



Welcome to  
Crossroads Correctional  
Center



## **Crossroads Correctional Center**

**50 Crossroads Drive  
Shelby, MT 59474  
406-434-7055**

**Owned and Operated by:**  
Corrections Corporation of America  
10 Burton Hills Boulevard  
Nashville, Tennessee 37215

**Contract Information**  
Montana Department of Corrections  
U.S. Marshals Service

# Crossroads Leadership Team



**Warden Douglas Fender** joined CCA in 1998 as a correctional officer at Northeast Ohio Correctional Center, and later promoted to senior correctional officer. In 2000 Fender transferred as a correctional officer to the Sanders Estes Unit, where he was promoted to assistant shift supervisor then transferring to Hardeman County Correctional Center in the same capacity, and later promoting to shift supervisor. In 2005 Fender was promoted to Assistant Chief of Security at Metro-Davidson County Detention Facility, and shortly after was promoted to chief of security at Hernando County Jail, Fender then transferred to Graceville Correctional Facility as Chief of Security. In 2011 Fender was promoted to assistant warden at Moore Haven Correctional Facility. In 2013, Warden Fender transferred to Crossroads Correctional Center as the Assistant Warden and was promoted to Warden in 2015.



**Assistant Warden Deborah Powell** joined CCA in 1999 as a correctional officer at Central Arizona Detention Center (CADC) and was later promoted to unit manager at CADC. Prior to joining CCA, she began her corrections career with the Arizona Department of Corrections in 1996. In 2006, she accepted the position of jail commander with the Pinal County Sheriff's Office and then rejoined CCA in 2009 at Red Rock Correctional Center and promoted to unit manager at La Palma Correctional Center (LPCC) in 2011. In August 2014, she accepted the position of chief of unit management at LPCC. Her most current promotion has been to Assistant Warden at Crossroads Correctional Center in 2015. Ms. Powell is a certified NRA firearms instructor and Samberg Frontline Leadership facilitator.



**Chief of Security Raymond Busby** joined CCA in 1997 as a correctional officer at North Fork Correctional Facility, serving as a senior correctional officer and assistant shift supervisor. Busby transferred to Crossroads Correctional Center as assistant shift supervisor and shift supervisor. Busby then went to David L. Moss Criminal Justice Center as shift supervisor and later became shift supervisor at Diamondback Correctional Facility. In 2007, Busby was promoted to chief of security at Crossroads Correctional Center. Shortly after being promoted to chief of security at Crossroads, Busby left the CCA and briefly worked at Jefferson County Detention Center as chief of security, before rejoining CCA as chief of security at North Fork Correctional Facility in 2011. He then transferred in June 2014 to Crossroads Correctional Center as chief of security. Prior to joining CCA, Busby served for four years in the U.S. Marine Corps.



**Chief of Unit Management Domingo Stewart** joined CCA in July 2007 as Facility Investigator at Tallahatchie County Correctional Facility. and was quickly promoted to Assistant Chief of Security at that same facility. In November 2012, Stewart was again promoted and transferred to serve in the capacity of Chief of Security at Crossroads Correctional Center. In June of 2014, he took a lateral transfer and is now the Chief of Unit Management at Crossroads. Prior to joining CCA, he began his career in corrections in 2002 as a Correctional Officer with Cornell Corrections in Folkston, GA.

## **Crossroads Department Heads and Administrative Staff**

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Quality Assurance Manager	Kelly Hill
Human Resource Manager	Christine Muller
Business Manager/PIO	Cecily Simons
Unit Managers:	Cathy Christiaens
	Camille Wandler
Warden's Secretary	Patti Warburton
Chief of Security Clerk	Lacretia Weatherwax
Chief of Unit Management Clerk	Casey Smith
Records Clerk	Wanda Laine
Training Manager	Ernest Medow
STG/Investigator	Leo York
Classification Coordinator	Brandy Sherrard
Principal	Gerald Kulpas
Education Clerk	Darla Winney
Health Services Administrator	Erica Sollis
Recreation Supervisor	Eric Finch
Grievance Coordinator	William Spiegle
Maintenance Supervisor	Mark Vandevanter
Food Service Manager	Nancy Crowder
Safety Manager	Linda Chaney
Chaplain	Jamie Stiffler
Addictions Treatment Unit Manager	Todd Mellinger
Warehouse Supervisor	Susan Allen/Buchanan
Shift Supervisors	Sidney Bowman
	Brian Hodges
	Bryan Johnson
	Tom Hare
	John Wirsching
MDOC Contract Monitor	Kari Kinyon

# History of Crossroads Correctional Center (CCC)

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In 1997, the fifty-fifth Montana Legislature authorized the Montana Department of Corrections (MDOC) to issue a Request for Proposals and enter into a contract with a private vendor for the construction of a correctional facility to house State of Montana offenders. MDOC received proposals from five vendors and selected CCA as the successful bidder. Construction of the new 500 bed Crossroads Correction Center began in late 1998 and the facility started accepting MDOC offenders in September 1999. CCA financed, designed, built and continues to manage the Crossroads facility today. Crossroads achieved and has maintained both ACA (American Correctional Association) accreditation and NCCHC (National Commission on Correctional Health Care) accreditation throughout the years in addition to the state's oversight of the facility.

At the time of activation in 1999, Crossroads Correctional Center began operations with an original operational capacity of 512 inmates. Beginning in May 2003, Crossroads also started housing United States Marshals Service (USMS) inmates and later expanded capacity to add an additional 96 beds to accommodate the USMS. CCC continues to house USMS inmates today. In July 2005, Crossroads expanded again by adding an additional 48 bed dormitory, and 54 extra beds October 2014 to serve the Montana Department of Corrections,. Today, the facility has a total capacity of 711 beds and houses offenders with close, medium, and minimum security custody levels.

Crossroads Correctional Center is located in north-central Montana in the community of Shelby. With a population of approximately 3,300, Shelby is truly a crossroads for interstate commerce. Interstate Highway 15 and a mainline of the Burlington Northern Santa Fe railroads intersect in Shelby. Crossroads Correctional Center is one of the largest employers in the region and currently employs approximately 176 full time and contract staff from Shelby and surrounding communities. Crossroads generates an annual payroll of approximately \$6.3 million dollars. It is the largest utility consumer in the region and as private property contributes nearly \$475,000 per year in local property taxes.

## Crossroads Mission Statement

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The mission and philosophy of Crossroads Correctional Center is to:

**Protect** society and meet judicial and statutory obligations by ensuring safe and secure detention and control of all persons ordered into custody;

**Provide** for the health and well-being of all persons in custody in a humane environment which is respectful of human rights and needs; and

**Prepare** persons in custody for their return to the community as more self-supporting, contributing members of society.

# Crossroads Local Impact

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Each year, Crossroads Correctional Center contributes the following economic impact to the local community:

- Annual payroll of \$6,599,444 for a staff of 176 from local communities;
- Approximately \$650,000 in utility and use fees;
- Approximately \$475,000 in annual property taxes; and
- Approximately \$160,484 in physician fees to Marias Health Care Center.

## Staff Involvement In Local Communities

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With a staff of approximately 176, Crossroads Correctional professionals are actively engaged in their local communities, a few of which are listed below:

- Toole County Search and Rescue
- Toole County Ambulance
- Stepping Up 4-H
- Girl Scouts of America
- Boy Scouts of America
- Shelby Area Chamber of Commerce
- American Legion Auxiliary
- AF & AM Masonic Lodge, Shelby Lodge #143
- Shriners International, Inc./Tri-County Shrine Club
- Kiwanis International, Inc.
- Rotary International, Inc.
- Shelby-Toole County Community Transportation Safety Committee
- Marias Medical Center Auxiliary Board
- Chamber Street Fair Board

# Crossroads Services and Programs

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## **Crossroads Health Services**

The Medical Department at Crossroads Correctional Center (CCC) is staffed by contracted and Corrections Corporation of America (CCA)-employed professionals. Contracted professionals include: Two Tele-Med Psychiatrists, a Dentist, a Medical Doctor, a Nurse Practitioner, an Optometrist and a Dental Assistant. CCA-employed Medical professionals include: Licensed Clinical Social Worker, Psychologists, Registered Nurses, Licensed Practical Nurses, medical clerks, a part time Dental Hygienist and a Health Services Administrator (HSA) in the Medical Department.

CCC pays for all medical, mental health and dental services, including specialty clinics; all medically related transportation, both routine and emergency, and eyeglasses, hearing aids, dentures, and other prosthetics and limited use equipment for the inmates. The per diem rate per inmate includes infirmary care, medical observation, post-operative care, isolation, administration of IV drugs, short term nursing care, suicide observation, and seclusion for mental disorders and chronic medical housing. Services on site include reasonable health services including medical, psychiatric, dental, vision, pharmaceutical, psychological, and other specialty services and health related services. All these services meet ACA and NCCHC standards, federal and state laws and regulations, and department policies and procedures.

## **Educational Opportunities**

Basic GED and traditional education courses are offered for inmates at CCC. With a GED Test success rate of 98.49%, CCC has one of the highest GED Test success rates of all of CCA's facilities. Once an inmate obtains a GED, the inmate is eligible to take courses such as Building Maintenance and Food Service Specialist, Mathematics and Advanced Math courses, Art History, English Literature, Introduction to Computers, Information Management Systems, Office 2003, Keyboarding, and Introduction to Psychology, Developmental Psychology, Biology, Health, Life Skills- Parenting and Life Skills, Anger Management, Creative Writing, Public Speaking, US History Parts 1 & 2, Art Basics, Art History for the Western World, Transitional Assistance Programs, Carpentry I-IV, Cabinet Making, Core Carpentry, Library Skills and Business Management. Recognition by Defense Activity for Non-Traditional Education Support (DANTES) and College Level Examination Program (CLEP) is also offered for most classes so the inmates can test and apply for college credit. Independent studies are offered that include up to 52 various college level course opportunities.

Today, additional emphasis is being placed on Correctional Education and positive Re-Entry program interaction to support inmate transitional awareness of the potential hurdles facing them upon release back into society. An overall goal of the education Department Programs/opportunities is to decrease/eliminate recidivism in our prison system.

## **Addictions Treatment Unit**

This 60-day program is scheduled for five three-hour groups per week. The program focus is on the 12-Step recovery process and also offers Cognitive Principals and Restructuring to address criminogenic thinking and behaviors. Also offered is Anger Management for those recommended to complete that discipline. This group is open-ended to allow more inmates to participate throughout the course of the year and to enhance an inmate's opportunities for acceptance into a Pre-release Center or Probation or Parole.

## **Crossroads/Canine Companions International Dog Program**

CCC works in partnership with Canine Companions for Independence (CCI) out of Santa Rosa, CA. This company breeds their own puppies and ships them to us; we then socialize the puppies and begin their training. Our program is financed by the Inmate Welfare Fund. Our dog program started in March, 2006 and we now have several CCI dogs with at least 2 inmate dog handlers for each dog participating in the program. The CCI dogs will be at the facility for approximately eighteen months and then they will return to CCI for Advanced Training. This program has proven to be beneficial for inmates, staff and for the disabled persons who ultimately receive the dogs. The entire group meets once a week for approximately 2 hours. The CCI dogs are socialized by staff taking them into the community (nursing homes, churches, grocery stores, hospitals, etc.)

## **Recreation and Hobby Programs**

Crossroads Correctional Center's Recreation and Hobby Department provides inmates an opportunity to participate in approved recreation and hobby activities in an effort to refresh the mind and body and to provide an acceptable outlet for stress reduction while maintaining physical fitness and general health. Recreation activities include: basketball, handball, horseshoes, volleyball, pickle ball, dodge ball, flag football, and soft ball. Tournaments are also held for the inmates in these sports. We also have a weight room lifting, stationary bikes, elliptical and sprint machines as well as heavy bags and a speed bag for cardio activities. We have outdoor recreation which includes a hand ball court, volleyball court, a track and space to play Frisbee and catch. For soft ball we have an area set aside with a full field and diamond with a back stop.

Hobby activities include: In-cell hobbies such as horsehair, beading, art, paper weaving, and needle craft. We have a hobby shop in the large gym for leather working to support horsehair and beading, with leather craft tools for our inmates to check out during recreation. Also in the hobby shop is our barber shop. Inmates have the opportunity to have their hair cut by one of our barbers, or trim their beards during their assigned large gym recreation.

## **Primary Care (Chemical Dependency Program)**

This Chemical Dependency Program is offered to inmates who have not previously participated in an addictions treatment program. The main focus is helping the inmates understand the disease; recognize the problems presented in their lives relating to the disease, and learning how to utilize the 12-steps to recovery. In addition, the inmates are involved in the Cognitive Principals and Restructuring (CP&R) Program. This program is offered two times weekly and continues for approximately eight weeks. This is a closed-ended group wherein a set number of inmates begin and complete the program together. (Scheduled for one, three-hour session per week – between eight to ten weeks)

## **Relapse Prevention**

This Chemical Dependency Program addresses relapse triggers and traps in order to help the inmate become more aware of thinking and behaviors that have culminated in his return to use of drugs and/or alcohol, and includes a review of the 12-Step Recovery. Cognitive Principals and Restructuring is taught as well as Anger Management for those required to take it. This group is a closed group that is scheduled for two, 2-hour sessions per week for approximately ten weeks duration.

## **Alcoholics Anonymous**

Alcoholics Anonymous' Twelve Steps are a group of principles, which, if practiced as a way of life, can help promote ways to control the desire to drink and enable participants to re-enter society as healthy, whole contributors to society. This program is offered to all inmates and is sponsored by Community Volunteers.



## **Youth Awareness**

Three inmate volunteers host high school tours on a weekly basis to discuss the issues of choices and consequences. Students are given a tour of the prison facility. Afterward, the inmates engage the students in frank discussions of their lifestyle before entering the prison system. This program serves many students from surrounding communities.

## **Narcotics Anonymous**

Narcotics Anonymous' Twelve Steps, based upon AA's 12 Steps and expanded to serve those who are addicted to narcotics, are a group of principles, which, if practiced as a way of life, can help promote ways to control the desire to drink and enable participants to re-enter society as healthy, whole contributors to society. This program is offered to all inmates and is sponsored by Community Volunteers.

## **UA Educational Program**

This program, comprised of three one-hour video tapes relating to addiction, is for those inmates who have failed a Urinalysis. The inmates are required to take notes on each video and turn them in to an Addictions Counselor. When complete, the Addictions Counselor presents the inmate with a letter of completion.

## **Cognitive Principles & Restructuring**

This 16 session program is based on Criminal Thinking and Criminal Behaviors and it addresses how to identify these behaviors and correct them by modifying the person's thought process. Additional programming takes place in the units that is lead by case managers. Subjects are chosen by the case managers and inmates voluntarily attend.

## **Religious Programs**

Crossroads Correction Center employs a fulltime Chaplain that oversees all religious programming and coordinates all volunteer services for religious activities for inmates. Crossroads provides a Sweat Lodge for Native Americans. Over one hundred volunteers provide a multitude of religious programming which is available to all offenders. There are religious support groups and Bible Studies available to every recognized religion seven days a week. The chapel continues to expand their video, audio and book library for each group.

## **Steps**

The Guide to Self-Sufficiency is designed to build understanding, with a structured process of how an individuals mind works, and how to control the way of thinking to achieve success- in any part of life. Based on decades of research in the fields of cognitive psychology, social learning theory, and high achievement, the education presented here stands at the forefront, reflecting the qualities and characteristics of high-performance individuals and organizations.

Vividly presenting the concepts and education on video, Lou Tice provides revealing and productive insights into both thoughts and actions. The tools and techniques Lou teaches, by easily recognizable stories and examples, can be applied immediately, to help reach goals easily and enjoyably. Life is propelled out of the ordinary and into an exciting adventure.

This video presentation by Lou Tice is facilitated by CCC staff certified in this program. The facilitator's role is to introduce Lou Tice on video, and then stimulate discussion at the conclusion of each unit. Facilitators tie in the information to personal situations and professional goals and objectives.



