sanction referral includes offenders whose community placement has not been revoked, but they have received a sanction to the START facility for a pre-determined period of time as a result of a formal type of disciplinary hearing. Sanctions of 30 days or less may be imposed, however sanctions in excess of 30 days may be approved by the Community Corrections Administrator. A sanction could be considered a "wake-up" call for the offender. The hearings officer is warning an offender that his freedom is in jeopardy.

Sanctioned offenders are also expected to maintain clear conduct and participate in program and work assignments. Sanctioned offenders will be returned to their previous status or program assignment upon successful completion of the sanction. Failure to follow START program recommendations and/or excessive or major disciplinary violations may result in additional formal disciplinary action which may include program termination, revocation and the transfer of the offender to the Montana State Prison. Special conditions and/or limitations concerning sanction length may apply to certain classes of offenders such as probationers.

ASSESSMENT

Sanction and revocation admissions serving over ten days will typically be assessed during the first week of their confinement for treatment, program and aftercare needs. Our intake assessment tools include the following:

- ❖ LSI-R (Level of Service Inventory-Revised) The LSI-R was developed by Don A. Andrews, Ph.D. and James Bonata, Ph.D., of Ottawa, Canada. The LSI-R is a quantitative survey of attributes of offenders and their situations relevant to the decisions regarding level of service.
- ❖ Biopsychosocial
- ❖ Medical Intake Screening
- ❖ Mental Health Screening: Level I
- ❖ Michigan Alcohol Screening Test
- ❖ CAGE Questionnaire
- ❖ SASSI
- ❖ Treatment Plan

PROGRAMS

After the initial screening and assessment has been completed, an offender may be assigned to one or more of the following programs:

- ❖ CPR (Cognitive Programs and Restructuring)
- ❖ CTE (Criminal Thinking Errors)
- ❖ Anger Management
- ❖ Relapse Prevention
- ❖ Life Skills
- ❖ Changes Program
- ❖ Alcoholics Anonymous

In addition to the above programs, the Chaplain visits the facility on a weekly basis. Also, offenders not precluded from manual labor due to medical or other reasons are

assigned to a work program, placed on our work roster and rotated through various facility work assignments.

Dayroom, yard, and gym recreation is permitted during scheduled times when offenders are not attending groups or work assignments and these activities are directly supervised by staff.

START SUMMARY

CCCS in partnership with Montana Department of Corrections identified the overwhelming problem of overcrowding concerns in our prison and jail systems. Exacerbating the over taxed system and limited bed space was the demand to transfer Montana inmates out of state, however because of similar problems in the surrounding states, MDOC began exploring cost effective in-state placements.

The existing START facility was identified as a potential site to handle 80 offenders. With minor renovations, the facility was brought online in a timely manner to address the MDOC's exigent concerns regarding lack of bed space.

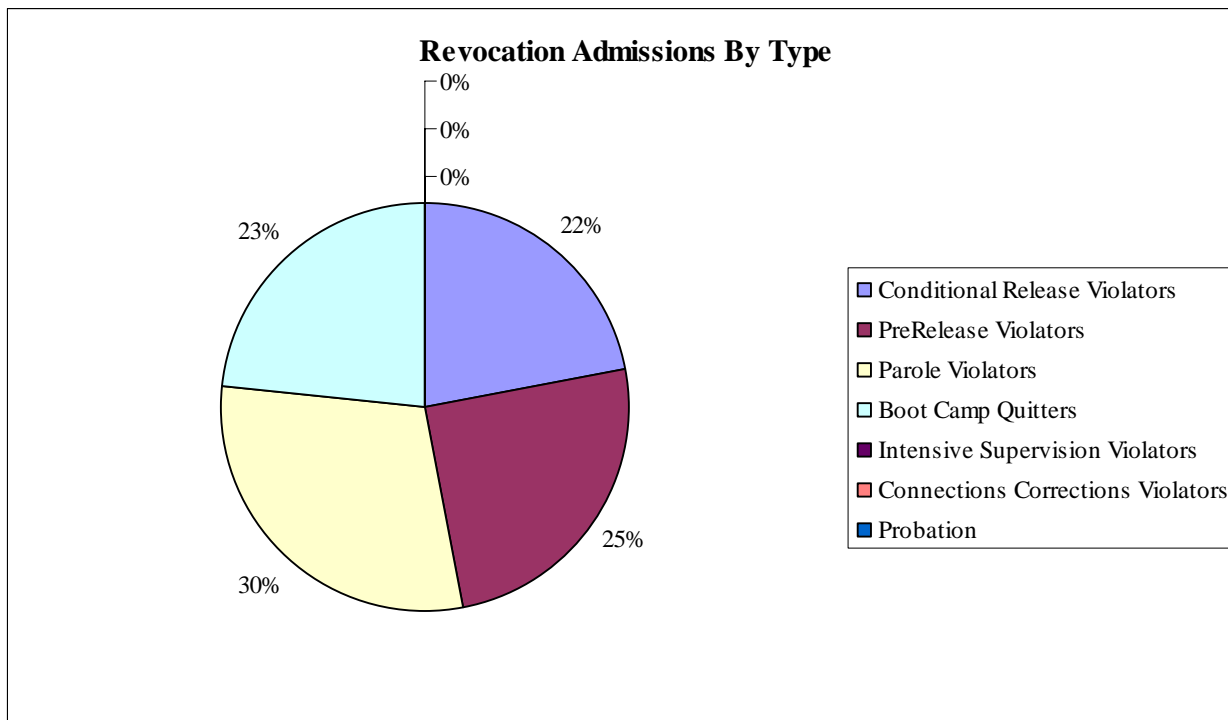
The original goal of the program was to reduce admissions to the Montana State Prison by 50%. Additionally, it was determined that an emphasis would be placed on the offender population that had been participating in community programs and/or under community supervision and whom had committed technical violations that warranted a secure placement. A service delivery program incorporating a comprehensive array of assessment tools and intensive treatment models were implemented in an effort to return all technical violators back into their original community status, thereby eliminating costly, lengthy prison stays.

The following information (graphs) demonstrate the START program's efficacy in not only meeting the 50% goal, but more importantly diverting a phenomenal 79% of respective offenders back into a community placement.

In addition to the immediate cost savings, additional benefits are generated by requiring these offenders to secure gainful employment, pay family support, and be self-sustaining, generating tremendous additional savings.

START Admissions
December 2005 through October 2006

Type of Revocations Admitted	Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sept	Oct.	Total
Conditional Release Violators	14	6	12	9	12	12	13	11	9	8	12	118
Prerelease Violators	16	8	20	11	10	10	11	17	18	7	17	145
Parole Violators	19	13	4	7	4	3	5	10	12	6	11	94
Boot Camp Quitters	15	3	2	12	4	4	0	0	3	0	2	45
Intensive Supervision Violators	0	0	0	0	0	2	0	0	0	2	3	7
Connections Corrections Violators	0	0	1	1	0	0	0	1	0	0	0	3
Probation	0	0	0	0	0	0	0	0	0	1	0	1
Total												413

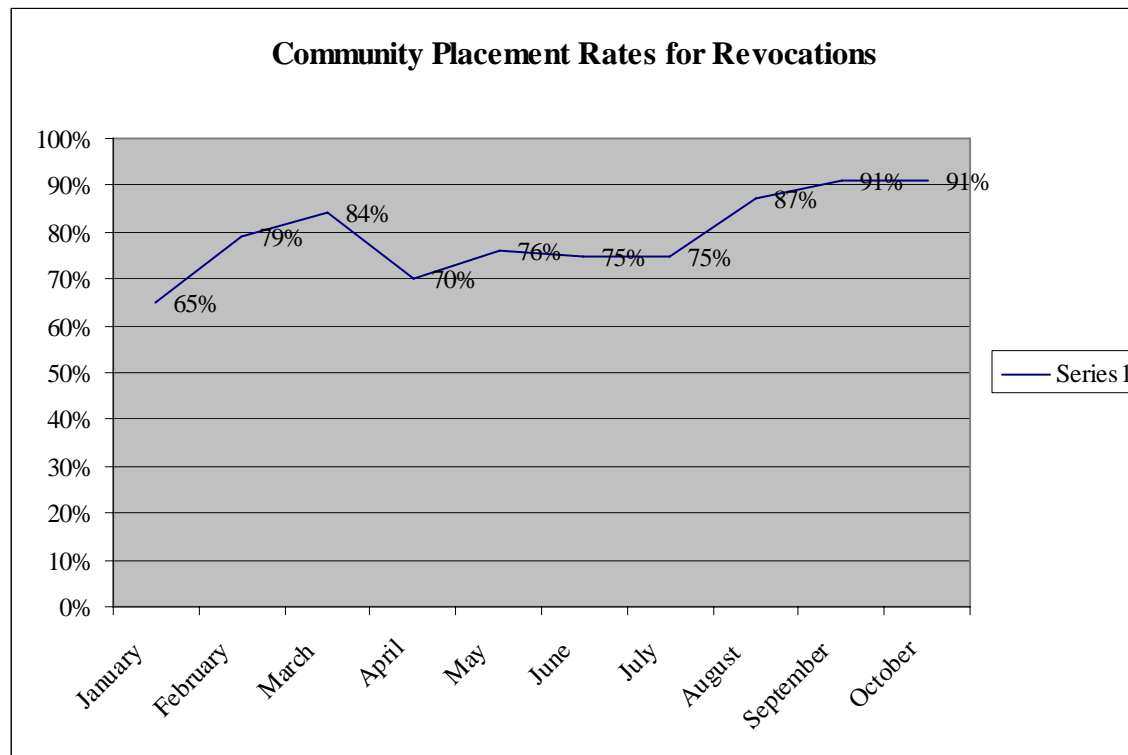


In addition to the revocations listed above, the START program has admitted 185 Sanctions and 5 Holds for a total admission count of 603 offenders.

One goal of the START Program is to divert prison placement by a rate of no less than 50%. Our current diversion success rate of 79% clearly exceeds the original goal and validates the programs effectiveness. The high success rate has resulted in a cost savings for the tax payer and a reduction in prison overcrowding. BOPP Mandates, MSP Warrants and MSP Infirmiry remands are not counted in our success/failure rate because they are unable to participate in the program.

START Program Community Placement Rates for Revocations

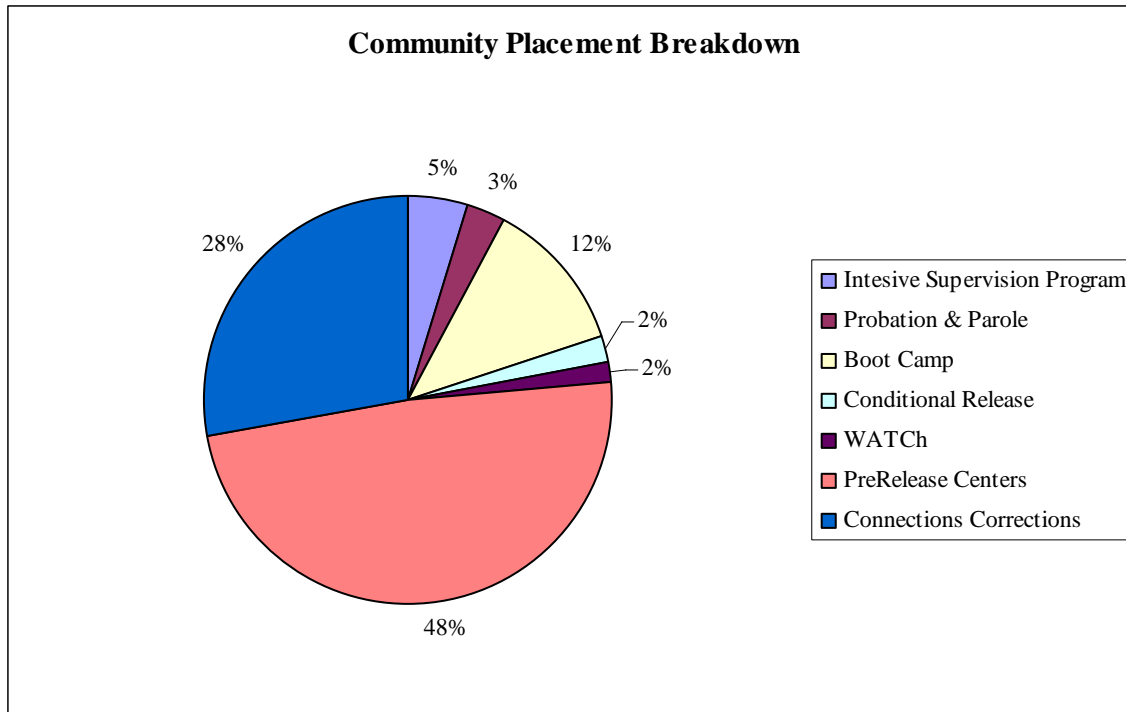
<i>Community Placement Rates</i>									
<i>January - October 2006</i>									
January	February.	March	April	May	June	July	August	September	October
65%	79%	84%	70%	76%	75%	75%	87%	91%	91%



These statistics that run from January 2006 through October 2006 demonstrate the high percentile of offenders that are returned to the community rather than being returned to the prison system.

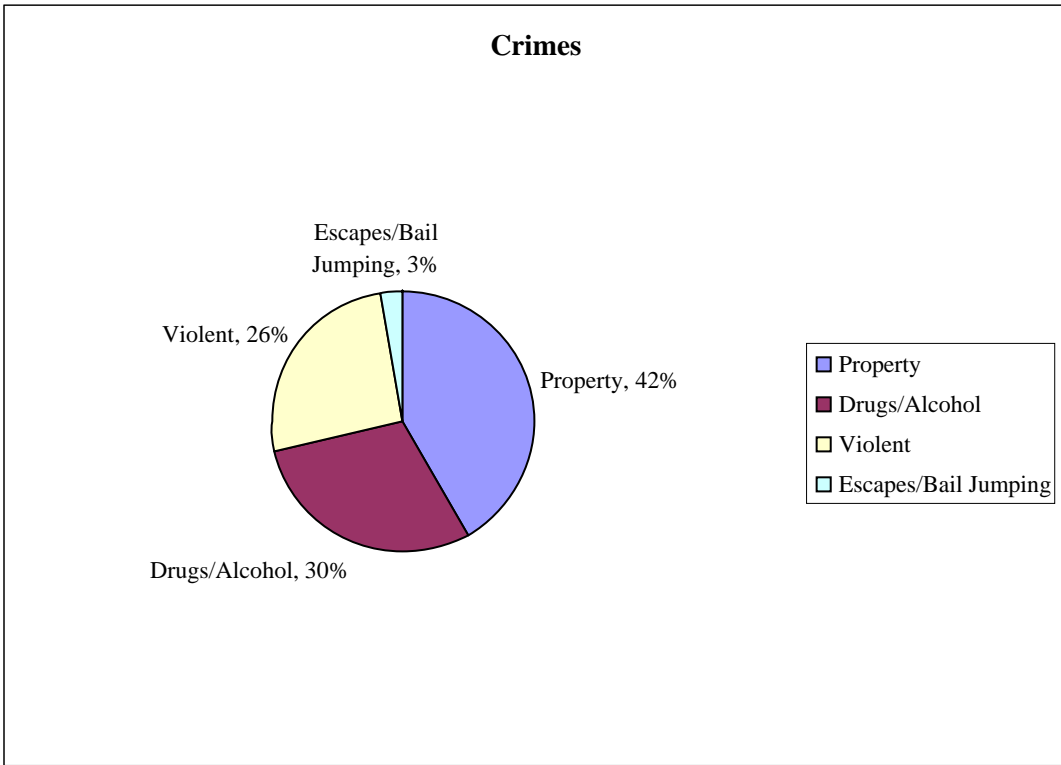
START Community Placement Breakdown

December 2005- October 2006	
Community Placement	
Intensive Supervision Prog.	10
Probation & Parole	7
Boot Camp	26
Conditional Release	4
WATCh	4
Prerelease Centers	104
Connections Corrections	60
TOTAL	215



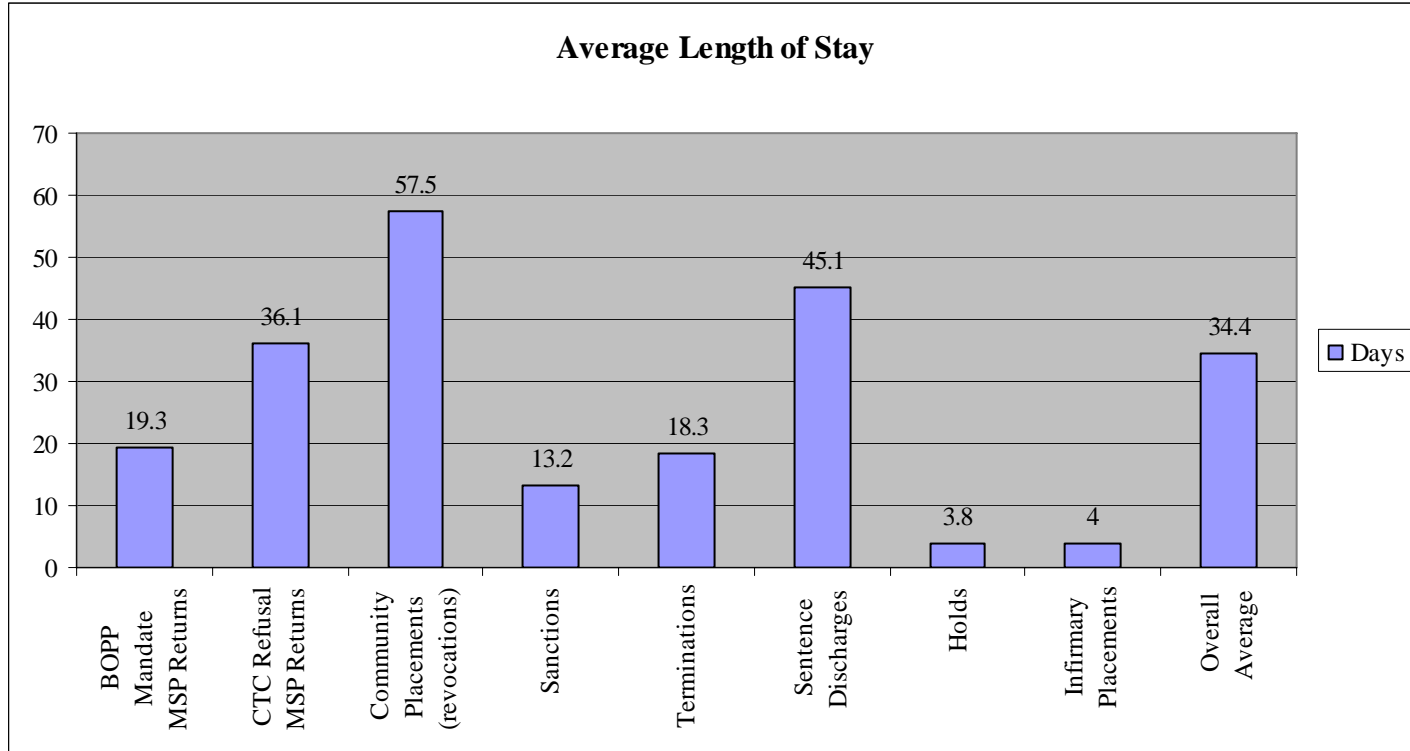
This chart shows which community corrections programs the offenders have transferred to after completing the START Program.

<i>Current Felony Convictions</i>				
Crimes	Sanctions	Revocations	Total	%
Property	79	232	311	42%
Drugs/Alcohol	71	149	220	30%
Violent/Assaults	60	133	193	26%
Escapes/Bail Jumping	6	15	21	3%
Totals	216	529	745	100%

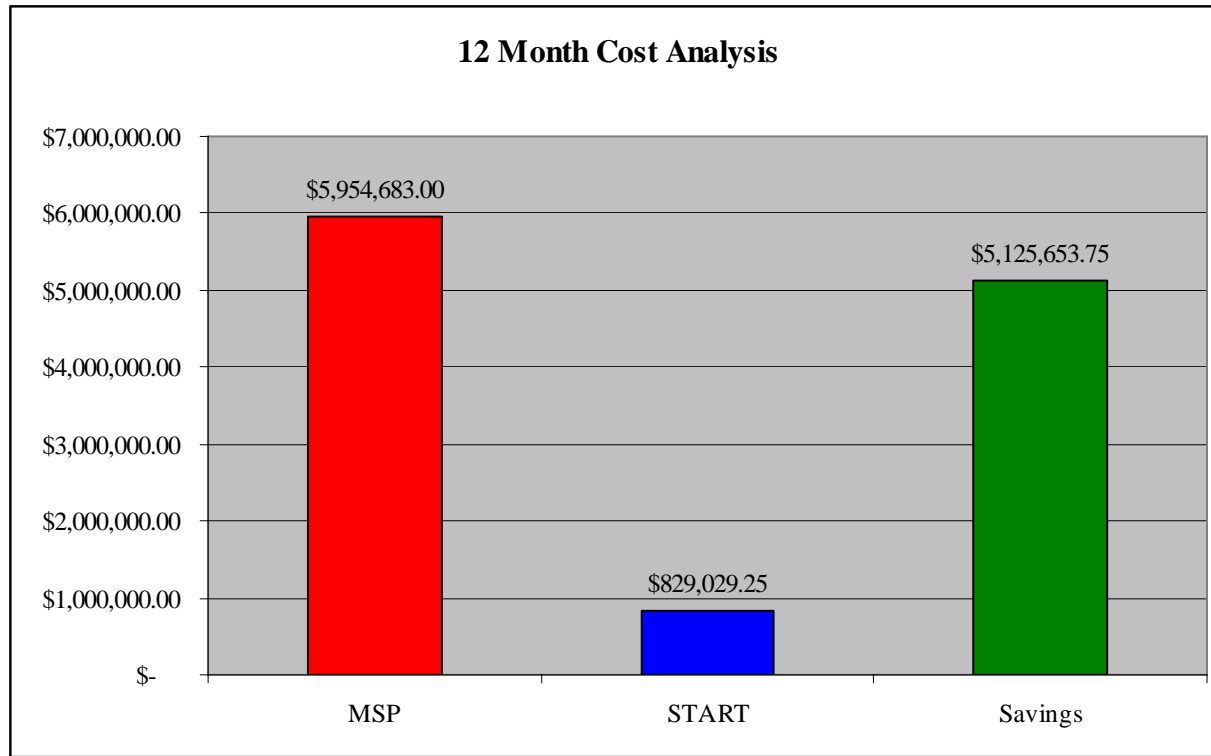


The current felony convictions are the current felony under which the offender is being supervised by the Department of Corrections.

START Average Length of Stay	
	Days
BOPP Mandate MSP Returns	19.3
CTC Refusal MSP Returns	36.1
Community Placements (revocations)	57.5
Sanctions	13.2
Terminations	18.3
Sentence Discharges	45.1
Holds	3.8
Infirmary Placements	4
Overall Average	34.4



12 Month Cost Analysis Revocations			
	MSP	START	Savings
Average Stay (days)	365	57.5	
Cost Per Offender	\$ 27,696.20	\$ 3,855.95	\$ 23,840.25
Total Cost Per 215 revocations based on average length of stay	\$ 5,954,683.00	\$ 829,029.25	\$ 5,125,653.75



12 Month Cost Analysis

The START program per diem is \$66.70 per offender per day under our current contract. The DOC cost estimate, with added administrative and medical costs, is \$67.06 for offenders in the START program and \$75.88 for offenders in MSP. The average length of stay at MSP for a sexual offender revocation is 32 months, a violent offender revocation is 25 months and a regular offender revocation is 17 months. The average length of stay for a revoked offender placed in the START program is 57.5 days. We have elected to show a cost analysis of an offender placed at MSP for an average stay of one year compared to a placement at START for an average stay of 57.5 days. On the next page, we will show a two year analysis.