

PROBATION AND PAROLE DIVISION

Kevin Olson, Administrator



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PURPOSE OF REPORT

This report provides descriptions of the programs managed by the Probation and Parole Division of the Montana Department of Corrections. The division represents a major portion of the corrections system and is responsible for the supervision and management of approximately eight out of every ten offenders under the state's jurisdiction.

Because of this responsibility, the division is a key component of the department's efforts to fulfill its mission by keeping the public safe, aiding offenders in successfully returning to communities, and ensuring that victims' concerns and needs are not forgotten.

The division was restructured and renamed in 2014 and consists of adult Probation & Parole and the Programs and Facilities Bureau.

PROBATION AND PAROLE DIVISION

Mission Statement: The Probation and Parole 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.

Vision Statement: Empower people through positive change, personal growth, and innovative approaches.

Division Goals:

To improve the safety of the Montana public and the security of our communities and homes.

To promote public trust through openness, responsiveness and program evaluation.

To provide accurate, timely information and support that contributes to the restoration of victims of crime.

To assist in offenders' reentry into the community by improving existing programs and creating a more seamless system of effective services for offenders, beginning with their arrival into correctional facilities and extending through the day they complete their sentences and leave state supervision.

To reduce the risk that offenders will re-offend.

To operate correctional programs that emphasizes offender accountability.

To provide work and program environments based on professionalism, personal responsibility, and respect.

Division Objectives:

Maintain a balance between victim concerns and offender rehabilitation.

Support professional growth for employees and establish mobility through technology.

Promote staff safety by providing employees with the tools, training and equipment necessary to maintain public safety.

Enhance communication and collaboration within the division and with all DOC entities by utilizing the Probation and Parole Division's communication plan and documenting outcomes.

Through assessment, place appropriate offenders in alternatives to incarceration and maintain public safety by placing them in secure programs when necessary.

Reduce recidivism and return rates by utilizing specialized approaches supported by evidence-based correctional practices.

Secure adequate funding to continue community corrections programs and develop new programs to effectively manage the offender population and address offender needs.

Encourage an offender's success and reintegration by offering and overseeing programs that provide a continuum of care.

Support Montana reentry efforts by ensuring appropriate staff are trained in the department's reentry process.

Division Key Tasks:

- ◆ Enhance community supervision through appropriate staffing levels.
- ◆ Maintain contracts with providers that have proven to be effective and safe.
- ◆ Utilize the *Administrative Rules of Montana* when siting or expanding residential facilities.
- ◆ Continue to utilize the DOC's newsletter to share information.
- ◆ Improve methods to better evaluate Department programs and require that all programs under contract with the division have an effective means of measuring success.
- ◆ Ensure that Treasure State Correctional Training Center staffing patterns allow for continuation of the victims program.
- ◆ Ensure that division staff is specially trained to address the needs and issues of victims.
- ◆ Maintain access to the Criminal Justice Information Network (CJIN).
- ◆ Increase the collection of restitution payments by offenders.
- ◆ Utilize the Missoula Assessment & Sanction Center, Passages Assessment Sanction & Revocation Center, and the Sanction Treatment Assessment Revocation & Transition facilities to ensure offenders committed to the DOC are appropriately placed and as intermediate sanctions for offenders who violate conditions of probation, parole, prerelease or conditional release.
- ◆ Gain adequate funding to allow for continued community programming, specifically in the area of substance abuse.
- ◆ Strengthen the probation and parole effort with specialized groups: sexual offenders, booters, American Indians, gender specific.
- ◆ Evaluate and better utilize the Intensive Supervision Program as a reentry tool and a viable alternative to imprisonment.
- ◆ Improve the rate of collection of supervision fees and interstate fees.
- ◆ Expand community corrections programs that are cost effective and serve as viable alternatives to incarceration.
- ◆ Enhance professionalism, staff salaries, staff recruitment and retention, and work force development by utilization of the performance evaluation system.
- ◆ Maintain oversight of the felony DUI programs to ensure the programs' effectiveness.
- ◆ Develop and provide training to the programs' screening committees.
- ◆ Ensure that the methamphetamine programs are properly monitored and provide data indicating effectiveness.
- ◆ Make better use of electronic monitoring and other technologies for public safety.
- ◆ Reentry: Use of reentry P&P officers and evidence-based practices in implementing a seamless plan of services and supervision developed for offenders released from prison and delivered through state and local collaboration, from the time of the offender's entry to custody through completion of his/her sentence. Evidence-based practices include assessment information, relevant research, available programming, evaluation, and professionalism and knowledge from staff.

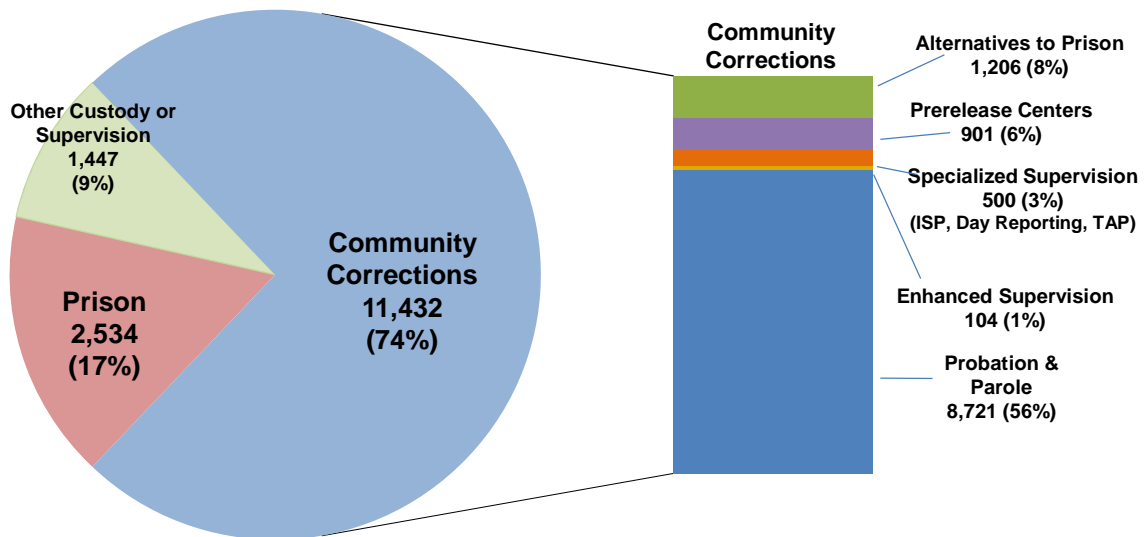
FUNDING THROUGH GRANTS

With the assistance of the DOC's grant manager, the Probation and Parole Division has received a grant provided by the U.S. Department of Justice. This funding allows the division to meet its objectives of reducing recidivism and return rates by utilizing specialized professionals and programs in community corrections; guaranteeing officer safety by providing tools and equipment necessary for protection; and developing new programs that effectively manage the offender population and offender needs and encourage successful reintegration into the community. Continued grant funding received during the 2013 and 2014 fiscal years includes:

A SMART Probation Grant was received in fiscal year 2013 and continues through fiscal year 2015. The goal of the grant is to strengthen the division's probation program to effectively address offenders' needs and reduce revocation rates. This will be accomplished by utilizing best-case practices developed by increasing collaboration, as well as increasing capacity within the probation program through training.

Funds will be used in obtaining resource providers; completing a work-load study; training for all P&P officers in the Montana Offender Reentry/Risk Assessment (MORRA) tool, Women's Risk/Needs Assessment (WRNA) tool, and Motivational Interviewing; training on specific assessment tools for P&P officers, supervisors and other resources providers who oversee sexual offenders; offering *Thinking for a Change*, a cognitive-behavioral program for probationers; and hiring a third-party evaluator to evaluate effectiveness and efficiency of programs and revocation rates of probationers.

Distribution of Offender Daily Population 15,413 offenders under DOC Jurisdiction on June 30, 2014



The "Other Custody or Supervision" category includes offenders supervised in another state under the Interstate Compact Agreement, as well as Montana offenders who are in the custody of another state or federal authority.

PPD ACRONYMS

ARM	Administrative Rules of Montana
BOPP	Board of Pardons and Parole
CCP	Connections Corrections Program
CD	Chemical Dependency
CR	Conditional Release
DH	Disciplinary Hearing
DOC	Department of Corrections
DUI	Driving Under the Influence
ESP	Enhanced Supervision Program
FBI	Federal Bureau of Investigation
ICAOS	Interstate Commission for Adult Offender Supervision
IPPO	Institutional P&P Officer
ISP	Intensive Supervision Program
MASC	Missoula Assessment & Sanction Center
MCA	Montana Code Annotated
MCDC	Montana Chemical Dependency Center
MLEA	Montana Law Enforcement Academy
MORRA	Montana Offender Reentry/Risk Assessment
MOU	Memo of Understanding
MSH	Montana State Hospital
MSP	Montana State Prison
MWP	Montana Women's Prison
OMIS	Offender Management Information System
P&P	Probation & Parole
POII	P&P Officer II
PPD	Probation and Parole Division
PRC	Prerelease Center
PREA	Prison Rape Elimination Act
PSI	Pre-Sentence Investigation
RA	Regional Administrator
ROV	Report of Violation
SCRAM	Secure Continuous Remote Alcohol Monitor
START	Sanction Treatment Assessment Revocation & Transition
TLP	Transitional Living Program
TSCTC	Treasure State Correctional Training Center
VINE	Victim Information Network
WATCH	Warm Springs Addictions Treatment & Change
WRNA	Women's Risk/Needs Assessment

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ADULT PROBATION & PAROLE



Kim Lahiff – Region I Administrator
Missoula
Ph. (406) 542-7130
klahiff@mt.gov

Monty LeTexier – Region II Administrator
Helena
Ph. (406) 444-0376
MLeTexier@mt.gov

Dawn Handa – Region III Administrator
Great Falls
Ph. (406) 268-3203
dhanda@mt.gov

John Williams – Region IV Administrator
Billings
Ph. (406) 896-5423
johnwi@mt.gov

Dave Castro – Region V Administrator
Kalispell
Ph. (406) 752-2857
dacastro@mt.gov

Emery Brelje – Region VI Administrator
Glendive / Glasgow
Ph. (406) 377-4086 / 228-4861
ebrelje@mt.gov

PROBATION & PAROLE HISTORY

In 1955, adult Probation & Parole was established by the Montana Legislature. As stated in §46-23-1002, Montana Code Annotated, the DOC was given the authority to:

- ❖ Appoint P&P officers and other employees necessary to administer this part;
- ❖ Authorize P&P officers to carry firearms, including concealed firearms, when necessary;
- ❖ Adopt rules establishing firearms training requirements and procedures for authorizing the carrying of firearms; and
- ❖ Adopt rules for the conduct of persons placed on parole or probation, except that the DOC may not make any rule conflicting with conditions of parole imposed by the BOPP or conditions of probation imposed by a court.

In 1995, as part of the executive reorganization of the Department of Family Services and the Department of Corrections and Human Services, juvenile parole was assigned to the newly created Department of Corrections. In October 2001, the DOC created the Youth Services Division and juvenile parole was placed within that division. This move left P&P responsible for adult offenders only.

On any given day, over 8,700 felony offenders are being supervised by P&P. About 80% of all offenders in the DOC system are serving their time on probation, parole, conditional release, or in a PPD program.

GOALS, MISSION, PURPOSE

Vision Statement: We are the best at safely maintaining offenders in the community by inspiring positive change.

Goals:

- ❖ Build trust with, and enhance the safety of, the citizens of Montana through quality supervision.
- ❖ Assist victims of crime by providing referrals to victim resources, collecting restitution, offering victim mediation, and recognizing and respecting victim rights.
- ❖ Assist offenders in acquiring positive role models through professional conduct and mentoring.
- ❖ Provide continuum of care for offenders released from community-based correctional programs as alternatives to prison incarceration (such as START, PRC, Passages ADT, and WATCH).
- ❖ Comply with legal mandates of the courts, BOPP and DOC.
- ❖ Ensure that all employees are visible and viewed as professionals in the field of corrections by closely monitoring and supervising offenders through community networking.

Mission Statement: Probation & Parole maintains the supervision of offenders in the community to enhance the public safety in the communities of the state of Montana. It employs best practices and professional staff that hold offenders accountable through restorative justice, effective communication and treatment, which inspires the habilitation/rehabilitation of each offender based on their needs.

ELIGIBILITY REQUIREMENTS

The controlling jurisdiction sets terms and conditions that govern how P&P supervise and perform case management of the respective offender. Montana's District Court judges determine which offenders are placed on probation, either directly from sentencing or after spending time in prison. The BOPP decides which offenders are released on parole from prison.

A District Court judge has the option of committing an offender to the jurisdiction of the DOC, which has the responsibility to determine the most appropriate placement for these "DOC commits," including a non-prison setting. When the individual has completed an alternative placement (PRC or treatment program), the PPD Administrator and staff may approve the individual's release and placement on conditional release with certain terms and conditions.

COST OF SUPERVISION

\$	Total cost per day – P&P:	\$ 5.15
	Total cost per day – Specialized Officers:	\$10.03
	(includes administrative costs)	

There are significant savings with community-based corrections such as probation, parole, intensive supervision (ISP), conditional release, and programming. Community supervision provides viable alternatives to incarceration that promote public safety, hold offenders accountable and gives them the opportunity to make changes in behavior and attitude while being financially responsible.

P&P officers are instrumental in the collection of restitution for crime victims and the collection of supervision fees and miscellaneous fees and fines ordered by the court, the majority of which are received by the counties within the state.

Restitution dispersed to victims: FY13 – \$2,348,016.14 FY14 – \$3,325,837.04

Supervision fees collected: FY13 – \$ 755,452.06 FY14 – \$ 731,991.38

Supervision fees were initially used for officer equipment, safety and training; however, for the 2013 biennium, the legislature added that these fees were also to be used for P&P office rent.

P&P STAFFING

REGION I

Locations:

Missoula	MASC
Hamilton	START
Missoula PRC	TSCTC
CCP	WATCH West
Elkhorn	MSP

Staffing:

RA	1	IPPO	7
PO II	5	POT	0
PO	26	Admin.	4.5

REGION II

Locations:

Helena	Livingston
Anaconda	Bozeman PRC
Bozeman	Butte PRC/WTC
Butte	Helena PRC
Dillon	

Staffing:

RA	1	IPPO	0
PO II	6	POT	3
PO	33	Admin.	4.5

REGION III

Locations:

Great Falls	Great Falls PRC
Cut Bank	NEXUS
Havre	Cascade County
Lewistown	Regional Prison
Shelby	Crossroads Correctional Ctr.

Staffing:

RA	1	POT	2
PO II	4	POA	1
PO	24.5	Admin.	3
IPPO	3.5		

REGION IV

Locations:

Billings	Passages
Hardin	MWP
Billings PRC	

Staffing:

RA	1	IPPO	2
PO II	4	POT	1
PO	29	Admin.	2.5

REGION V

Locations:

Kalispell	Polson
Libby	Thompson Falls

Staffing:

RA	1	IPPO	0
PO II	3	POT	1.5
PO	21	Admin.	3

REGION VI

Locations:

Glendive	WATCh East
Glasgow	Dawson County
Miles City	Correctional Facility
Sidney	

Staffing:

RA	1	IPPO	1.5
PO II	1	POT	1
PO	8.5	Admin.	3

Staffing Responsibility & Duties:

RA-Regional Administrator

- ❖ Responsible for all budget and personnel issues for respective region
- ❖ Acts as contract liaison for local services available to offenders
- ❖ Assesses and classifies all felony offenders committed to the DOC for appropriate placement in the correctional system
- ❖ Acts as disciplinary hearings officer
- ❖ Reports directly to PPD Administrator

POII-Probation & Parole Officer II

- ❖ Is first-line supervisor for the P&P officers, IPPOs, PO tech, and administrative support
- ❖ Acts as the RA's designee in his/her absence
- ❖ Serves as the DOC's PRC liaison; participates on PRC boards and screening committees
- ❖ Acts as disciplinary hearings officer and places offenders into appropriate levels of care
- ❖ Supervises specialized approaches in their locations (see page 6)
- ❖ Reports directly to the RA

P&P Officer-Probation & Parole Officer

- ❖ Supervises, monitors, guides, counsels, holds accountable, and assists offenders who have been sentenced to probation by the courts, parolees released from incarceration by the BOPP, and offenders placed on conditional release by the DOC
- ❖ Responsible to District Court judges in the 23 judicial districts in Montana
- ❖ Investigates and prepares presentence investigations and reports (PSIs) on felony offenders to assist in the sentencing of these offenders to the most appropriate placement available
- ❖ Implements the region's specialized approaches
- ❖ Provides necessary information and support to victims
- ❖ Reports directly to POII

IPPO-Institutional P&P Officer

- ❖ Facilitates reentry of offenders from correctional facilities into communities using:
 - Parole
 - Probation
 - Conditional release
 - Intensive Supervision Program (ISP)
 - Reentry P&P Officers (RPOs)
 - PRCs
 - Treatment programs
- ❖ Works closely with the BOPP; helps with coordination among prisons, PRCs, and P&P officers
- ❖ Serves as liaison for correctional facilities, BOPP, and P&P field staff
- ❖ Signs out and issues travel permits for offenders discharging or paroling from prisons
- ❖ Ensures appropriate offenders have registered as sexual and/or violent offenders
- ❖ Ensures DNA testing has been accomplished
- ❖ Helps offenders develop appropriate and viable parole or release plans
- ❖ Provides necessary information and support to victims

PO Tech-Probation Officer Technician

- ❖ Provides assistance to P&P officers in the smaller offices in rural areas:
 - PSIs
 - Home contacts
 - Employer contacts
 - Collateral contacts
 - Law enforcement contacts
 - Urinalysis/breathalyzer
 - Administrative support services
 - Report of Violations/Revocations

POA-Probation Officer Assistant

- ❖ Provides assistance to P&P officers in the larger offices:
 - Records/data management
 - Document preparation
 - Urinalysis/breathalyzer
 - Observe court proceedings
 - Other administrative support services

RAA-Regional Administrative Assistant

- ❖ Provides administrative support for the RA and the region

Administrative Support

- ❖ Provides many valuable support services which allows P&P officers to focus on field work
- ❖ Assists and supports field staff in areas without a PO tech
- ❖ Assists with and enters data into the Offender Management Information System (OMIS)

SERVICES and SPECIALIZED APPROACHES

Probationer vs. Parolee: The difference between probation and parole is the offender's legal status or legal jurisdiction. Probationers and parolees are supervised similarly; however, the sentencing court has jurisdiction to revoke offenders on probation, and the BOPP has authority to revoke those on parole.

Conditional Release Offender: Offenders committed to the DOC are eligible for conditional release. These offenders are supervised by the same standards as probationers and parolees, but are under the jurisdiction of the DOC.

Conditions of Supervision: When an offender is placed on probation, paroled from prison, or conditionally released, a P&P officer supervises the offender according to the standard conditions of supervision and any special conditions ordered by the court, BOPP, or DOC. The standard conditions offenders must follow if directed by the court, BOPP, or DOC are:

- ✓ Residence: Place of residence cannot be changed without first obtaining permission.
- ✓ Travel: Leaving the assigned district is not allowed without first obtaining written permission.
- ✓ Employment and/or program participation: Employment or participation in an approved program must be maintained.
- ✓ Reporting: Personally reporting to a P&P officer; must comply with directions.
- ✓ Weapons: Offenders cannot use, own, possess, transfer, or be in control of any firearms or deadly weapons.
- ✓ Financial: Permission must be obtained before financing a vehicle, purchasing property, or engaging in business.
- ✓ Search: Offenders must submit to a search of their person, vehicle, or residence at any time, with or without a warrant.
- ✓ Laws and conduct: Offenders must comply with all city, county, state, and federal laws and ordinances and conduct themselves as good citizens. They also must report any arrests or contact with law enforcement.
- ✓ Alcohol and illegal drugs: Use or possession of alcoholic beverages and illegal drugs is prohibited.
- ✓ Drug testing: Offenders must submit to testing for drugs or alcohol.
- ✓ Gambling: Gambling is prohibited.
- ✓ Fines and fees: All fines, fees and restitution must be paid.

Special conditions may be placed on probation offenders by a judge, on parolees by the BOPP, or on conditional release offenders by the DOC, and may include attending specific counseling and/or treatment, or completing community service.

P&P Services:

- Provide supervision of probationers for the courts; of parolees for the BOPP; and of conditionally released offenders for the DOC. The Montana Offender Risk/Reentry Assessment (MORRA) was implemented in fiscal year 2014 and serves to safely guide in case management approaches.
- Ensure public safety by influencing offenders to contemplate new paths for success and holding them accountable for their actions by monitoring them and enforcing the rules and conditions of probation, parole or conditional release:
 - Offender home checks
 - Employment checks
 - Collateral contacts
 - Treatment providers
 - Drug and alcohol testing
 - Personal and property searches
 - Regularly scheduled offender office visits
- Issue travel permits for offenders traveling outside their jurisdiction.
- Assist victims of crime by providing referrals to victim resources, collecting restitution, offering victim mediation, and recognizing and respecting victim rights.
- Assess offenders' risks and needs, then providing appropriate supervision.
- Assist offenders in skill development, education, treatment, and training.
- Supervise offenders in community-based correctional programs as alternatives to prison.
- Refer offenders to appropriate assessment and treatment services and monitoring attendance and progress.
- Prepare Pre-Sentence Investigations & Reports (PSIs): One of the most significant documents generated on an offender within the DOC, these reports assist a judge in giving felony offenders the most appropriate sentence and are common prior to sentencing. An officer interviews the defendant and collateral contacts and then prepares the PSI. The court has little or no background information about the defendant without the PSI. The report becomes part of the court record, is confidential and not open for public inspection. It follows the offender throughout the corrections system and is used by all facets of the system as a screening tool for placement. The BOPP also uses the report when reviewing an offender for release on parole. Mandated contents of PSI reports include:
 - the defendant's characteristics, circumstances, needs and potentialities;
 - the circumstances of the offense (official version, defendant's version, victim's 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 victim's immediate family, and the community, and any pecuniary loss through a victim's statement; and
 - a summary and recommendation of sentencing alternatives to the court.
- Provide guidance, counseling, habilitation, and rehabilitation for offenders under supervision.
- Assist local law enforcement with offenders in the community.
- Collect restitution, supervision fees and court fines and fees.

Specialized Approaches:

Hearings

Hearings incorporate due process requirements in providing an offender fair, timely, and impartial disposition of charges of alleged supervision violations and establish appropriate disciplinary actions to modify offender behavior and ensure community safety. There are three types of hearings:

- ❖ Intervention – An informal hearing which provides the offender written notice of minor violations of non-compliance and the opportunity to address those issues without a revocation of their supervision status.

- ❖ On-site (preliminary) – Conducted to determine whether there is probable cause to believe a parolee or interstate offender has violated parole conditions. If probable cause is found, appropriate disciplinary sanctions are considered based on the severity of the violation. However, it may be determined the offender is not appropriate for community corrections placement and needs to be returned to a secure setting.
- ❖ Disciplinary – Conducted for both major and severe violations of supervision conditions for offenders placed in a community corrections program. Sanctions can range from a verbal warning or reprimand to removal from the program and possible placement at prison.

Intensive Supervision Program (ISP)

- ❖ Provides increased supervision of offenders in the community, including drug and alcohol monitoring
- ❖ Uses electronic monitoring, including GPS technology, to help hold offenders accountable
- ❖ Increases emphasis on offender accountability, including employment and treatment options where necessary
- ❖ Locations: Missoula, Bozeman, Butte, Great Falls, and Billings

ISP Sanction Program

- ❖ Provides an alternative sanction P&P officers use to help change offenders' behavior and keep them in the community
- ❖ Similar supervision levels as regular ISP
- ❖ Has a treatment component
- ❖ Locations: Missoula, Bozeman, Butte, Great Falls, and Billings

Enhanced Supervision Program (ESP)

- ❖ An alternative sanction P&P officers use to help change offenders' behavior and keep them in the community
- ❖ Increased drug and alcohol testing
- ❖ Contracted with PRCs for treatment/accountability services
- ❖ Locations: Missoula, Helena, Bozeman, Butte, Great Falls, and Billings

Treatment Accountability Program (TAP)

- ❖ An alternative sanction P&P officers use to help change offenders' behavior and keep them in the community:
 - Similar to ISP sanction program with increased supervision
 - Increased drug and alcohol testing
 - Treatment groups
- ❖ Locations: Helena

Day Reporting

- ❖ An alternative sanction P&P officers use to help change offenders' behavior and keep them in the community
- ❖ Increased supervision, drug and alcohol testing
- ❖ Locations: Kalispell, Polson

Electronic Monitoring

- ❖ House arrest:
 - Bracelet used to ensure offender stays on schedule
 - Used mainly in ISP and ISP sanction programs
- ❖ GPS:
 - Passive GPS
 - Mandated for level 3 sexual offenders
 - Used in ISP and ISP sanction programs
 - Used for other high-risk offenders
- ❖ SCRAM:
 - Electronic alcohol monitoring device
 - Used mainly for DUI offenders

- ❖ Interlock:
 - Electronic alcohol monitor attached to the ignition system of a vehicle
 - Used mainly for DUI offenders who are allowed to drive

Offender Groups and Treatment

- ❖ Cognitive Principles & Restructuring
- ❖ Sexual offender groups
- ❖ Drug and alcohol groups
- ❖ Booter (graduates of TSCTC)

Task Forces

- ❖ Drug
- ❖ DUI
- ❖ Warrant round-ups (U.S. Marshals)
- ❖ Internet Crimes Against Children-ICAC (FBI)

Specialized Caseloads

- ❖ Native American
- ❖ DUI
- ❖ Mental health
- ❖ Chemical dependency
- ❖ Co-occurring (both mental health issues and chemical dependency)
- ❖ Sexual offender
- ❖ Banked caseload (management of low-risk offenders)
- ❖ Booter (TSCTC)
- ❖ Treatment court
- ❖ Mental health court
- ❖ Veterans court
- ❖ Gang-related activity
- ❖ Reentry for targeted high-risk population coming out of prison
- ❖ Reentry efforts with local jurisdictions
- ❖ SMART Probation (working more comprehensively with younger offenders)

PROGRAMS AND FACILITIES BUREAU



INTERSTATE COMPACT SECTION

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

**TREASURE STATE CORRECTIONAL TRAINING CENTER
(TSCTC)**

CONTRACTED FACILITIES SECTION

**Prerelease Centers
Treatment Facilities**

INTERSTATE COMPACT FOR ADULT OFFENDER SUPERVISION



**Cathy Gordon
Section Manager
Compact Commissioner
Interstate Compact Section
Probation and Parole Division
5 S. Last Chance Gulch
P.O. Box 201301, Helena, MT 59620
Ph. (406) 444-4916
Fax (406) 444-7909
cagordon@mt.gov**

INTERSTATE COMPACT PROGRAM HISTORY

An interstate compact is an agreement to provide supervision to offenders who cross state lines to reside and work. The Interstate Compact Section coordinates the movement and data tracking of offenders living in other states on probation, parole, or conditional release. Since 1937, a national compact has provided the sole statutory authority for regulating the transfer of adult offenders on supervision across state boundaries. In 2002, the compact was revised and is now governed by the Interstate Commission for Adult Offender Supervision (ICAOS). All 50 states, the District of Columbia, Puerto Rico, and the Virgin Islands are members of this interstate agreement. State commissioners and their deputies are appointed by the governor of each state to develop operational policies, practices, and procedures on how adult offenders will be supervised. Each Compact Commissioner or designee must attend annual meetings to promulgate rules, regulations, and policies for the administration of the ICAOS agreement.

The Legislature authorized Montana to be part of the national commission. Every participating state has made a commitment to comply with the commission and provide financial support for the cost of administrative staff who oversees daily operations of the commission at a national level. The commission levies an annual assessment on each state to cover the cost of internal operations and activities of the commission and its staff. The rate is based upon a formula contained in the commission rules, taking into consideration the population of each state and its volume of interstate movement of offenders. Seven of the western states, including Montana, paid \$20,629 for their 2014 annual dues. California had the largest payment of the western states at \$52,719.

GOALS, MISSION, PURPOSE

The primary purpose of the interstate compact is to enhance public safety and provide a mechanism that allows a continuum of supervision of offenders who cross state boundaries. 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 also protects the rights of the victims through the control and regulation of movement of offenders and provides for better tracking of offenders and enforcement of policies and rules. Each state has a council of representatives from victim groups; legislative, executive, and judicial branches; and law enforcement. Each state's compact commissioner oversees his or her state's compliance with the compact.

ELIGIBILITY

The Interstate Compact Section agrees to provide supervision of offenders who meet the criteria for acceptance. No state shall refuse to supervise an offender because of the crime he or she has committed.

COST/ CAPACITY

The Interstate Compact Section requires a \$50 fee be paid by an offender applying to transfer their supervision out of Montana. This application fee is used to pay the annual assessment to ICAOS. During the past two years, more than \$57,589 has been collected by the DOC. In addition to paying the fee, an offender must have a valid plan to transfer their supervision out of state and must be responsible for their own rehabilitation. Other costs of the program are absorbed by the DOC.

Approximately 1,000 Montana offenders are living in other states on probation, parole, or conditional release. The caseload continues to climb as lengthy probation sentences are imposed as an alternative to incarceration. The section is 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 in the supervising P&P officers who are required to cooperate with and follow all of the correct procedures when transferring offenders across state boundaries.

FUNCTIONS OF THE INTERSTATE COMPACT SECTION

Courts are considering more alternatives to incarceration; however, the lengths of sentences are not necessarily getting shorter. Parole boards and judges are looking for ways to release individuals into the community quickly because of crowded prisons. Many offenders ask to relocate to other states because they are not residents of the state where they were convicted. The section arranges the transfer of any convicted person placed on supervision who requests to cross state boundaries to live, work, or attend school, and prepares the necessary documents to ensure that the receiving state has information to complete home and employment investigations.

Communities and victims in Montana benefit when the section remains actively involved in updating operational procedures and enforcing policies and procedures to make the compact work. Conditions of supervision are enforced and victims are more likely to receive compensation if the offender is working in the community. Offenders also benefit when allowed to relocate where they have families, emotional or financial support, employment or schooling. Any offender who requests to leave the sentencing state will be expected to comply with the receiving state's supervision policies and may be arrested and returned if conditions of supervision are violated or new crimes are committed. 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.

The section is a critical component of the PPD and is very beneficial to other law enforcement agencies and all P&P offices throughout the United States.

SERVICES

The Section Manager and three agents operate the Interstate Compact Section. The section's knowledge provides Montana P&P officers with technical expertise, leadership, interpretation of laws, and the consequences for potential liability issues concerning interstate compact matters. The section is a clearinghouse for related correspondence and telephone communications and works closely with the 23 P&P field offices, five prisons and their IPPOs, and 65 adult interstate compact offices throughout the United States.

The section also coordinates the return of Montana parole and conditional release violators through warrants or a governor's extradition warrant. It assists when adult absconders are arrested in other states by coordinating or processing legal documents for arresting agencies to detain offenders. In addition, the section has the primary responsibility of entering legal data on all adult offenders moving into Montana, as well as completing quality control checks on data that P&P officers enter on interstate offenders.

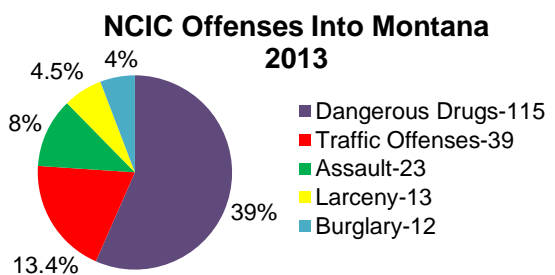
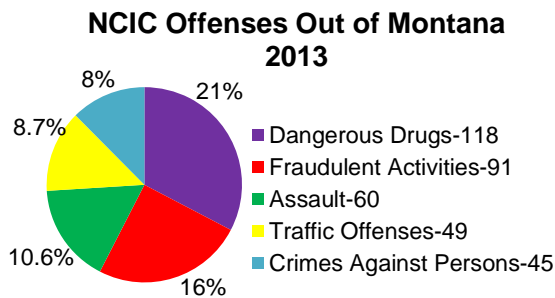
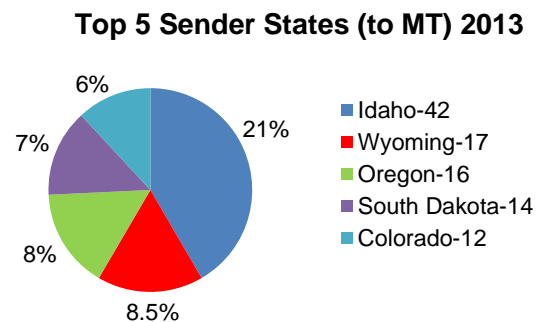
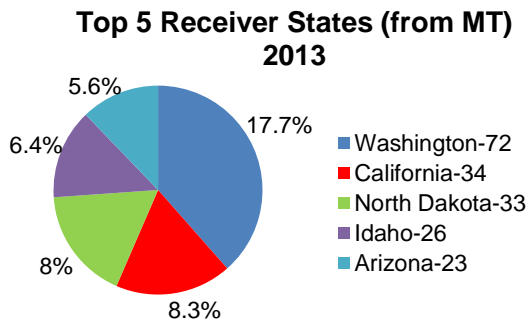
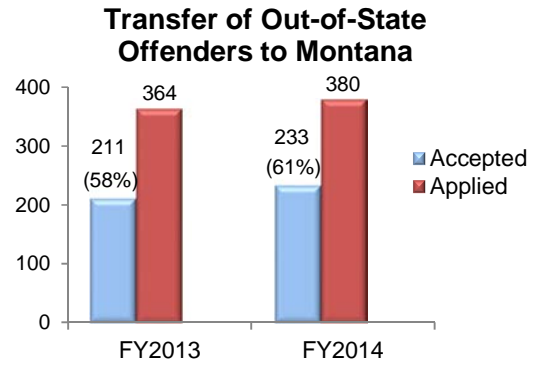
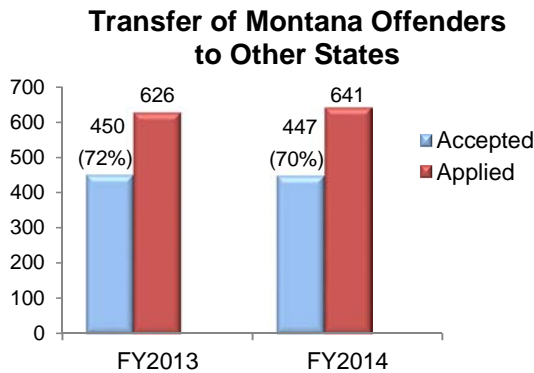
Supervision of all offenders crossing state lines is critical and can only be successful when each offender is provided the same degree and intensity of supervision in the receiving state as in his or her home state. Compact policy dictates that a receiving state is not expected to do more or less for an out-of-state case than it does for its own cases. Offenders are encouraged to pay restitution and complete treatment requirements. Measures are taken when offenders fail to comply.

Many offenders successfully complete their sentences while in Montana. Those who re-offend or violate conditions of their sentences are often returned to the sentencing 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.

STATISTICS

Many more Montana offenders relocate to other states than offenders who move to Montana. A total of 626 Montana offenders applied to transfer out of state during fiscal year 2013, with 555 paying the application fee. Of these offenders, 450 (72%) were accepted for a transfer under the compact. During this same time, 364 out-of-state offenders applied to transfer to Montana, and 211 (58%) were accepted and transferred.

During fiscal year 2014, 641 Montana offenders applied to transfer out-of-state with 530 paying the application fee. Of these, 447 (70%) were accepted for transfer under the compact. Out-of-state offenders who applied to transfer to Montana totaled 380, and 233 (61%) were accepted and transferred to our state.



Missoula Assessment & Sanction Center (MASC)



Marc Johnson
Acting Administrator
2340 Mullan Road, Missoula, MT 59808
Ph. (406) 258-4000
Fax (406) 258-4079
MJohnson2@mt.gov

Screening Schedule and Contact Information: Screenings occur every Wednesday. Individuals with questions about the MASC program are encouraged to contact Marc Johnson, Correctional Unit Manager, at MJohnson2@mt.gov or (406) 258-4011; or Lisa Doherty, Administrative Assistant, at ldoherty@mt.gov or (406) 258-4026.

MISSOULA ASSESSMENT & SANCTION CENTER PROGRAM HISTORY

The Missoula Assessment & Sanction Center (MASC) is a correctional assessment facility operating within the Missoula County Detention Facility (MCDF). MASC began operations in February 2003 to assist the DOC in effectively placing offenders committed to the DOC in appropriate PPD facilities or programs at a lower cost, while providing them with treatment opportunities that make them more acceptable to PPD programs. The facility functions as a unit of the PPD.

Employees: MASC has four full-time state employees, three contracted personnel and two MCDF employees dedicated to MASC. MCDF also provides detention officers to operate the MASC unit, using three officers per shift with back-up from other MCDF units if needed.

GOALS, MISSION, PURPOSE

The mission of MASC is to provide alternatives to prison for DOC commitments without compromising the safety of Montana communities, to assess offenders' needs, and to facilitate placements and program referrals which may enhance offenders' success in the community.

ELIGIBILITY REQUIREMENTS

Offenders housed at MASC are either committed to the DOC by a judge or placed at the center by a P&P hearings officer to be assessed for proper placement within the DOC.

The screening committee is the decision-making body of the MASC program and consists of the MASC administrator, administrative assistant, correctional unit manager, IPPO, and the contracted licensed clinicians. Screening occurs when staff involved with a case feels there is sufficient information to make an assessment of that case and a recommendation for placement to the full committee. Both the history of an offender's case and his behavior at MASC are taken into account when making placement decisions.

COST/CAPACITY

MASC's daily contract rate is \$65.75 per offender, and the rate does not include outside medical or administrative costs. MASC is a 144-bed correctional assessment facility for adult male offenders.

FUNCTIONS OF PROGRAM

The program provides offender assessment, treatment, and accountability and ensures that DOC-committed offenders are appropriately placed in either a PPD program or a secure-care correctional facility. While incarcerated at MASC, offenders' main responsibility is to demonstrate they can follow the rules of the facility and interact appropriately with other offenders and staff. Depending on the specifics of the case, offenders may also engage in individual or group services with contracted licensed clinicians towards the goal of making an overall placement decision. Some offenders at MASC have the opportunity to engage in facility work positions that demonstrate pro-social behavior and responsibility. MASC has four months to assess and place the individual offender; therefore, the programs are short-term and concise. When MASC was established, a 50% diversion rate was the focus; however, MASC has surpassed that goal by diverting almost 85% of offenders to community programs in fiscal years 2013 and 2014.

SERVICES

MASC has three units, two of which work in conjunction with each other, while the third operates independently.

Holding Unit: This unit is designed for offenders who have been pre-screened and accepted into a PPD program or were conditionally released and are waiting to be placed in the respective program.

Assessment Unit: This unit is comprised of evaluation (testing), assessment, and treatment programming. Programming consists of individual and/or group counseling. Offenders in this unit may have been screened by a PPD program, but for various reasons were not acceptable for placement at the time of screening. Offenders are evaluated by the MASC screening committee and directed to appropriate programming. If MASC's screening committee has determined that an offender who was not screened is prepared for community placement, it will submit an application on behalf of the offender. The offender's time at MASC may be extended while he receives programming necessary for compatible community placement. During this time, he attends counseling sessions, classes and short-term programming. If an offender is found in need of additional treatment/programming, a referral is made prior to transfer.

Offenders in holding or assessment are capable of being moved from one status to the other depending on their assessments and behavior while at MASC and/or their community placement status. An offender who is found unsuitable for community placement will be transferred to MSP as soon as possible.

Treatment programs offered are:

- ❖ Chemical Dependency – individual and group sessions
- ❖ Mental Health – individual sessions
- ❖ Sexual Offender, phase I – individual and group sessions
- ❖ Youthful Offender – individual counseling and treatment (for those individuals received at MASC who are under the age of 18 or have been diagnosed with a mental capacity of someone under that age)

Sanction Unit: This unit operates independently. P&P hearings officers can place an offender in the unit for up to four weeks to serve a sanction in lieu of sending the offender to prison or a higher-cost facility for violations of conditions of supervision.

REENTRY

MASC's reentry mission remains the same: To direct offenders to the appropriate assessment components. MASC continues to focus on assessing all offenders for an appropriate transition to the community. MASC's IPPO plays an active role by communicating with and/or visiting each screening committee. The IPPO is also familiar with the Montana Offender Reentry/Risk Assessment (MORRA) and utilizes it as an assessment tool to further determine appropriate program placement.

MASC addresses the following during offender intakes:

- ❖ Education level
- ❖ Vocational aptitude, employable skills and readiness
- ❖ Level of CD treatment needed and relapse potential
- ❖ Mental health status, need for further assessment, and need for medication and placement
- ❖ Sexual offender status, need for further assessment, treatment and tier designation with community treatment and placement
- ❖ Assessment of positive family/community support available upon release from MASC
- ❖ Completion of risk and needs assessment for community success

MASC develops community contacts and/or provide offenders with contact information regarding available community resources, to include mental health resources, veterans' assistance, treatment providers, faith communities, and housing information and contacts

STATISTICS

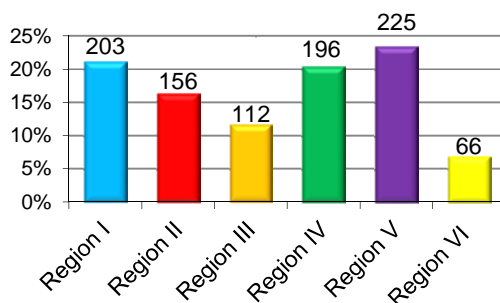
For the period **July 1, 2012 through June 30, 2014:**

On average, offenders processed in and out of MASC per week:

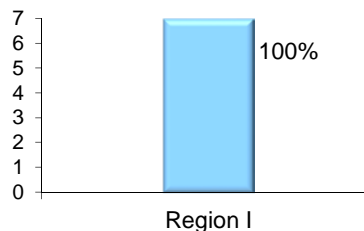
15-25

Offenders processed through MASC: (141 offenders were "in process" as of June 30, 2012, for a total of 1,111)	958
Average age of offenders:	34.2 yrs
Chemical dependency assessments:	216
Mental health assessments:	144
Youthful offender assessments (added in June 2008):	8
Sexual offender assessments (added in April 2005): (MASC was without a sexual offender therapist for several months)	49
Offenders placed at MSP:	155
Offenders placed on conditional release:	11
Offenders placed at a PRC:	74
Offender placed at CCP: (followed by PRC placement, which MASC arranges)	292
Offenders placed at TSCTC:	39
Offenders placed on ISP:	3
Offenders placed at WATCH: (MASC began diverting WATCH candidates to START in Dec. 2011)	16
Offenders placed at NEXUS:	61
Offenders placed at START: (for a mental health bed; to be directed to WATCH; to await a bed date in another facility for which they have been approved; etc.)	12
Other placements (federal/court/county detention/releases):	6
Population at MASC as of June 30, 2014 (assessments and sanctions):	143
Sanction referrals to MASC:	7
Average length of stay:	91 days
Sanctions length of stay:	14 days

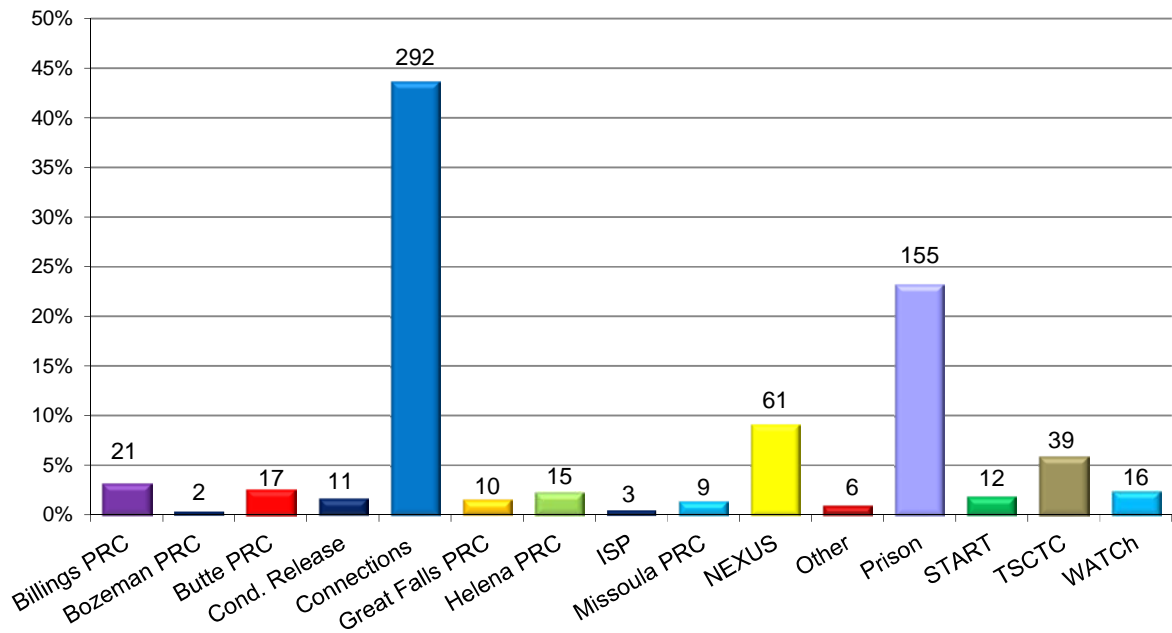
**Assessments/Holds to MASC by P&P Region
July 1, 2012 – June 30, 2014**



**Sanction Referrals by P&P Region
July 1, 2012 – June 30, 2014**



**Placement of Offenders from MASC
July 1, 2012 – June 30, 2014**



Treasure State Correctional Training Center (TSCTC) or “Boot Camp” Program



Michael Buckley
Superintendent
1100 Conley Lake Road, Deer Lodge, MT 59722
Ph. (406) 846-1320
Fax (406) 846-2969
MBuckley@mt.gov

Screening Schedule and Contact Information: Screening is usually the second Thursday of every month if there are no conflicting schedules. The TSCTC IPPO, Jim Cameron, coordinates all screenings for TSCTC and is the point of contact for all screening issues. He can be reached at JCameron2@mt.gov or (406) 846-1320 ext. 2101.

TREASURE STATE CORRECTIONAL TRAINING CENTER PROGRAM HISTORY



Treasure State Correctional Training Center (TSCTC) was established in July 1993 in the Swan Valley as an alternative to long-term incarceration, a method of reducing the long-term cost of keeping selected offenders incarcerated, a positive atmosphere for change and, most importantly, an opportunity to reduce the number of crime victims. The “boot camp” moved to a site near MSP in October 1997 and accepted the first group of “trainees” the following month.

TSCTC, now a co-ed facility, began screening female offenders for programming on November 1, 2013. The first female offender completed her programming and graduated from TSCTC in July 2014.

Employees: TSCTC staff includes 26 full-time employees including drill instructors, a full-time teacher, two facility services/maintenance staff, and a full-time licensed addiction counselor. The DOC also provides TSCTC with a dedicated full-time IPPO and nurse.

GOALS, MISSION, PURPOSE

TSCTC is a holistic environment geared toward positive change, self-respect, discipline, accountability, and responsibility. It is a correctional military program with emphasis on treatment counseling as well as military bearing, drill, and ceremony. The goal is to change the criminal thinking patterns of men and women in order for them to become safe, contributing members of society. Trainees are not touched, sworn at, or abused. They are verbally confronted, and often. They are expected to perform duties and physical exercise they never thought possible. They can build self-respect and integrity. A trainee who pays attention, internalizes the program, and makes the *commitment to change* can graduate and become a solid citizen.

"I will take the credit or the blame for my actions." This statement of accountability is one of the foundations of the program. Holding offenders accountable for the harm they have done to others is a fundamental goal of the program.

Mission Statement: Treasure State Correctional Training Center promotes the mission of the Probation and Parole Division by inspiring offenders to have courage to change by using effective evidence-based programming including victim impact, restorative justice principles and professional staff to successfully reintegrate offenders to society to earn the trust of the citizens of Montana.

CTC Creed:

Be careful of your thoughts
For your thoughts become your words.

Be careful of your words
For your words become your actions.

Be careful of your actions
For your actions become your habits.

Be careful of your habits
For your habits become your character.

Be careful of your character
For your character becomes your destiny.

ELIGIBILITY REQUIREMENTS

Offenders who volunteer for the program, both male and female, are initially reviewed by the program's IPPO who verifies eligibility requirements have been met. To be eligible, an offender:

- ❖ Must be convicted of a felony offense other than that punishable by a death sentence;
- ❖ Must not have outstanding warrants or detainers;
- ❖ Must pass a physical exam and ensure sufficient health for participation;
- ❖ May not have been admitted to the program more than twice.

If the offender meets the eligibility requirements, his/her case is presented to the program's screening committee, which is comprised of the local sheriff, a community member, and TSCTC and DOC staff. The committee completes another in-depth review of the offender's criminal case and involvement with the criminal justice system. Offenders screened for the program are referred from a broad range of correctional entities: MSP, regional and private prisons, DOC placements, and referrals from P&P officers and District Courts for individuals on probationary status.

All offenders accepted into the program must have a recommendation from their sentencing judge, BOPP, or DOC. Statutes do not allow the courts to make direct commitments to the program; rather, the court may recommend an offender for the program.

COST/CAPACITY

TSCTC's daily cost is \$112.14 per trainee (includes administrative costs). With an average length of stay of 113 days, a typical cost per stay is \$12,671.82. TSCTC can accommodate 60 trainees. The average daily population was 53 in fiscal year 2013, and 51 in fiscal year 2014.

FUNCTIONS OF THE PROGRAM

Trainees are held to strict standards of discipline. Rules are enforced quickly with immediate consequences. The program strives to make trainees learn to follow the rules; however, learning discipline by itself does not prevent offenders from victimizing others again. Enforcing strict discipline adds stress that is used to create receptiveness. With the improved receptiveness, trainees then attend treatment programs. For 90 to 120 days, trainees are up at 5:00 a.m. and are on the move until 10:00 p.m. They attend treatment groups during the day and into the early evenings. Physical training sessions are also completed throughout the day and include a two-mile run in the afternoon. Trainees help maintain the facility, and they are responsible for heating and serving their own meals and cleaning their living areas as well as the restroom. Work details are a daily part of the program and consist of keeping the barracks spotless; performing all grounds maintenance, including hand sweeping or shoveling of snow, hand weeding and mowing (rotary mowers); and meal cleanup. When the trainees progress far enough into the program, they can be chosen for community work details.

SERVICES

Treatment: Trainees are required to participate in all treatment and education programs. Programs include (see Appendix for descriptions):

- ❖ Accountability and Relapse Prevention
- ❖ Anger Management
- ❖ Victimology/Victim Impact
- ❖ Cognitive Principles & Restructuring
- ❖ Parenting
- ❖ Substance abuse

If a trainee has a high school diploma or equivalency and tests below the seventh grade level, he/she is required to participate in the high school equivalency program. If not, he/she must prepare for and, if possible, complete the high school equivalency examination.

TSCTC instills teamwork, accountability, anger management, integrity, work ethics, attention to details, and a sense of helping others who are in need. This is done at all times by directing the activities of trainees, ensuring they use the knowledge they have been learning in groups.

Community Service: Trainees who have reached a high level of trust and commitment in the program may be assigned to community work details. Projects such as weed control on school grounds, cleanup of public parks or waterways, are coordinated with various community members. These are highly visible jobs that provide the community the opportunity to observe the trainees working in a disciplined and ethical manner. Each fall, wood is donated to TSCTC by Sun Mountain Lumber. Trainees chop the wood and deliver it to the area's needy and elderly citizens. The program falls under the DOC's policy of restorative justice and gives trainees the opportunity to help someone else.

Monitoring Progress: The program has five phases. Intake occurs every two to three weeks and graduations occur almost weekly depending on when a trainee's individual program requirements are satisfied. Four squads are in different phases of the program at all times and trainees do not necessarily stay with the same squad. A trainee may be demoted to a lower squad depending on attitude, progress and discipline. Each phase has minimum standards that must be satisfied before progressing to the next phase, and the program's review team evaluates trainee's progress. The team reviews all written documentation and listens to oral reports from program facilitators and drill staff when determining whether a trainee should advance or regress in the program. Trainees are given the opportunity to address the program review team and discuss their progress.

REENTRY

A reentry group has been developed at TSCTC that helps prepare the trainee for the Great Falls Booter AfterCare Program or any other location to which the trainee might be going. The reentry group has also increased efforts with the AfterCare Program to join efforts in reentry plans. The focus of the group is on

- ❖ Housing
- ❖ Applying for jobs
- ❖ Upcoming expenses and bills
- ❖ Probation or parole supervision
- ❖ High school equivalency testing
- ❖ Follow up resources
- ❖ Other areas of he/she may encounter upon graduation from TSCTC

Aftercare: The Great Falls Transition Center (a PRC) provides a residential 30-bed program devoted to preparing graduates, known as "booters," for progressively increased responsibility and freedom in the community. While at AfterCare, booters maintain productive weeks consisting of a minimum of five productive days with an assignment to either spot jobs (paid employment) or community service. Each booter must provide a minimum of 10 hours per week towards the community service requirement and an additional 10 hours of physical training to help maintain physical conditioning and health status achieved while at TSCTC.

The Great Falls Booter AfterCare Program was designed to deliver follow-up services to assist booters in internalizing the boot camp's philosophies, disciplines and tools. The residential 90-120 day program builds upon the TSCTC experience while providing a reintroduction to societal living. A secondary benefit of the program allows for community release planning and timely submission of applicable release documentation. AfterCare provides the vital link between TSCTC and the community by employing a mix of intensive community surveillance, services, and individual case planning.

The Booter AfterCare Program is located in the west campus of the Great Falls Transition Center and was founded in response to the DOC's request for a specialized, short-term residency program with emphasis on treatment, to include advanced living skills, cognitive restructuring, substance relapse prevention, and community reintegration. The first six booters were received in October 1993, and since that time more than 1,400 have reported for services. AfterCare remains one of the nation's few such programs of a residential nature.

SUCCESS STORY

Success is measured in time, ability, and the want for it. This booter has only been out of the program a couple of years, but has done some major changing.

Martin, 38, graduated from Boot Camp on January 23, 2013, after only 98 days in the program. He proceeded to the AfterCare program and left there after 90 days. Since then he has been in Butte Montana; first at the Butte Pre-Release for 295 days, and then Butte Probation and Parole for 211 days and counting.

He is continuing to climb the job ladder. He has had several jobs, but all of them seem to be a step up from the previous one. Not one of them has he left on bad terms. He walks, runs or rides a bike to and from whatever job he is holding down at the time. He has obtained a permanent residence and furnished the residence, all in the effort to gain custody of his daughter. He has successfully done this and has been able to take care of her needs on his own. He has been in a relationship with his significant other for a few years and continues to work at it even when the hard times come. He continues to stay clean and sober. There are notes sent to his Probation officer saying how polite and courteous he is and how hard he works.

Being able to move from day to day when you come from 12 years of violent crime and prison life is an awesome accomplishment. (Submitted by TSCTC staff.)

STATISTICS

Screening for program admission (July 1, 2012 - June 30, 2014):

Total number screened: **398**
Approved: **375** (94% of total screened)

Admission and Discharge:

Total admissions July 1, 2012 - June 30, 2013: **309**
Average daily population: **53**
Number of graduates: **112**
Average graduate length of stay: **112 days**

Total admissions July 1, 2013 - June 30, 2014: **243 (9 sanction)**
Average daily population: **51**
Number of graduates: **124**
Average graduate length of stay: **114 days**

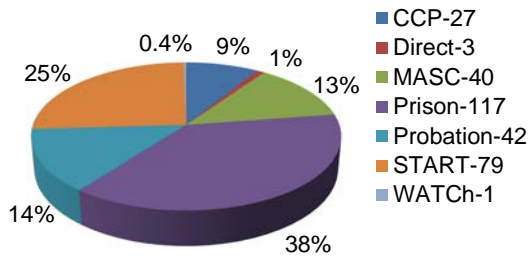
Age of Offenders:

	<u>Males</u>	<u>Females</u>
Youngest:	17.0 yrs	32.4 yrs
Oldest:	50.7 yrs	36.5 yrs
Average Age:	26.6 yrs	34.1 yrs

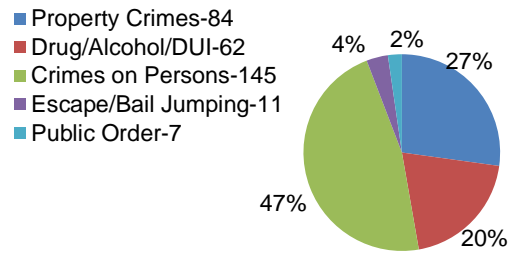
Race of Offenders:

74.6% Caucasian	1% Unknown
19.6% Native American	<1% Asian
4.5% African American	

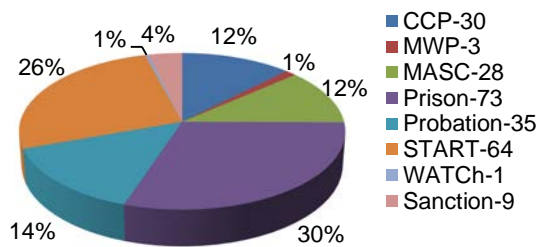
**Where Trainees Came From
FY 2013**



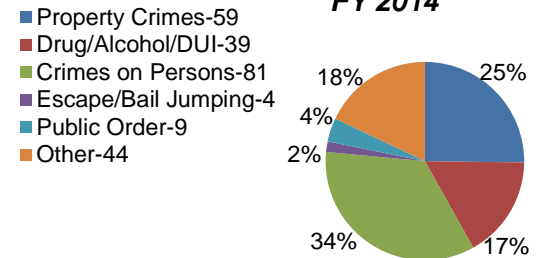
**Types of Crime
FY 2013**



**Where Trainees Came From
FY2014**



**Types of Crime
FY 2014**



Number of Offender Treatment/Programming Hours (approximately):

- ❖ Anger Management **400 hrs/year**
- ❖ ARP **175 hrs/year**
- ❖ CP&R **570 hrs/year**
- ❖ Chemical Dependency **460 hrs/year**
- ❖ Education/Life Skills **800 hrs/year**
- ❖ Parenting Skills **175 hrs/year**
- ❖ Victim Impact **515 hrs/year**

AfterCare Program: 194 graduates during July, 2011 - June, 2014

As of June, 2014, 124 (64%) aftercare graduates were in the community and have not been revoked since attending TSCTC and releasing to supervision:

- ✓ **107 graduates (55%)** are currently on supervision.
 - Average length of community supervision for this group: 408 days
 - Longest length of supervision from release: 1048 days
 - Shortest length of supervision from release: 40 days
- ✓ **17 graduates (9%)** successfully completed community supervision and discharged their sentences after attending TSCTC.
 - Average length of community supervision for this group: 345 days
 - Longest length of supervision from release to discharge: 843 days
 - Shortest length of supervision from release to discharge: 64 days

CONTRACTED FACILITIES SECTION



Kelly Speer
Section Manager
Contracted Facilities Section
Probation and Parole Division
5 S. Last Chance Gulch
P.O. Box 201301, Helena, MT 59620
Ph. (406) 444-0401
Fax (406) 444-7909
kespeer@mt.gov

Jamie Rogers
Prerelease Facility Contract Manager
Contracted Facilities Section
Probation and Parole Division
5 S. Last Chance Gulch
P.O. Box 201301, Helena, MT 59620
Ph. (406) 444-4910
Fax (406) 444-7909
JRogers4@mt.gov

Rick Alan Deady
Treatment Facility Contract Manager
Contracted Facilities Section
Probation and Parole Division
5 S. Last Chance Gulch
P.O. Box 201301, Helena, MT 59620
Ph. (406) 444-4902
Fax (406) 444-7909
RDeady@mt.gov

PRERELEASE CENTERS



ALPHA HOUSE, BILLINGS

**BUTTE PRE-RELEASE CENTER*
WOMEN'S TRANSITION CENTER**

GALLATIN COUNTY RE-ENTRY PROGRAM, BOZEMAN

GREAT FALLS TRANSITION CENTER

HELENA PRERELEASE CENTER

MISSOULA PRE-RELEASE CENTER*

PASSAGES PRERELEASE, BILLINGS

*These PRCs hyphenate "prerelease" as part of their name.

PRELISE CENTERS PROGRAM HISTORY

Prerelease centers (PRCs) are community-based correctional facilities operated by non-profit Montana corporations under contract with the Montana DOC. PRCs provide services for adult male and female offenders (residents) released from prison, committed into the custody of the DOC, or parole violators requiring a less-restricted setting than prison. The facilities provide supervision, guidance and counseling; assistance in finding jobs; and training in life skills. As an alternative to prison crowding, PRC contracts require 50% of center beds be filled with offenders coming from prison.

Seven PRC programs operate in Montana:

Alpha House Prerelease Center and Passages Prerelease

Alternatives, Inc. is a non-profit corporation based in Billings. Since opening in 1980, the organization has provided both residential and non-residential supervision and treatment programs for state and federal inmates in Yellowstone, Carbon and Stillwater Counties. Alternatives, Inc. has three facilities in Billings: Alpha House houses male residents in state and federal work release programs; the women's facility known as Passages; and the third is home to Alternatives' Beta Jail Alternatives and Misdemeanor Probation.

Butte Pre-Release Center and Gallatin County Re-entry Program

Community, Counseling and Correctional Services, Inc. (CCCS, Inc.) is a private, non-profit corporation headquartered in Butte. CCCS, Inc. operates the Butte Pre-Release Center for men, which opened in December 1983, and the Women's Transitional Center, which opened in July 1992.

The Gallatin County Re-entry Program in Bozeman, also operated by CCCS, Inc. since December 2005 embraces a treatment-based model that encourages chemical and crime-free recovery for residents.

Great Falls Transition Center

Great Falls Pre-Release Services, Inc. is a private non-profit corporation based in Great Falls, incorporated in 1982, and governed by a board of directors consisting of community members. The Great Falls Pre-Release Services, a.k.a., Great Falls Transition Center, opened as a facility for male offenders in March 1984. It expanded in 1996 to include capacity for female offenders.

Helena Prerelease Center

Boyd Andrew Community Services is a private non-profit agency that opened the Helena Prerelease Center in June 2001 to provide guidance for male offenders as they transition to the community.

Missoula Pre-Release Center

In 1994, Missoula Correctional Services, Inc. (MCS), a non-profit corporation, took over operations of the former state facility serving male offenders. MCS was able to build the Missoula Pre-Release Center which was the first prerelease facility in Montana designed specifically for prerelease operations. MCS included female offenders when it moved into a new building in 1999.

GOALS, MISSION, PURPOSE

PRCs operate to ensure community safety while holding residents accountable, offer an opportunity for rehabilitation, and provide the best guidance possible for residents to return to a normal life and fulfill their obligations. The programs offer an alternative to the direct release of residents from prison or jail to the community and give them an opportunity to adjust to the community in a gradual, controlled manner. Transitional steps are provided to prepare the residents for release into society.

Residents in a PRC program are expected to find jobs to help support their family. They also help pay for medical expenses, make restitution payments, pay court-ordered fines, fees, and taxes, and save money for release. This policy helps hold residents accountable and empowers them in accepting responsibility.

ELIGIBILITY REQUIREMENTS

Offenders incarcerated at MSP, MWP, and regional and private prisons are screened by a state screening committee which includes representatives from the prison, the BOPP, and an IPPO. The process includes personal interviews with eligible offenders by the referral source and a careful review of their criminal history and conduct at the prison. The intent of the screening process is to assess whether an offender's placement in the community will jeopardize public safety, to determine the appropriateness of the offender for a community setting, and to help determine an offender's chances of success in a PRC program. Factors such as escape history, detention, increase in custody, or previous conduct at a PRC may be considered in determining the appropriateness of any offender placement.

When an offender is approved by the state screening committee, information is forwarded to the PRC for a thorough review by a local screening committee. Such committees are community-based teams and typically include a representative from the PRC, a member of the PRC's board of directors, a P&P officer, representatives from local law enforcement, and a local citizen.

Offenders committed into the custody of the DOC may be referred to a PRC program in lieu of prison incarceration. If an offender is appropriate for PRC placement, P&P sends information about the offender to the PRC for a review and decision by the screening committee. Offenders violating their parole also may be recommended for PRC rather than return to prison. The hearings officer and BOPP make this determination with input provided by the offender's P&P officer and the PRC's local screening committee.

Current requirements are:

1. Offenders must be at least 18 years of age and within 13 months of parole eligibility or discharge.
2. Offenders making application shall not have medical or psychological problems that require hospitalization or extensive and costly community-based care. If an offender placed in a PRC has medical or psychological problems requiring treatment beyond what the offender can afford to pay, the offender may be returned to a state correctional facility for treatment.
3. Offenders shall be physically and mentally capable of work and/or educational or vocational training. If unable to work, offenders must be able to financially subsidize their stay at the PRC.
4. Offenders in need of treatment must consent to 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 division before referral to a PRC.
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 PRC.

COST/CAPACITY

The average daily contract rate for a PRC resident, not including outside medical or administrative costs, is \$56.41 for men and \$67.06 for women. The daily contract rate for TLP residents is \$21 and \$15 for ESP offenders, not including outside medical or administrative costs.

There is a 200-day length-of-stay limit for all PRC residents. If a case manager from a PRC determines a need to extend a resident's stay beyond the typical length, a written report is submitted to the PPD. The report must specifically explain reasons for the extension, which may include disciplinary sanctions, failure to complete programming, court orders, and employment difficulties.

The average lengths of stay in days for PRC residents during the past four years:

FISCAL YEAR	MALES	FEMALES
2011	181	185
2012	184	186
2013	179	173
2014	169	163

A \$14 daily room-and-board charge is assessed to each resident so he/she can help share the burden of the cost of their incarceration. In fiscal year 2014, residents paid **\$3,750,022** toward room and board.

Billings: Alpha House	\$ 781,747	Great Falls	\$ 766,670
Passages PRC	\$ 316,125	Helena	\$ 430,810
Bozeman	\$ 190,720	Missoula	\$ 459,185
Butte	\$ 804,765		

Center	Male Beds	Female Beds	Total	*TLP Slots	**ESP	***Aftercare
Alpha House	162	0	162	20	40	0
Bozeman	34	0	34	5	12	0
Butte	120	55	175	20	12	0
Great Falls	135	34	169	10	14	34
Helena	99	0	99	10	6	6
Missoula	90	20	110	12	12	0
Passages	0	74	74	8	0	0
Totals	640	183	823	85	96	40

* Transitional Living Program

** Enhanced Supervision Program

***Booter and WATCH

FUNCTIONS OF PRERELEASE PROGRAMS

The treatment and programming offered to PRC residents assist them in instilling those personal changes necessary in their lifestyle that will permit them to become productive and crime-free members of society and in establishing and maintaining a continuum of programming both in-house and through links to other human services and correctional entities. While in the program, residents must consistently and actively engage in activities and programming that assist them in positively countering the negative impact their irresponsible and criminal lifestyle has produced. It is the expectation that all residents maintain a *constructive day/typical day* consisting of maintaining an active employment search until full-time employment is found; attend any job-related workshop to obtain employment; attend and participate in all in-house and out-patient treatment and programming as mandated; attend community self-help support groups; begin or fulfill restitution payments, family support payments, or fulfill court-ordered obligations in this area; engage in community service at approved agencies; and all educational goals necessary. To accomplish PRC goals, the following functions have been identified:

- ❖ Provide alternatives to direct release from correctional institutions which assist with the transition from prison into the community.
- ❖ Meet the supervision and control needs of offenders in a community-based correctional setting that permits them to participate in activities that would otherwise not be available in confinement.
- ❖ Establish and maintain a continuum of programming through formal and informal links to services provided, which are listed below.
- ❖ Provide a stable foundation from which individuals may leave the correctional system prepared to handle their responsibilities in the community.

SERVICES

Licensed professionals meeting all criteria for continuing education and training to maintain licensure and/or training for best practices provide treatment services.

Treatment and Programming (see Appendix for descriptions):

- Cognitive Principles & Restructuring
- Chemical Dependency
- Parenting
- Anger Management
- Community Service
- High school equivalency/tutoring/testing
- Native American Services
- Life Skills - geared towards cultivating outside resources
- Counseling - pastoral, employment and veterans
- Family Relationships
- Continuing care program - relapse prevention, coping techniques, and finding health support systems

Security Measures: A very high percentage of offenders entering a PRC program have been involved in drug-related crimes and have a history of chemical dependency. As a result, the PRCs have on-site drug and alcohol testing and residents are required to provide urine and breath samples upon request. Generally, any sample determined to be positive for alcohol or a controlled substance is cause for a due process hearing. Additional security measures include room, vehicle, and personal searches as a means to control resident property and guard against theft, both in the facility and in the community; requirement to develop weekly plans for all money spent in the community, which is designed to provide a safeguard against misuse of allocated funds; around-the-clock agendas are planned by each resident with assistance from a counselor and monitored by PRC personnel using random agenda and telephone checks.

Transitional Living Program (TLP): This DOC program is offered to offenders who have completed the residential phase of a PRC program. These offenders reside in the community at an approved residence and report to the PRC daily at a time established by a counselor. Offenders complete a 24-hour itinerary and are monitored daily by PRC personnel. TLP 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.

Enhanced Supervision Program (ESP): ESP is recognized as an effective means for P&P officers to manage high-risk offenders in the community. Case managers test offenders' breath and urine for drugs at the PRC, handle daily check-ins, and have weekly meetings with P&P officers.

Employment: Residents must seek and maintain full-time employment. Residents learn how to complete job application forms, interviewing techniques, proper attire, personal presentation, and follow up, and are expected to maintain a high level of personal appearance and motivation while job searching. Because employers are considered an integral part of the program, PRCs are committed to employers, encourage feedback on residents' performances, and assist in addressing problem areas that may develop with a resident.

Community Service: One of the basic and founding premises of PRCs is that residents be required to *pay it forward* or *give back* to the community by donating their time, energy and talents to various community service projects. These ongoing community service activities provide the residents with a conduit to engage in a simple form of social restoration and help them to establish new and productive relationships within the community.

The Butte community has benefitted from community service hours donated by the men and women of the Butte PRC and Women's Transitional Center. Residents help out with major summer festivals such as Evel Knievel Days, the Montana Folk Festival, and the Montana Irish *An RI Rah* Festival. Additionally, residents donate time to a great number of community agencies and organizations.

Gallatin County Re-Entry Program residents provide community services to several organizations and individuals in Gallatin County such as Montana State University (where the residents perform

clean up after football and basketball games, as well as all concerts, shows, rodeos, and public speaking events), the Salvation Army, the Adult Learning Center, Thrift Store, and Big Brothers and Big Sisters. Many of the residents volunteer their time at churches they attend as part of ongoing activities.

The Great Falls Transition Center program started in 1989 and assistance is provided to see where the resident may best serve the community. The resident is given a court-ordered completion date, and the court is notified when the hours have been completed. In some instances, residents may perform community service in lieu of paying certain fines. Over 40,000 hours of community service hours are performed annually, and locations benefitting from the program include the River's Edge Trail, Boys and Girls Clubs, Citizens Convenience Center, and others.

Aftercare Programs: The purpose of aftercare programs is to offer continuity of care and education regarding relapse prevention. To provide a continuum of care upon graduation from the TSCTC program, the Great Falls Transition Center provides a specialized, short-term residency program for 30 booters to assist in their transition into the community. The residential AfterCare program provides booters progressively increased responsibility and freedom in the community; facilitates booter/community interaction and involvement; and continues to address booters' identified risks. Major programming is conducted through guided groups of advanced living skills, cognitive restructuring, substance abuse relapse, and community reintegration as the main topics of discussion. A structured phase process is used to evaluate individual progress during the 60-day program. Once released, booters continue to receive assistance with community resources through the booter out-reach coordinator. A toll-free crisis hotline is also available to booters when facing critical choices or needing peer support in difficult times.

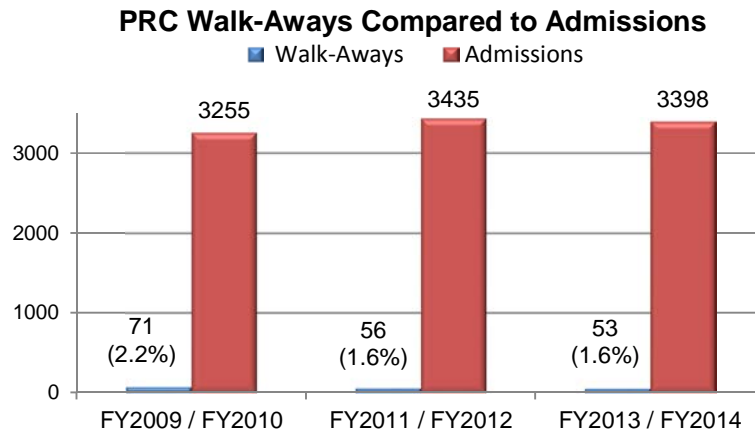
The Helena Prerelease Center provides six beds for offenders who have completed the WATCH West program and need a place to stay. This aftercare program is designed to provide support in the offender's sobriety while under the direct supervision of his P&P officer.

REENTRY

Pursuant to their purpose, PRCs support the DOC's reentry focus by assisting offenders in transitioning into the community while in a less-restricted setting and providing the specific treatment, programming, and other services listed above. PRC case managers are taking a proactive approach to support the comprehensive state-wide reentry effort currently being orchestrated across Montana. To aid in the reentry effort, PRCs have added programs such as:

- Job development and counseling to assist with and enhance job searching abilities, including completing applications and resumes, interview skills, obtaining needed IDs, and appropriate dress and demeanor. Counselors maintain contact with employers to ensure there are no issues/problems with the resident and to help resolve issues that may arise.
- Victim-Impact Panels teaching residents about the "ripple effect" of their actions and forcing them to put themselves in the place of their victims.
- Curriculums for self-improvement.
- Educational programs beyond a high school equivalency, and assistance with applications for admission and student loans or grants.
- Parenting classes that encourage expectant fathers to attend local hospital programs.
- SCRAM – Electronic alcohol monitoring devices used by DUI offenders if allowed to drive for employment purposes.
- Task forces on homelessness to address the availability of appropriate housing for offenders upon their release.

STATISTICS



PRCs currently provide space for 908 traditional and TLP offenders and with a typical stay of 200 days in length, about 1,800 offenders now go through PRC programs per year. Walk-aways typically occur from the offender's employment site or enroute to and from the employment site and in-between PRC movement counts. The apprehension rate of escapees has been over 97% for the past six years.

PRC Rainbow Book Legislative Statistics – FY 2013

	Paid for Rm & Board	Offender Earnings	Restitution Fees	Income Tax Paid	Paid for Medical Exp	Paid for Family Child Support	Community Service Hrs	Employment Hours
BILLINGS,	\$745,222	\$2,439,642	\$102,020	\$447,508	\$121,475	\$57,145	542.75	320,794
BOZEMAN	\$203,236	\$517,132	\$29,577	\$71,373	\$7,085	\$44,258	2,581	58,701
BUTTE	\$822,598	\$1,540,953	\$30,313	\$129,100	\$32,927	\$107,789	14,420	334,666
GREAT FALLS	\$892,855	\$1,915,855	\$73,074	\$670,068	\$23,281	\$210	48,891	234,726
HELENA	\$535,632	\$1,177,859	\$50,153	\$160,556	\$30,642	\$82,183	2,791	138,920
MISSOULA	\$466,048	\$1,410,253	\$20,483	\$77,860	\$44,650	\$33,860	1,121	118,279
PASSAGES	\$260,526	\$704,488	\$14,864	\$129,226	\$19,682	\$11,018	N/A	92,634
TOTALS	\$ 3,926,117	\$ 9,706,182	\$ 320,484	\$ 1,685,691	\$ 279,742	\$ 336,463	70,347	1,298,720

PRC Rainbow Book Legislative Statistics – FY 2014

	Paid for Rm & Board	Offender Earnings	Restitution Fees	Income Tax Paid	Paid for Medical Exp	Paid for Family Child Support	Community Service Hrs	Employment Hours
BILLINGS	\$781,747	\$2,489,289	\$98,296	\$456,615	\$119,240	\$56,209	436	327,323
BOZEMAN	\$190,720	\$495,420	\$13,667	\$98,499	\$4,838	\$14,369	3,343	51,188
BUTTE	\$804,765	\$1,750,638	\$27,903	\$118,988	\$41,799	\$170,523	14,162	336,423
GREAT FALLS	\$766,670	\$1,839,787	\$59,791	\$638,852	\$34,514	\$497	42,137	229,343
HELENA	\$430,810	\$1,268,375	\$39,382	\$139,132	\$21,379	\$72,166	1,535	139,939
MISSOULA	\$459,185	\$1,519,499	\$24,185	\$112,867	\$24,971	\$47,084	1,852	140,803
PASSAGES	\$316,125	\$842,896	\$21,674	\$154,614	\$20,353	\$6,503	N/A	110,834
TOTALS	\$ 3,750,022	\$ 10,205,904	\$ 284,898	\$ 1,719,567	\$ 267,094	\$ 367,351	63,465	1,335,853

Alpha House



Betty Ann Roan
Deputy Administrator
3109 1st Avenue North, Billings, MT 59101
Ph. (406) 259-9695, Ext. 129
Fax (406) 259-0764
BRoan@altinc.net

Screening Schedule and Contact Information: The Alpha House screening committee meets each Thursday at 3:00 p.m. The Screening/Disciplinary Coordinator is Georgiann Deckard and she can be reached at gdeckard@altinc.net or (406) 294-9609 ext. 226.

ALPHA HOUSE PROGRAM HISTORY

Alternatives, Inc. is a non-profit corporation based in Billings, Montana. Since opening in 1980, the organization has provided both residential and non-residential supervision and treatment programs for state and federal inmates in Yellowstone, Carbon and Stillwater Counties. Alternatives, Inc.'s Alpha House Community Corrections Facility (Alpha House) opened its doors to the first five offenders from MSP in 1980. Today, Alpha House offers services to 185 state, federal, and work-release residents.

Employees: Alpha House has 73 full-time employees. Employees participate in the following community activities:

Yellowstone Advisory Committee	Veterans Treatment Court
Local Mental Health Advisory Board	Impaired Driving Treatment Court
Gang Task Force	Montana Pre-trial Conference
Billings Municipal Treatment Court	McGuire Conference

Alpha House serves as an intermediate step between prison and the community. Male offenders live under 24-hour supervision for approximately six months. They are required to obtain employment, participate in counseling, abstain from the use of drugs or alcohol, maintain strict accountability for facility rules, obtain a residence for release, and demonstrate that they are ready to return to the community as productive citizens.

COST/CAPACITY

The daily contract rate for Alpha House is \$49.19 per resident and does not include outside medical or administrative costs. An additional \$11.00 per day is provided for those convicted of sex offenses in order to cover the additional cost of supervision and treatment. Sanction bed costs are \$43.56 each day.

There are 162 state beds available at Alpha House, plus three sanction beds. Additionally, TLP capacity is 20 participants and ESP capacity is 40 participants.

SUCCESS STORY

"S" came to Alpha House with a recent conviction for two felonies, six prior felonies, and severe chemical dependency issues. His criminal history began the year he graduated from high school (1977) and he had spent most of his adult life either incarcerated or under supervision. His crimes were centered around his severe chemical dependency issues, which include methamphetamine, heroin, cocaine, opioid, and alcohol addictions. He entered Alpha House on two felony charges of Burglary and Robbery as a Persistent Felony Offender. His prior felonies and misdemeanors include an assault charge and a felony Robbery with a Deadly Weapon charge. He also violated his supervision numerous times due to drug and alcohol related relapses. His current Burglary was committed during a three-day, drug-induced blackout.

The resident came to Alpha House from NEXUS in November 2011. While here, he started making positive changes: he ran a good program, quickly obtaining a sponsor for his self-help groups, and completed Alpha's Matrix CD program. He worked full-time at Diversified Transfer and Storage as a laborer, but became interested in furthering his education and strengthening his employability by attending Sage Trucking School. While maintaining full-time work for his entire prerelease stay, this resident also appealed to Vocational Rehabilitation for financial assistance, attended classes at Sage Truck Driving School and at age 54, successfully graduated with a Commercial Driver's License in 2012 before his release from Alpha House. His case manager reported this was the first secondary education S had received since graduating from high school in 1977. S was recognized by staff for his achievement. He thanked the entire staff in return for not only accepting him into the prerelease, but also for all of their assistance and support. Upon release, he was able to obtain well-paying, full-time employment, which allowed him to live a better and more productive lifestyle. (Submitted by Alpha House staff.)

STATISTICS

Screening for Program Admission (July 1, 2012 - June 30, 2014):

Total number screened: **1938**
Approved: **637** (32.8% of total screened)

Admission and Discharge (July 1, 2012 - June 30, 2014):

Number of admissions: **659**
Completed program: **381** (57.8%)
Walk-aways: **9** (1.4%)

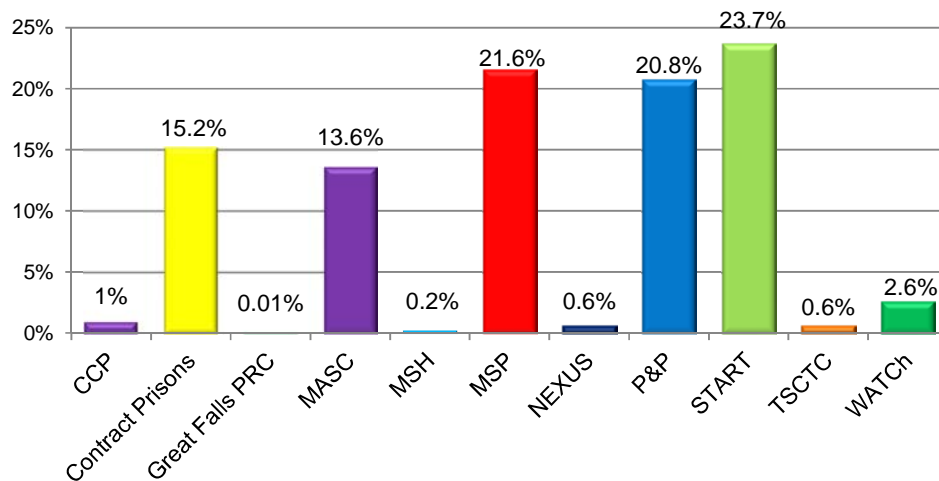
Age of Offenders:

Youngest: **18.5 yrs**
Oldest: **70.8 yrs**
Average Age: **35.7 yrs**

Race of Offenders:

68.8% Caucasian
28.3% Native American
2.2% African American
<1% Asian
<1% Unknown

Where Offenders Come From:



Number of Offender Treatment/Programming Hours (approximately):

- ❖ Criminal Thinking Errors **7.5 hrs/week; 390 hrs/year**
- ❖ Chemical Dependency **16.5 hrs/week; 858 hrs/year**
- ❖ PFMA/Aggression Control **10.5 hrs/week; 546 hrs/year**
- ❖ Parenting **1.5 hrs/week; 78 hrs/year**
- ❖ Focus **1.5 hrs/week; 78 hrs/year**
- ❖ Gambling group **1.5 hrs/week; 78 hrs/year**
- ❖ TLP **3 hrs/week; 156 hrs/year**

**Butte Pre-Release Center (BPRC)
Women's Transition Center (WTC)**



**Jay Grant
Administrator
66 W. Broadway, Butte, MT 59701
Ph. (406) 782-2316
Fax (406) 723-1170
jgrant@cccscorp.com**

Screening Schedule and Contact Information: The Screening Coordinator is Lindsey O'Connor and she can be contacted at loconnor@cccscorp.com or (406) 496-3187.

BUTTE PRE-RELEASE CENTER PROGRAM HISTORY

The Butte Pre-Release Center (BPRC) men's program opened its doors and received four inmates from MSP on December 24, 1983, of its original 30-bed facility. On July 1, 1987, the BPRC expanded operations to 40 beds and in July, 1992, Community, Counseling, and Correctional Services, Inc. (CCCS, Inc.) expanded its community corrections operations through the development and implementation of the Women's Transitional Center (WTC). In the state of Montana, the BPRC and WTC remain as the **only** nationally-accredited programs recognized by the American Correctional Association.

Employees: BPRC/WTC employs 75 staff members. In addition to their jobs as security, treatment facilitators, employment specialists, vocational coordinators, food personnel, mental health therapists, nurses, and more, these individuals, along with residents, continue to *pay it forward* through their volunteer efforts in various community events such as Christmas Stroll, Big Brothers and Sisters, summer festivals, blood drives, United Way, and Relay for Life. The BPRC/WTC staff is actively involved in assisting residents' transition into the community to lead crime-free lifestyles while being productive members of the Butte community themselves.

COST/CAPACITY

The DOC contract is for 120 male beds at a daily contract rate of \$49.97 per offender, and 55 female beds at a daily contract rate of \$58.68 per offender. Contract rates do not include outside medical and administrative costs. Additionally, TLP capacity is 20 and ESP capacity is 12.

SERVICES

Resident Resource Program: A vital component of the overall program operations of BPRC/ WTC is the Resident Resource Program (RRP). Each resident is required to enroll in the RRP. Staff working within the RRP provides a wide variety of important services to residents. For example, RRP staff can assist residents in obtaining/retrieving personal documentation such as birth certificates, social security cards, and driver's licenses, and in securing their high school equivalency. Residents enrolled in the RRP are required to attend training/education related to HIV, sexual harassment issues, and the Prison Rape Elimination Act (PREA). Specialized training enhances the residents' ability to secure good-paying jobs and can be arranged and coordinated through the RRP.

The RRP also maintains a bank of computers where residents can access potential job sites and individual tutorial sessions, and learn more about the beneficial uses of computers in everyday life. Residents are now permitted to utilize the SKYPE application, under direct staff supervision, in reaching out to family members, legal representatives, etc.

Resident Financials: One of the basic goals of prerelease is assisting the residents in obtaining full-time employment. From the date of their arrival, residents are required to engage in a full-time community job search. Once employed, case management staff assist residents in designating funds for a managed savings program, providing family support, and paying outstanding fines and restitution. Residents are required to turn in any monies earned at work or mailed to them and they budget on a weekly basis to meet their financial obligations. Residents receive these funds **only** after the individually-assigned case manager has reviewed and approved their weekly budgets. Residents are also required to submit receipts for all expenditures.

Typically, residents find employment in the fast food industry, retail sales, logging/mill work and general construction. Depending upon the season and the skill sets possessed by the resident, some earn a reasonable hourly wage that may include overtime and benefits.

Food Service Operations: A major operational component is the food service operation. This operation places the highest premiums on an appealing variety of menu items and the maintenance of sanitary working and serving conditions. The food service coordinator and the civilian employees, in conjunction with inmate workers (both male and female) assigned to work within this operation, do

a consistently outstanding job in the delivery of meals to staff and residents of BPRC/WTC, the Butte operations of the Connections Corrections Program (CCP), and staff and patients at the Montana Chemical Dependency Center. The food service operation also provides sack lunches to the needy on the first and last Friday of each month as part of CCCS, Inc.'s engagement with the local *Feed the Homeless Program*. The food service personnel assist with various community fundraising events and benefits for the Montana Special Olympics, community support groups (AA and NA), workshops, the local Uptown Christmas Stroll, and others.

SUCCESS STORY

I began my life as most others, with good parents, a nice home on Little Bass Lake in Grand Rapids, Minnesota. My parents split when I was a little boy. My mother moved to Missoula, Montana, and this is where I will start my story. At first the issues were just small things as I was playing hooky, staying out late, etc. I then started to experiment with cigarettes, alcohol, and stealing things as my mother was very poor and we didn't have much money. During the year of 1969, I was placed on probation and I bounced around to different group homes and jail and with this brought more violence, drinking, etc. I suppose I was acting out, looking for attention and these are questions I am still seeking answers for. Of course, in the '70's, I went through the entire experimental craze of using LSD, marijuana, and of course, alcohol. In 1978, I joined the United States Army and spent two years in the service. Upon discharge, I started drinking again, and in 1982, I was involved in a car accident which took the life of a friend. It was a horrible accident as this person died next to me and this changed my life forever. I felt compelled to admit my responsibility in the accident as I was drinking at the time. I was sentenced to the Montana State Prison in Deer Lodge for 10 years. This is where I became associated with the Butte Pre-Release Center and what is now known as the Department of Corrections. Having known those that operated this company, a friendship (not without discipline) evolved. It was during this time that these same people tried very hard to assist me on the road that leads to my current situation.

I can only speak for this prerelease center as it has been the only one I've ever been at, but I believe one very important quality and benefit of this center is that often it becomes personalized. By this I mean those who operate it take genuine concern for the individuals who come into the program. So many things happened to show their concern, e.g. I was driven to the gravesite of my victim, something I desperately needed to do at the time. With the help of the administration of the prerelease center, I was assisted in obtaining placement in a detox program and many of the staff went far and above their professional duties in trying to help me. Looking back, it appears that these people were convinced I was worth saving. I was paroled and did well for some time; however, I re-offended with multiple robbery convictions and was basically given a life sentence. The center never gave up on me and many years later accepted me back into the program as one of their Inmate Workers as a cook. The prerelease center never gave up on me and always believed in me, something I needed, and still do today. It pains me to write this as I took advantage of this kindness, not directly or intentionally, but by not taking full advantage of the experience and making the best of them. The Butte Pre-Release Center has become my family; it has become my home-base, my life and in a sense, my savior.

I was again paroled and took advantage of their help and moved away where I got my formal culinary training in Arizona and then worked in Nevada in the number one restaurant brand for the Harrah's Corporation, winning many highly coveted awards. I was at the peak of my game to speak of. All this came to an end in 2008 when I resigned from Harrah's, with honors, and moved back to Montana due to family illnesses. I started drinking again and nearly killed myself several times by producing .44, .45, and .51 blood alcohol contents! My body was almost destroyed; my kidneys shut down, prostrate problems occurred and I thought I was suffering from liver disease. My supervision was violated on several occasions. I was lost and hurt, and I just wanted to die. Those operating the Butte Pre-Release Center never gave up on me and had me returned back to my safe place, a place that I referred to as home and felt welcome. Most won't understand this kind of caring love, but it is essential to what I need as this center and those working in it are the family I never had.

I am now the father of twin girls, Antoinette and Baylee, which I adore so much and had it not been for this center's patience and willingness to once again place me in the program, my girls wouldn't be here and neither would I. Are prerelease centers necessary? Definitely! Absolutely! How important is one person? Is this person worth all this? Ask Antoinette and Baylee this when they are grown up running the country as they will then tell you yes. Ask my oldest son who is dying of a brain tumor. I love and support him, and I am able to do this while I am at the Butte Pre-Release Center. Today, I am healthier and stronger than I used to be. Will I be able to stay sober? I hope so! I pray for it every day, and I know that I am going to give it 100%. I am far past the danger of committing any more crimes because that is a part of my past life. However, I am fighting a hard fight, battling this enemy of mine - alcohol, and no matter what happens, I know one thing and that is those that run the Butte Pre-Release Center will always be there for me in trying to help me. This is where corrections really wins, when people believe in what they do. (Submitted by Gregory.)

STATISTICS

Screening for Program Admission (July 1, 2012 - June 30, 2014):

Total number screened: **2225** (1886 men; 339 women)
 Approved: **876** (34.3% of men screened; 67.8% of women screened)

Admission and Discharge (July 1, 2012 - June 30, 2014):

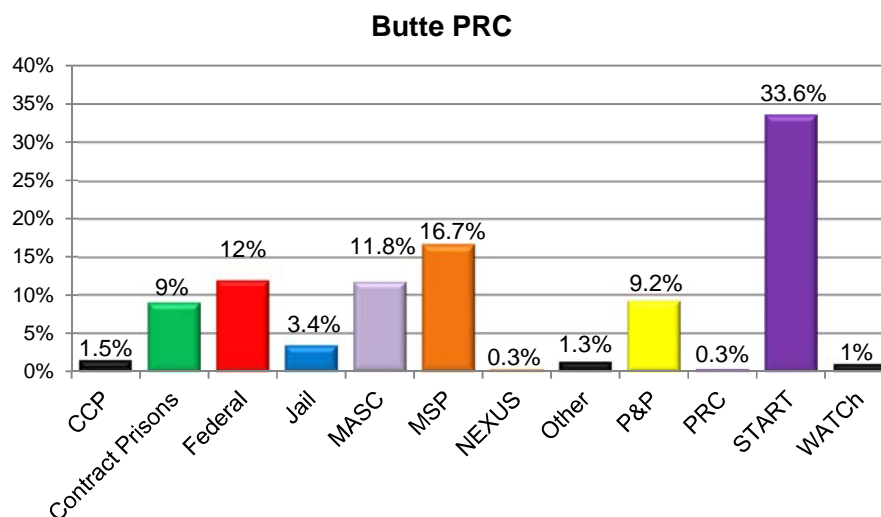
Number of admissions: **759** (540 men; 219 women)
 Walk-Aways: **13** (1.7%) [8 men (1.5%); 5 women (2%)]

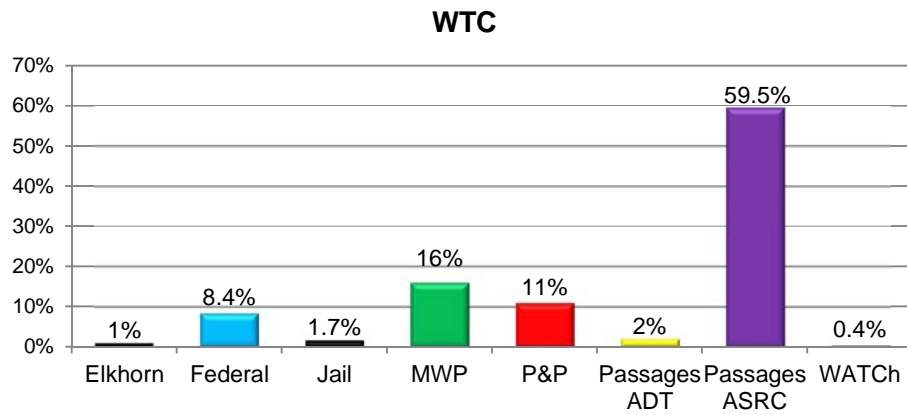
Age of Offenders:	<u>Males</u>	<u>Females</u>
Youngest:	18.5 yrs	19.0 yrs
Oldest:	71.0 yrs	66.0 yrs
Average Age:	36.4 yrs	36.3 yrs

Race of Offenders:

74.5% Caucasian	<1% Asian
23.3% Native American	<1% Unknown
1.7% African American	

Where Offenders Come From:





Number of Offender Treatment/Programming Hours:

- ❖ Cognitive Principles & Restructuring **15 hrs/week; 780 hrs/annual**
- ❖ Chemical Dependency **12 hrs/week; 624 hrs/annual**
- ❖ Batterer's Intervention Program **1.5 hrs/week; 78 hrs/annual**
- ❖ Parenting Skills **1.5 hrs/week; 78 hrs/annual**
- ❖ Anger Management **1.5 hrs/week; 78 hrs/annual**
- ❖ Trauma, Addiction, Mental Health and Recovery **1.5 hrs/week; 78 hrs/annual**
- ❖ Transition Living **1 hr/week; 52 hrs/annual**
- ❖ Life Skills **1-2 hrs/week; 12-24 hrs/annual**
- ❖ Thinking Errors **1.5 hrs/week; 78 hrs/annual**
- ❖ Therapeutic Community **1.5 hrs/week; 78 hrs/annual**

Gallatin County Re-Entry Program (GCRP)



Melissa Kelly
Program Administrator
675 S. 16th Avenue, Bozeman, MT 59715
Ph. (406) 994-0300
Fax (406) 994-0306
mkelly@cccscorp.com

Screening Schedule and Contact Information: The members of the local screening committee meet to review referred cases every other Tuesday. The GCRP Screening Coordinator is Kelcie Boltz and she can be reached at kboltz@cccscorp.com or (406) 994-0300.

GALLATIN COUNTY RE-ENTRY PROGRAM HISTORY

Located in Bozeman, the Gallatin County Re-Entry Program (GCRP) has been operational since December 12, 2005. The GCRP is a 40-bed community-based PRC designed to accommodate 34 male offenders referred from the Montana DOC and six offenders from Gallatin County. The GCRP is the product of a unique partnership involving the DOC, Gallatin County, and Community, Counseling and Correctional Services, Inc. (CCCS, Inc.). The GCRP provides a safe and comfortable setting conducive to change and employs a staff of dedicated individuals.

Employees: Gallatin County Re-Entry Program has 28 staff providing administration, treatment, security, and food services.

COST/CAPACITY

The current contract capacity of the GCRP is 34 offenders at a daily contract rate of \$68.21 per offender. This rate does not include outside medical and administrative costs. Additionally, TLP capacity is 5 and ESP capacity is 12.

SUCCESS STORY

"Recovery is not linear, it is every changing and evolving, it is a dynamic process of hope, courage, fear and self-awareness!" Bruce was a resident at GCRP from May to September of 2013. He attributes some of his success in recovery with the ability to deal with life and the many challenges that come our way. He describes recovery as giving back to the community, doing what is right, and being successful in your working role. Bruce didn't begin using alcohol until he was about 27 years of age, which eventually evolved into ending his first marriage at 28 years of age. He remarried in 2000 and eventually became a father. Life was good! Seven years later, the family was on vacation. Bruce and his son were walking across the street. His son dropped his toy and ran back into the road to retrieve the item and a drunk driver came around the corner, didn't see his son and hit him. Bruce's son passed away in his father's arms. Bruce's life was forever changed from this tragedy.

Eventually, Bruce became divorced from his second wife. His life revolved around drinking and gambling. Between 2007 and 2009, Bruce had numerous DUI and bad check charges. Bruce entered the WATCh program. During his time at WATCh, he never discussed the tragedy of his son. Upon discharge, Bruce relapsed and began to write bad checks and his sentence was revoked. In May 2013, Bruce entered GCRP. It was during this time that Bruce became aware that this may be his last opportunity. He decided to talk about the loss of his son along with his grief. He was released on a conditional release in November. Bruce did relapse again and went to jail; then was ordered to attend Aftercare and meetings. Even though he has completed his requirements, he still attends group here at GCRP. Bruce attributes his success in the ability to deal with life challenges to his abstaining from alcohol and gambling. He is in a committed relationship and has successful employment. In addition, he still comes to GCRP and attends the Aftercare group because he verbalized it is good for him! (Submitted by GCRP staff.)

STATISTICS

Screening for Program Admission (July 1, 2012 - June 30, 2014):

Total number screened: **1438**
Approved: **203** (14% of total screened)

Admission and Discharge (July 1, 2012 - June 30, 2014):

Number of admissions: **76**
Completed program: **38** (48.7%)
Walk-Aways: **2** (2.6%)

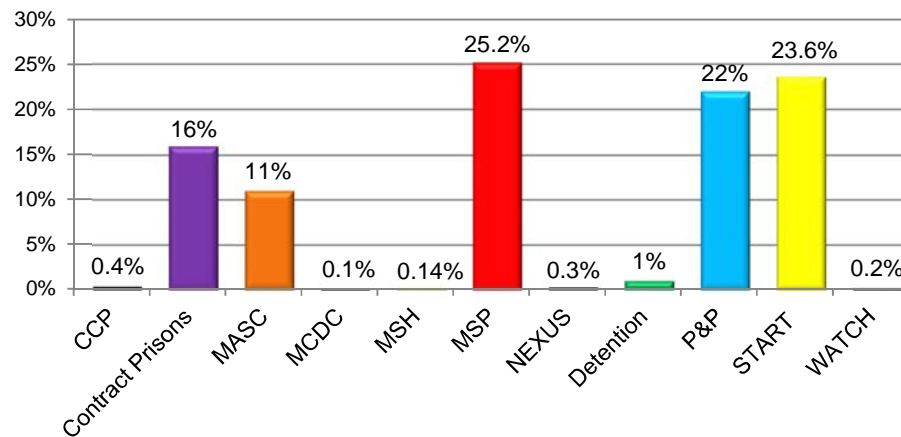
Age of Offenders:

Youngest: **19.3 yrs**
Oldest: **64.5 yrs**
Average Age: **32.0 yrs**

Race of Offenders:

81.7% Caucasian 15.2% Native American 3.1% African American

Where Offenders Come From:



Number of Offender Treatment/Programming Hours: Although each resident's treatment schedule differs, typically a resident averages **40-50 hours of treatment a month.**

Great Falls Transition Center (GFTC)



Paul Cory
Administrator
1019 15th Street North, Great Falls, MT 59401
Ph. (406) 727-0944
Fax (406) 727-0961
Paul@gfprc.org

Screening Schedule and Contact Information: All screening committee sessions are held every other Friday. Alan Scanlon, Director of Treatment Services, is the screening coordinator and he can be reached at Alan@gfprc.org or (406) 455-9321.

GREAT FALLS TRANSITION CENTER PROGRAM HISTORY

Great Falls Pre-Release Services (the Transition Center) opened as a facility for male offenders in March 1984. Expansion projects in 1990, 1993, and 1998 allowed for additional space for offices and service rooms. In October 1996, a building adjacent to the center was purchased and renovated to include a women's program for female offenders. It was expanded in 1997 to provide additional space for service rooms and programming. A second building was purchased and razed, and in January 2007, a new East Campus facility opened utilizing the latest innovations in surveillance features and design to provide optimal functionality.

Employees: The center employs more than 70 people from the community and annually gives more than \$4 million back to the community. Personnel include skilled professionals such as an administrator; treatment and facility services directors; program, food service, and business managers; resident, aftercare, job development, community assistance, chemical dependency and education counselors; administrative and accounting assistants and support specialists; community service and maintenance coordinators; compliance officers; and full-time cooks.

Grief counselors are available as needed for residents or staff. Additionally, community volunteers provide a variety of arts and crafts opportunities; and volunteer mentors for female residents are selected after a rigorous screening and interview process.

COST/CAPACITY

The current contract capacity for the center is 135 males, 34 females, and 34 aftercare participants. Additionally, TLP capacity is 10 and ESP capacity is 14. Respective daily contract rates that do not include outside medical and administrative costs: \$49.19 for male offenders; \$58.47 for female offenders; \$51.71 for male aftercare for the first 15 days and \$46.71 for additional 15 days; and \$58.47 for female aftercare.

SUCCESS STORY

*Excerpts from "Great Falls Pre-Release Center helps get people on solid ground for 30 years"
Written by Kristen Cates, Tribune Staff Writer, March 27, 2014.*

Ray Schneider just needed a second chance, a wake-up call and then a third chance to get his life back on track.

He found that first in 1987, then again in 1997, when he was accepted into the Great Falls Pre-Release Service's center as an inmate from the Montana Department of Corrections, sober and ready to begin the next chapter of life. So he was only happy to come back to this place of hope and help celebrate the Great Falls Pre-Release Center's 30 years of providing support and new beginnings for convicted criminals transitioning out of incarceration.

"I was ready to do something different with my life," said Schneider, who was originally sent to prison on burglary charges. "My life is not perfect, but it's so much better than it's ever been."

Schneider, along with Montana Attorney General Tim Fox, Department of Corrections Director Mike Batista and several other dignitaries on Wednesday celebrated the pre-release center's successful mission to help offenders re-enter the world and become successful, law-abiding citizens and the low-cost benefit to taxpayers of such facilities.

Schneider is confident he wouldn't have succeeded the second time at the Great Falls Pre-Release Center if he hadn't finally decided to get sober. Because of that, he paid attention when counselors talked to him about money management and setting goals for himself. He now owns his own business, has a family, has provided counsel to other offenders and will be 20-years sober next month.

For several years after leaving the Great Falls Pre-Release Center, Schneider said he would come back once a month to visit counselors. As the years have gone by, he's done that less and less, but he still remembers this place being part of his journey - a journey that requires him to work every day to be the person his counselors at the Pre-Release Center knew he could be.

"I never want to forget where I came from," Schneider said. "I've been an active participant in my own recovery."

STATISTICS

Screening for Program Admission (July 1, 2012 - June 30, 2014):

Total number screened: **1887**

Approved: **726** (34.5% of men screened; 55% of women screened)

Admission and Discharge History (July 1, 2012 - June 30, 2014):

Total admissions: **898** (768 men; 130 women)

Completed program: **636** (71%)

Walk-aways: **15** (1.7%)

Age of Offenders (at time of discharge):

Youngest: **17.0 yrs**

Oldest: **72.0 yrs**

Average age: **33.0 yrs** (both males and females)

Race of Offenders:

67% Caucasian

2% Hispanic

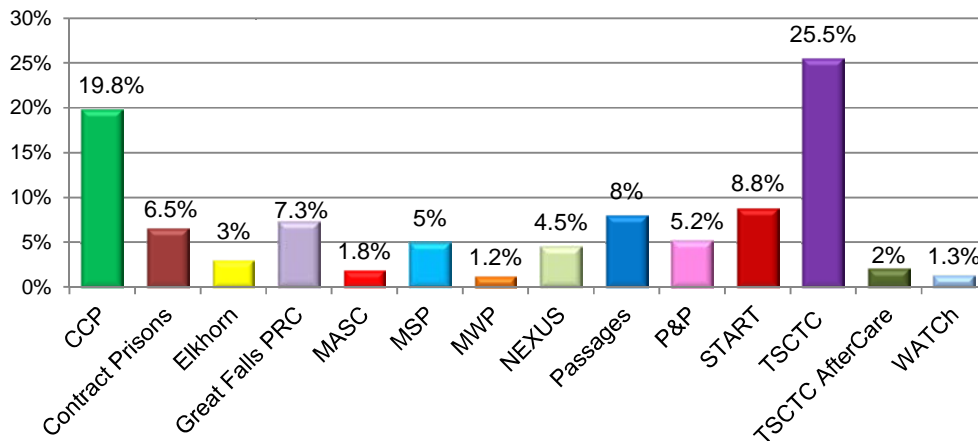
27% Native American

<1% Asian

3% African American

<1% Multiple races

Where Offenders Come From:



Number of Offender Treatment/Programming Hours (These represent only hours documented in the Total Offender Management system. The treatment and programming components of the TOM system were not put into service until fall 2013; numbers prior to TOM were maintained by individual case managers/group facilitators and reported annually to the Board of Directors via the Executive Director. They were not as detailed as the TOM records as they denoted group completion and case manager meetings sans hours attended.):

Treatment Hours: **3,397**

Programming Hours: **1,230**

Helena Prerelease Center (HPRC)



Devin McGee
Program Director
805 Colleen Street, Helena, MT 59601
Ph. (406) 442-6572
Fax (406) 495-0582
dmcgee@boydandrew.com

Screening Schedule and Contact Information: HPRC screens every Thursday at noon. The screening coordinator is Devin McGee, Program Director, and he can be reached at dmcgee@boydandrew.com or (406) 447-3281.

HELENA PRERELEASE CENTER PROGRAM HISTORY

Helena Prerelease Center (HPRC) is owned and operated by Boyd Andrew Community Services, a private non-profit agency that has been helping people improve their lives since 1974. The HPRC provides structure and accountability to prerelease residents while incorporating an individualized treatment plan for each resident.

The HPRC opened its doors in 2001 with a capacity of 40 male residents. Helena Prerelease expanded in 2005 to a capacity of 65 male residents and in 2006 to a capacity of 92 male residents, plus 6 WATCH Aftercare beds for probationers who completed the WATCH program.

Employees: HPRC employs six full-time case managers, 11 full-time security staff and five part-time security staff, one full-time mental health therapist, one part-time registered nurse, one full-time security supervisor, one full-time licensed addiction counselor, one full-time deputy director, and one full-time director.

COST/CAPACITY

Current contract capacity at the HPRC is 99 adult male offenders, plus 6 aftercare beds for WATCH graduates needing housing, employment counseling, and chemical dependency treatment. Additionally, TLP capacity is 10 and ESP capacity is 6. Daily contract rates for these beds, which do not include outside medical and administrative costs, are \$61.07 for standard residents and \$54.93 for WATCH Aftercare residents.

SUCCESS STORY

Dustin arrived at Helena Prerelease in October 2011. During his time at the Prerelease Center, he completed Out-Patient, stabilized his mental health needs in the community, completed Transitional Living, enrolled in school, and reconnected with his brother. Since completing the Prerelease Center in May of 2012, Dustin has completed his AA degree in Mental Health Direct Care. This fall he plans to transfer to either UM-Missoula or UM-Dillon to pursue his BA. (Submitted by Helena PRC staff.)

STATISTICS

Screening for Program Admission (July 1, 2012 - June 30, 2014):

Total number screened: **1208**
Approved: **357** (29.5% of total screened)

Admission and Discharge (July 1, 2012 - June 30, 2014):

Total admissions: **366**
Completed program: **229** (61%)
Walk-aways: **7** (2%)

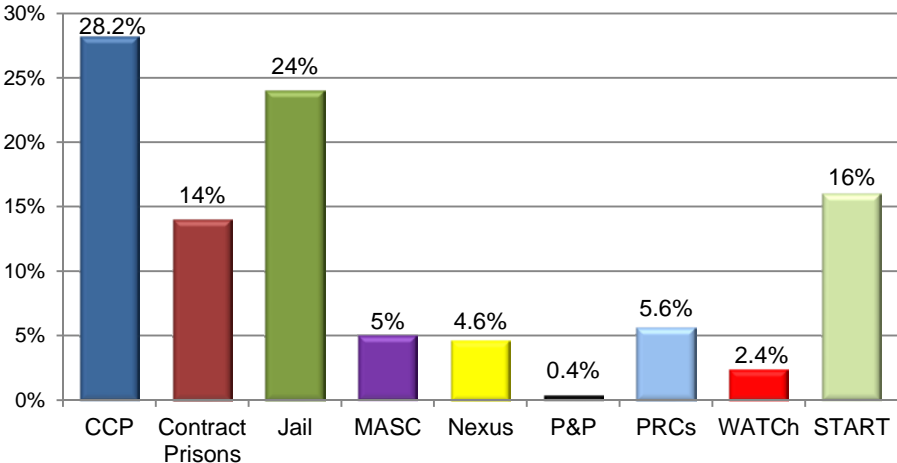
Age of Offenders:

Youngest: **18.9 yrs**
Oldest: **70.1 yrs**
Average Age: **34.5 yrs**

Race of Offenders:

78.6% Caucasian **1.5%** African American
19.5% Native American **<1%** Asian

Where Offenders Come From:



Number of Offender Treatment/Programming Hours: Although each resident's treatment schedule differs, typically a resident **averages 40 hours of treatment a month.**

Missoula Pre-Release Center (MPRC)



Sue Wilkins
Executive Director
2350 Mullan Road, Missoula, MT 59808
Ph. (406) 541-9200
Fax (406) 541-9216
swilkins@m-c-s-inc.org

Screening Schedule and Contact Information: The MPRC screening committee meets every Wednesday. The screening coordinator is Annie Bahm, Administrative Assistant, and she can be reached at abahm@m-c-s-inc.org or (406) 541-9200.

MISSOULA PRE-RELEASE CENTER PROGRAM HISTORY

Formerly known as the "Life Skills Center," the original program started in 1977 with grant funding. It was designed for 16 individuals sentenced to probation with the condition they live at the center and complete its program. The state of Montana took over the program in 1979, expanding the population to include parolees from the MSP. The state had a number of inmates who were eligible for parole, but lacked a place to live, employment, and funds needed to establish themselves in a community. The Life Skills Center addressed these issues along with providing other treatment and teaching life skills. In 1981, due to the influx of female inmates into the system, the Life Skills Center began housing eight females, some of whom were on inmate status, and eight male offenders on parole status. In 1982, the program changed to a prerelease facility allowing the center to house male inmates who were within two years of their parole eligibility. This developed as a response to the overcrowding at MSP. Its location changed, enabling the population to increase to 25 male inmates. Female offenders were no longer housed at the center after the location change.

Missoula Correctional Services, Inc. (MCS), incorporated as a non-profit in 1993 in response to the DOC's request for proposal to make the Missoula Pre-Release Center (MPRC) a privately-run operation. The director of the state facility and the leadership in Missoula felt that, as a community-based correctional facility, it should remain in the control of the community. Therefore, MCS was formed and took over the operations June 1, 1994. A goal was to have MCS increase its male offender population and to become a co-ed facility again. Through a great deal of effort, including legislative approval to allow a viable funding mechanism, MCS was able to build the first prerelease facility in the state designed specifically for prerelease operations. The program moved into its current site in October 1999 and houses 90 male and 20 female residents.

MCS continued to respond to the needs of the Missoula community and its criminal justice system by developing and implementing other community-based correctional programs. In addition to the prerelease program, MCS operates the Community Service Program, the Misdemeanor Supervision Program, the Pretrial Supervision Program, ESP, the Alternative Jail Program, and the Sobriety and Accountability Program.

Employees: MCS employs a total of 57 individuals, 40 of whom are connected to the Missoula Pre-Release Center. These employees not only work hard in their required work duties, but contribute to their community and to the state in a variety of ways that range from educational talks to high schools and the University of Montana about corrections, serving in the National Guard, and being members of service club organizations such as Kiwanis to serving in community groups such as Just Response (a group working on domestic violence issues) and the city's 10-year homelessness [plan]. Approximately \$4.2 million was spent to equip, operate, and maintain MCS's community correction programs during fiscal year 2013. Approximately \$2.4 million of this paid for personnel -- wages, benefits, and payroll taxes.

COST/CAPACITY

The daily contract rates for MPRC are \$60.80 per male offender and \$78 per female offender and do not include outside medical and administrative costs. Current capacity at the MPRC is 90 male offenders and 20 female offenders. Additionally, capacity for TLP and ESP is 12 participants for each program.

SUCCESS STORY

My name is Brian and I am an addict. I successfully completed Missoula Pre-Release in February 2011. I am 48 years old, I started using drugs and alcohol at the age of 13. I can tell you all the bad things I have done, but that is not important, what is important is that my drug of choice was methamphetamine and I was a cook. I went to jail and Montana State Prison and finally decided that I needed to change. I am here today to tell you I completed the NEXUS program and picked up some tools to learn how deal with my addiction. The real challenge was when I was given some freedom coming back to the community that I was sentenced out of. This was my choice, knowing

that I could fall again. I was asked to come to Missoula Pre-Release because the help was there. I had to be able to ask for help and had to be willing to let the help work for me. I was guided by some amazing people who helped me learn how to budget my money and follow rules. Rules are everywhere you go, no matter what. I had goals and started small while I was in the prerelease. I was able to get my driver's license and was allowed to secure employment driving a tow truck. The staff at the Center trusted me and allowed me this opportunity. The most important thing in all of this is that I began to believe in myself again. While I was in the pre-employment phase, on my way to be drug tested, I was hit by a car. I broke my collarbone, two ribs, and tore my rotator cuff. While I healed and was working within three weeks, the staff at the prerelease supported me physically, mentally, and emotionally. All my life I believed that I would never amount to anything, but to this very day I still visit the center when I need a lift. Additionally, I stay in contact to share the positive things that are happening. I know this doesn't mean a lot to some, but it does to me.

Prerelease encouraged me to build/rebuild my relationship with my two daughters. I completed a parenting class. My oldest daughter for a long time would not even speak to me. Now both of my daughters help me with my business, and our relationship is better than it has ever been. My kids had every right to be upset with me. I own my own licensed/bonded construction business. I have four employees, and in addition to bidding jobs, I am in charge of maintenance for over 100 properties via a local rental agency. My treatment coordinator while at prerelease spoke on my behalf at my appeals hearing for my business license.

I have six years clean and sober. I have 25 years until I discharge my sentence. I still have my ups and downs. However, I now know that I can do anything as long as I ask for help or just talk. I went through prerelease two times; my treatment coordinator and case manager were supportive and helped me get to where I am today. I have a good relationship with my probation officer and use her for support as well. My success is directly related to my ability to let people into my life. I look forward to a life of being clean and free. (Submitted by Brian.)

STATISTICS

Screening for Program Admission (July 1, 2012 - June 30, 2014):

Total number screened: **1794**
 Approved: **449** (25% of total screened)

Admission and Discharge (July 1, 2012 - June 30, 2014):

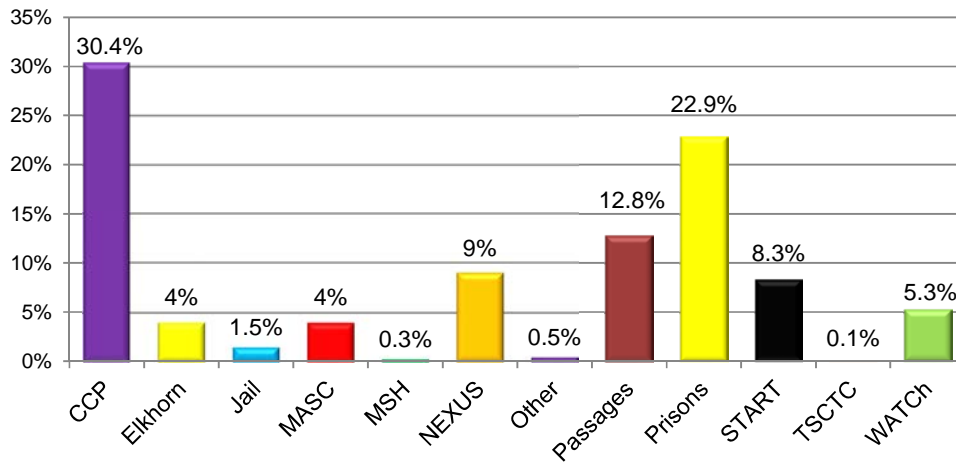
Total admissions: **398**
 Completed program: **236** (59.3%)
 Walk-aways: **4** (1%)

Age of Offenders:	<u>Males</u>	<u>Females</u>
Youngest:	18.0 yrs	21.1 yrs
Oldest:	65.7 yrs	58.6 yrs
Average Age:	34.9 yrs	34.2 yrs

Race of Offenders:

76.7% Caucasian	2% African American
20.3% Native American	1% Asian

Where Offenders Come From:



Number of Offender Treatment/Programming Hours: Although each resident's treatment schedule differs, residents at MPRC completed **2,765.5 hours of treatment in FY2013 and 2,918.65 hours in FY2014.**

Passages Prerelease (Passages PRC)



Jan Begger
Director
1001 South 27th Street, Billings, MT 59101
Ph. (406) 294-9609, Ext. 211
Fax (406) 245-4886
jbegger@altinc.net

Screening Schedule and Contact Information: The Passages screening committee meets each Tuesday at 3:00 p.m. Bridget Girard is the Screening/Disciplinary Coordinator and she can be reached at (406) 294-9609 ext. 226 or bgirard@altinc.net.

PASSAGES PRERELEASE PROGRAM HISTORY

Passages Prerelease is a 74-bed, residential correctional facility for female residents that occupies the first floor of the Passages facility. Passages PRC is operated by the Billings-based non-profit corporation, Alternatives, Inc. The Passages program opened on January 19, 2007, and is located in Billings in a modern 72,000 square-foot facility that was once a hotel.

The purpose of Passages is to provide cost-effective, short-duration services capable of diverting female residents from jail and prison. The inpatient program (Passages ADT) and assessment, sanction, and revocation program (Passages ASRC) serve the entire state of Montana, while the Passages PRC focuses on those offenders returning to Yellowstone County upon release.

Employees: Passages has 74 full-time employees, including Alternatives' administrative staff. Human Resources is involved in numerous community job fairs and employees participate in the following community activities:

- Southside Neighborhood Task Force
- Soroptimists
- March Against Drugs and Violence
- Billings Area Re-entry Task Force
- Rotary
- Billings Area Family Violence Task Force

COST/CAPACITY

The daily contract rate at Passages PRC is \$73.07 per offender and does not include outside medical and administrative costs. Capacity is 69 beds and Passages recently received a contract with the Montana DOC for 5 female prerelease beds with a mental health emphasis with the daily contract rate per offender at \$76. These beds will include standard prerelease services enhanced with emergency mental health stabilization, assessment, monitoring, and medication management. Additionally, the capacity for TLP is 8.

SUCCESS STORY

"D" was sentenced to a four year DOC commitment for stabbing a man who she claimed had raped her. She reported a history of sexual, mental, and physical abuse that began at age two and continued up until she was incarcerated at age 24. She has been diagnosed with depression, anxiety, and personality disorder. Although bright and articulate when she chose to be, D was normally withdrawn and prone to lash out physically and verbally when under stress. Her education extended through 11th grade. She had no employment history, lacked even the basic skills for employment, and the confidence to seek it.

D suffered several setbacks in the correctional system and was not thought to be parole-able due to her lack of motivation to maintain clear conduct or develop a release plan. The turning point came in 2012 when she was admitted to the Culinary Arts Program at Passages in 2012. D was not an overnight success in the CAP program, at one point being returned to prison for a time. She struggled to keep up with coursework and to get along with other student inmates. Persistence on D's part and assistance from a Native American "Navigator" from the New Path New Life Program (a reentry grant program coordinating the efforts of the Montana Women's Prison, Montana State University-Billings, Probation and Parole, and Passages), one of Passages Licensed Addiction Counselors and a Licensed Clinical Professional Counselor and her Case Manager paid off.

- *She completed the 2,000 hour pre-apprenticeship Culinary Arts Program;*
- *She maintained acceptable conduct for more than a year;*
- *She obtained her GED (after three attempts);*
- *She continues to meet with her re-entry group and work on her recovery from addiction;*
- *She has pursued a career in culinary arts and has obtained and held full-time employment for seven months.*

In 2014, she is on course to graduate from prerelease. The pivotal moment in achieving success may have occurred after the CAP students hosted a legislative reception in the Rotunda of the Capitol, at which time she spontaneously gave her commitment to complete the program and

maintain control over her emotions. While she has struggled at times, she continues to mature and has kept her commitment. (Submitted by Passages staff.)

STATISTICS

Screening for Program Admission (July 1, 2012 - June 30, 2014):

Total number screened: **757**
 Approved: **590** (78% of total screened)

Admission and Discharge (July 1, 2012 - June 30, 2014):

Total admissions: **242**
 Completed program: **167** (69%)
 Walk-aways: **3** (1.2%)

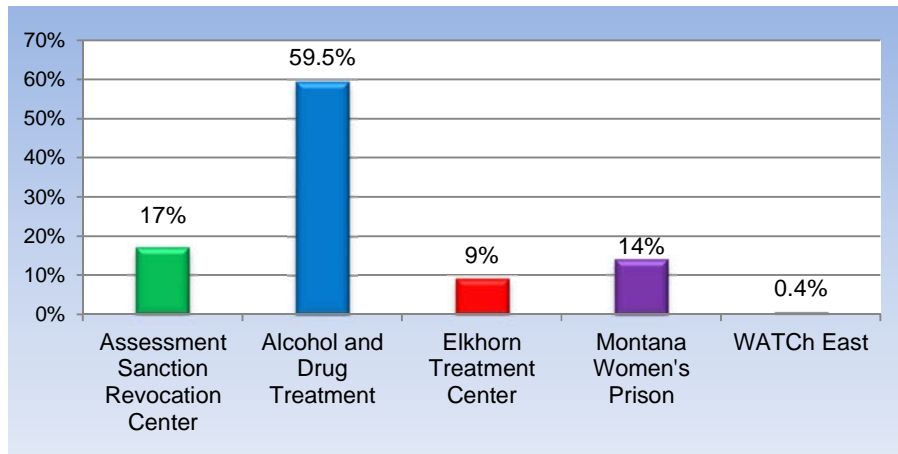
Age of Offenders:

Youngest: **18.9 yrs**
 Oldest: **62.3 yrs**
 Average Age: **33.9 yrs**

Race of Offenders:

57.7% Caucasian **1.4%** African American
40.3% Native American **<1%** Asian

Where Offenders Come From:



Number of Offender Treatment/Programming Hours: Residents receive **16,224 hours of group work annually**. They are required to attend at least **two self-help groups in the community per week**. Prerelease residents have the opportunity to participate in recreation activities as well as community events and activities.

Case management (individual sessions) accounted for an additional **2,311 sessions in FY13 and 2,531 in FY14**.

TREATMENT PROGRAMS



CONNECTIONS CORRECTIONS PROGRAM (CCP)

ELKHORN TREATMENT CENTER (ETC)

NEXUS TREATMENT CENTER (NEXUS)

PASSAGES

Assessment, Sanction, Revocation Center (ASRC)

Alcohol, Drug Treatment Center (ADT)

**SANCTION TREATMENT ASSESSMENT REVOCATION
& TRANSITION CENTER (START)**

**WARM SPRING ADDITIONS TREATMENT & CHANGE PROGRAM
(WATCH)**

Connections Corrections Program (CCP)



Linda Rogers
Clinical Treatment Supervisor, CCP East
111 West Broadway, Butte, MT 59701
Ph. (406) 782-6626
Fax (406) 782-6676
lrogers@cccscorp.com

Alex Vukovich
Program Administrator, CCP West
P.O. Box G, Warm Springs, MT 59756
Ph. (406) 693-2272
Fax (406) 693-2276
avukovich@cccscorp.com

Screening Schedule and Contact Information: The screening committee meets on alternating Thursdays at 1:15 p.m. Kim Potvin coordinates the screenings and sets the bed dates for placement and she can be reached at spotvin@cccscorp.com or (406) 782-4223.

CONNECTIONS CORRECTIONS PROGRAM HISTORY

The Connections Corrections Program (CCP), a 60-90 day residential chemical dependency treatment program, opened in March 1998. It began as a 30-bed facility in Butte designed to serve the correctional population throughout the state. The need for additional services created an additional 10-bed expansion during the fall of 2003. In February 2004, CCP expanded to a portion of the building housing WATCH West in Warm Springs with an additional 40 beds for male offenders. Later in 2004, 10 additional beds were added to provide treatment for offenders who are sanctioned to the program. In March 2007, the facility became an all-male program with the opening of the Passages female treatment program in Billings.

In 2009, CCP East and CCP West were increased to 52 beds each, with the option of a 90-day stay when needed. P&P officers may use 10 of the beds to sanction parole, ISP, PRC and conditional release offenders who violate conditions of their community placements.

CCP East began the *Pay it Forward* group for graduates of the NEXUS program who relapsed. These offenders are held to higher standard of behavior and are expected to *give back* to the community by donating their time, energy and talents by mentoring, teaching and working with offenders who need additional assistance.

Employees: CCP employs a dedicated professional staff of over 50 persons distinguished by both education and experience who are also involved in community and civic activities.

GOALS, MISSION, PURPOSE

CCP is an intensive, cognitive/behavioral-based addiction treatment community assisting offenders in developing those 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. As the level of services required to effectively treat offenders increased, both programs have evolved and changed over the years. They continue to provide evidenced-based curricula and methods of providing the best possible programming for a difficult population, while continuing to modify and strengthen the program with the latest practices.

ELIGIBILITY REQUIREMENTS

Eligible offenders are those committed to the DOC with a recommendation and/or assessment for chemical dependency treatment and offenders mandated by the BOPP to complete chemical dependency treatment before being approved for parole. All male parolees or conditional release offenders who have violated the conditions of their supervision, or offenders in a PPD facility who have violated the rules of their program, may be placed in the sanction treatment beds at CCP West in Warm Springs at the recommendation of a hearings officer.

The CCP screening committee makes a determination to accept or deny placement on an individual case-by-case basis. Those cases that are denied placement are done so because of the safety risk to the community or level of service needs.

COST/CAPACITY

The contract rate for an offender in CCP West is \$69.40 and CCP East is \$81.09, not including outside medical and administrative costs. The total capacity of CCP operations is 104 beds for male offenders, with 52 beds at each facility.

FUNCTIONS OF PROGRAM

CCP provides residential treatment focused on substance abuse and criminality. The ultimate goal of CCP is that offenders return to the community, remain in recovery, stop creating victims, and become law-abiding, productive individuals.

SERVICES

CCP is a comprehensive, community-based correctional program designed to serve the unique needs of those in Montana's correctional population who are chemically dependent. The program provides "family members" (offenders) with a full-range of treatment services focusing not only on the chemical dependency issue of each individual, but also the underlying behavioral and dysfunctional thinking patterns which contribute to or sustain chemical use and result in criminal behavior. CCP is a highly structured, 60-90 day cognitive-behavioral based intensive residential treatment center that incorporates groups and services that include the following in conjunction with a strong emphasis in relapse prevention for the criminal offender (see Appendix for descriptions):

- ❖ Chemical Dependency
- ❖ Criminal Thinking Errors
- ❖ Cognitive Principles & Restructuring
- ❖ Co-Dependency
- ❖ Victimology
- ❖ Anger Management
- ❖ Relapse Prevention
- ❖ Men's Issues
- ❖ Living in Balance (life skills program)
- ❖ Thinking for Change
- ❖ Self-Help programming
- ❖ Domestic Violence

REENTRY

CCP plans for reentry from the time the offender is admitted until he is transferred to a lower level of care. The curriculums used at CCP are designed to address current issues in an effort to avoid relapse and reoffending. Every offender who completes CCP writes an aftercare plan to address the following areas of his life: recovery-based support groups, outpatient substance abuse treatment, relapse interventions and prevention plan, a support system, employment, education, domestic-living plan, financial resources, legal issues, fines and restitution, leisure and recreation plans, and a *pay it forward* or *give back* to the community plan to donate their time, energy and talents to various community service projects. The majority of offenders who complete CCP transfer to a PRC. An Intensive Supervision Program and/or conditional release are options as well.

SUCCESS STORY

Charlie's criminal history dates back to 1987, and consists of five misdemeanor convictions for DUI. He has also been convicted of three previous felony offenses: Aggravated Assault, Theft, and Arson. In May, 2009, Charlie was arrested in Lewis & Clark County and charged with felony DUI. He was sentenced to 13 months in the custody of the Montana Department of Corrections, to be followed by 4 years suspended. He completed the WATCH Program in October 2010 and was released to begin serving his suspended sentence. In May 2011, a Report of Violation was filed alleging that he had violated the terms of his supervision by using illegal drugs and failing to fully participate in an aftercare treatment program. In June 2011, his suspended sentence was revoked and he was given a four-year commitment to the Montana Department of Corrections.

Charlie arrived at CCP in December 2011 and completed treatment in February 2012. He is disabled and does not work. In order to maintain a productive day, he began volunteering at CCP East. He reads treatment material to clients, helps with Cognitive Principles in Recovery, and chairs AA meetings. He attends a group for offenders who have done an extended period of time at MSP. He continues to help out at CCPE on a regular basis. He became actively involved in the local AA community serving on a number of boards and committees, most recently, he was involved in the AA Round-up at Fairmont. As of this writing, he remains in recovery. (Submitted by CCP staff.)

STATISTICS

Screening for Program Admission (July 1, 2012 - June 30, 2014):

Total number screened: **1813**
Approved: **1471** (81% of total screened)

Admission and Discharge (July 1, 2012 - June 30, 2014):

Total admissions: **1263** (637-CCP East; 626-CCP West)
 Completed program: **1133** (90%) (575-CCP East; 558-CCP West)
 Escapes: **0**

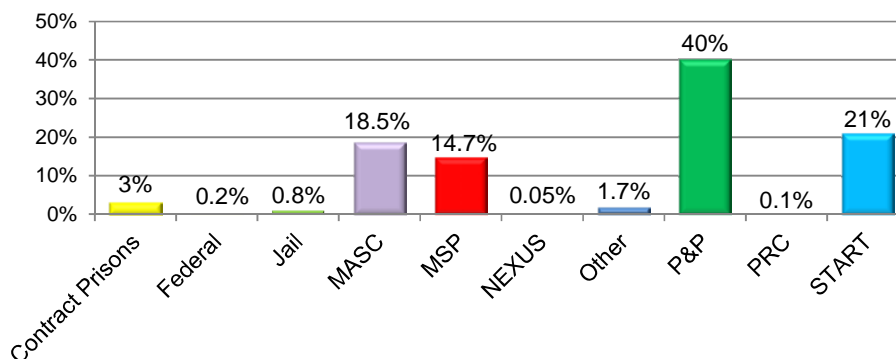
Age of Offenders

Youngest: **18.6 yrs**
 Oldest: **68.5 yrs**
 Average Age: **34.2 yrs**

Race of Offenders:

72% Caucasian
22% Native American
3% Hispanic/Mexican
2% African American
<1% Asian/Pacific Islander
<1% Unknown

Where Offenders Come From:



Number of Offender Treatment/Programming Hours:

- ❖ Monthly individual counseling **180 sessions**
- ❖ Monthly Chemical Dependency **96 group hours**
- ❖ Monthly Criminal Thinking Errors **26 groups**
- ❖ Monthly Cognitive Principles & Restructuring **21 groups**

Elkhorn Treatment Center (ETC)



**Dan Krause
Administrator
#1 Riverside Road
PO Box 448, Boulder, MT 59632
Ph. (406) 447-3266
Fax (406) 447-5301
dkrause@boydandrew.com**

Screening Schedule and Contact Information: Screenings are conducted twice monthly, every other Tuesday afternoon. Dan Krause, Administrator of Elkhorn, is the screening coordinator and he can be reached at dkrause@boydandrew.com or (406) 447-3266.

ELKHORN TREATMENT CENTER PROGRAM HISTORY

Elkhorn Treatment Center (ETC) located in Boulder and operated by Boyd Andrew Community Services, is a residential methamphetamine treatment program that provides a sentencing option for women convicted of a second or subsequent methamphetamine possession. Boyd Andrew, a private non-profit corporation in Helena, has provided outpatient and residential chemical dependency services for Montana citizens since 1973. The center was opened in April 2007 in response to the identified need to provide long-term treatment for those suffering from methamphetamine addiction and was designed and constructed to specifically meet the treatment and security needs of female offenders under custody of the DOC.

The facility was made possible by the passage of HB 326 during the 2005 Montana legislative session, which authorized the DOC to create a methamphetamine treatment program for female offenders.

Employees: ETC is a major employer in Jefferson County and employs over 30 people, giving preference when hiring to residents of this geographical area. Positions include an educational coordinator, case managers, chemical dependency counselors, medical and dental staff, and administrative staff. Security staff and mental health counselors are both part-time and full-time positions.

GOALS, MISSION, PURPOSE

ETC is first and foremost a community corrections facility and secondly, a treatment center for methamphetamine addiction and other chemical dependencies. The first priority of ETC is public safety; residents are felons under the custody of Montana's DOC. The DOC created this facility to provide a therapeutic alternative to offenders convicted of a second or subsequent criminal possession of methamphetamine, or residents deemed appropriate by the DOC for placement. ETC combines treatment at a minimum-security detention facility and a stay at a PRC as an alternative to a regular prison sentence; therefore, this program is a privilege for offenders and is voluntary.

Because ETC is a correctional facility, some elements of life in this program are determined by public safety concerns rather than treatment. For example, room searches, breath and urine testing, and pat downs occur at random times to all offenders regardless of their phase in treatment. In addition, visitors may be searched. Video surveillance systems are present in all areas of the facility except bedrooms and bathrooms and offenders are locked in the facility for the duration of their treatment. ETC reports allegations of offender criminal conduct to local law enforcement officials and the DOC and cooperates with any administrative or criminal investigation.

ELIGIBILITY REQUIREMENTS

Female referrals are screened and placed in the following order of priority:

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

Additional acceptance criteria includes:

- The offender must have medical clearance to participate in the treatment program.
- The offender must be free from outstanding warrants.
- The offender must be willing to comply with the rules, regulations, and terms of placement in ETC.
- The offender must be willing to release all medical psychological, chemical dependency, and criminal history information to ETC.

- Consideration will be given victim impacts if the victim(s) resides in this community.
- The offender's treatment needs must be within the scope of services available at ETC.
- Approval of the screening committee.

ETC accepts the following offenders: DOC commitments, parole violators, conditional release violators, inmates of the Montana's Women's Prison, and women convicted of a second or subsequent criminal possession of methamphetamine.

COST/CAPACITY

The daily contract rate is \$128.78 per offender and does not include outside medical and administrative costs. ETC has contracted with the DOC for 42 beds.

FUNCTIONS OF THE PROGRAM

ETC is a Therapeutic Community (TC) for female methamphetamine addicts that combines residential treatment for chemical dependency with minimum-security detention. The program's main goal is to promote public safety by reducing methamphetamine use. The program is based on a cognitive restructuring model. Offenders may experience a wide range of mental disorders in conjunction with chemical dependency and the program attempts to address these issues as well. Each offender's therapeutic needs are addressed in a safe and supportive environment. The objective is to promote pro-social changes in lifestyle, identify, and behavior. The team of caring professionals includes mental health therapists, a registered nurse, nurses, licensed addiction counselors, case managers, and chemical dependency technicians who have been trained in the philosophies and methods discussed below and who are capable of providing state of the art treatment for methamphetamine addictions and associated conditions.

SERVICES

The program lasts nine months and offers individual and group treatment utilizing the TC model.

Components include (see Appendix for descriptions):

- ❖ Chemical Dependency groups
- ❖ Mental Health assessments
- ❖ Co-Occurring Treatment group
- ❖ Abuse Treatment group
- ❖ Victim Impact Panel
- ❖ Anger Management
- ❖ Cognitive/Behavioral Therapy
- ❖ Parenting
- ❖ Life-Skills ("Making it Work" curriculum)
- ❖ Medicine Wheel
- ❖ Non-denominational church services
- ❖ Self-Help meetings
- ❖ Strategies for Self Improvement and Change groups
- ❖ Medical and dental services, all on-site
- ❖ Educational programming that includes vocational skills development, computer classes, literacy, budgeting and high school equivalency preparation
- ❖ Resident and staff facilitated seminars

REENTRY

Elkhorn has put into place the following efforts to support offenders' reentry into the community:

- Education opportunities in literacy, computer technology, high school equivalency, accounting software, and an electronic copy of a resume.
- Family education through visitation. Family and support is important to reentry.
- Prior to release, medical compliance education by the RN to reduce barriers for continuing with medical and mental health services in the community, plus encouragement to residents to continue with the medical and mental health recommendations upon release.
- Elkhorn's "Strategies for Self-Improvement and Change" has a final phase that focuses on reentry needs such as self-help, job hunting and relapse issues.
- A relapse prevention curriculum is offered for the final six weeks of programming to all residents.
- A variety of in-house community support groups are offered that include self-helps, Celebrate Recovery, Welbriety and Medicine Wheel. A drum was donated and some residents have

facilitated drumming for the others.

- Elkhorn works with “Bridging the Gap” which assists residents with transitioning to their support groups in the receiving community.

SUCCESS STORY

“Jane” was in and out of prison for most of her adult life. By the time she came to Elkhorn, she was a notorious drug dealer across the state, but mainly in the Butte/Anaconda area. She was named as a player in high profile drug busts around the state. She came to Elkhorn and applied herself. There were few if any problems with her behavior. She shared her experience only to benefit the other clients and was honest about what she had lost due to her addiction. Before she left Elkhorn, we had a visit by some of the MWP employees, and when they caught sight of her they asked us how much trouble we were having with her, and staff at Elkhorn had a hard time knowing what they meant. They described her previous self, and we described her Elkhorn self, and it was a description of two different people. Jane went through the Great Falls prerelease and faithfully attended 12-step meetings even after she graduated the prerelease. She also remained active in the “Elkhorn” group that the Great Falls prerelease hosted for former ETC offenders. She was promoted in her job and decided to stay in Great Falls rather than go back to her old life in Butte. She remained active in AA and began to sponsor people that were new in the program. (Submitted by Elkhorn staff.)

STATISTICS

Screening for Program Admission (July 1, 2012 - June 30, 2014):

Total number screened: **172**
Approved: **135** (78.5% of total screened)

Admission and Discharge (July 1, 2012 - June 30, 2014):

Total admissions: **131**
Completed program: **116** (88.5%)
Escapes: **0**

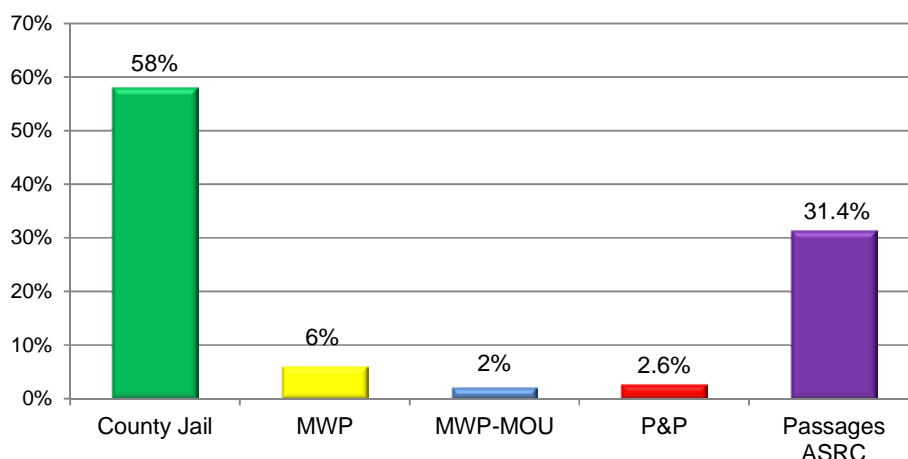
Age of Offenders:

Youngest: **19.7 yrs**
Oldest: **57.8 yrs**
Average Age: **32.6 yrs**

Race of Offenders:

57% Caucasian **2%** Asian
40% Native American **1%** African American

Where Offenders Come From:



Number of Offender Treatment/Programming Hours: All residents participate in the following during their entire stay:

- ❖ Chemical Dependency Group **10.75 hrs/week**
- ❖ Anger Management/Co-Occurring Group **1.5 hrs/week**
- ❖ Medicine Wheel (optional if Native American) **1.25 hrs/week**
- ❖ Strategies for Self-Improvement and Change **1 hr/week**
- ❖ Therapeutic Community **10.5 hrs/week**

All residents participate in the following:

- ❖ Cognitive Principles & Restructuring (completed in 4-5 months) **1 hr/week**
- ❖ Making it Work (2 weeks during final month-independent study) **5 hrs/week**
- ❖ Victim Impact (during 6 weeks of stay) **1.5 hrs/week**
- ❖ Parenting (during 8 weeks of stay) **1.5 hrs/week**
- ❖ High School Equivalency Prep (specific residents identified and engaged until successful in obtaining high school equivalency) **2 hrs/week**
- ❖ Body Image (eating disorders if needed, specified residents identified) **1 hr/week**
- ❖ Abuse Group (identified during initial evaluation, runs entire stay) **1.25 hrs/week**

NEXUS Treatment Center



Rick Barman
Program Administrator
111 Skyline Drive
PO Box 1200, Lewistown, MT 59457
Ph. (406) 535-6660
Fax (406) 535-6665
rbarman@cccscorp.com

Screening Schedule and Contact Information: NEXUS' screening committee meets every other Thursday depending on the number of packets to screen. Kolleen Rogers, Screening Coordinator, may be contacted at krogers@cccscorp.com or (406) 535-6660 ext. 222.

NEXUS PROGRAM HISTORY

The NEXUS program is a partnership between Community, Counseling and Correctional Services Inc. (CCCS, Inc.) and the Montana DOC. The program represents the culmination of efforts to provide an alternative, proactive response to traditional sentencing of adult males who are addicted to methamphetamine and other substances.

The 2005 Legislature, in response to the rising social and economic costs related to methamphetamine use, authorized the DOC to create a methamphetamine treatment program. The result was a program that gives addicted male offenders the opportunity to complete residential treatment and aftercare in a community-based PRC as a means of shortening their sentences. NEXUS opened June 1, 2007 in Lewistown.

Employees: NEXUS employs 43 residents of Lewistown and surrounding communities, including maintenance, kitchen, security, treatment and mental health staff, along with administrative staff. NEXUS benefits the community at the basic level by providing jobs and spending funds in the community; all food and supplies that can be obtained in Lewistown are purchased locally. Also, staff supports the community by participating in various fundraisers.

GOALS, MISSION, AND PURPOSE

Goals of the program include:

- ❖ Increase the level of knowledge of chemical dependency and the consequences of methamphetamine use.
- ❖ Promote responsibility and accountability.
- ❖ Decrease the number and frequency of positive alcohol/drug tests while under probation supervision after graduation from the program.
- ❖ Reduce the proportion of offenders who violate probation as demonstrated by a lower number of intermediate sanctions and revocations.
- ❖ Decrease future methamphetamine-related convictions.

NEXUS is an intensive, cognitive/behavioral-based addiction treatment community assisting “family members” (offenders) to develop the skills necessary to create pro-social change; reduce anti-social thinking; interrupt criminal behavior patterns; and address the negative effects of chemical addictions while integrating more fully into society.

ELIGIBILITY REQUIREMENTS

Male referrals are screened and placed in the following order of priority:

1. Offenders convicted of a second or subsequent criminal possession of methamphetamines as provided in §45-9-102(5)(a)(ii), MCA.
2. Offenders in need of structured treatment for chronic methamphetamine abuse.
3. Offenders in need of structured treatment for a stimulant use disorder that includes abuse of other amphetamines or cocaine.
4. Offenders in need of structured treatment for any form of chemical dependency and treatable co-occurring mental issues.

Applicants must be ready to change, accept straight-forward accountability, and be open to participate in a therapeutic community. Once a referral is received, a local screening committee determines whether to accept the offender. The committee consists of the NEXUS administrator, a P&P representative, the local sheriff, city manager, and a citizen representative. The screening process is the only means of admission.

COST/CAPACITY

The daily contract rate for NEXUS is \$121.43 per offender. The rate does not include outside medical or administrative costs. NEXUS has 82 beds for adult male offenders.

FUNCTIONS OF THE PROGRAM

NEXUS is based on a Modified Therapeutic Community (TC) model which is an intensive, long-term residential treatment program that meets the special needs and issues of a correctional population. According to the National Institute on Drug Abuse, this model has been found effective in reducing drug use and criminal recidivism.

The concept behind TC is to teach offenders how to live and function within the larger society and within their own families in a sober, pro-social manner. Each offender entering the program is assigned to one of two units, or "families" and "communities." These terms help reinforce the idea that everyone belongs to a family of sorts, from our family of origin to our extended family to the "family" of the human race. Members of a family/community working together toward their common recovery, achieves positive change.

The offenders also support the Lewistown community through their *pay it forward* or *give back* to the community projects. They have raised money for Relay for Life, Special Olympics, Boys and Girls Club, Blessings in a Backpack, local food pantry and several special projects. During the flood of 2011, offenders filled sandbags for local residents. Each year the offenders, with the help of the local Relay for Life group, have their own relay in the recreation yard and the community comes in and provides a "thank-you feed" at the end of the relay. Also each year, the community comes into NEXUS via the schools or clubs and meets with the offenders and listens to their stories. Within this framework, the actions of one person take on a new perspective as the treatment program stresses how a person's behavior has a ripple effect on others; everyone will experience the consequences -- both positive and negative. Offenders are reminded that they committed the crime, but others also suffer consequences for those actions -- families living without a father, son, mother or daughter; an employer having to fill a position; and taxpayers paying for the treatment.

SERVICES

All offenders are assessed upon intake using a variety of diagnostic tools. Offenders develop an individualized treatment plan in each of three phases of the program, and all participate in an individual counseling session upon admission and when advancing to each phase. Some of the groups and services offered to offenders at NEXUS include the following (see Appendix for descriptions):

- ❖ Cognitive Principles & Restructuring
- ❖ Chemical Dependency
- ❖ Life Skills Development
- ❖ Grief and Loss
- ❖ Beginnings
- ❖ Cognitive Behavioral Therapy
- ❖ Dialectical Behavioral Therapy
- ❖ Mental health group
- ❖ Medicine Wheel
- ❖ Thresholds
- ❖ Anger Management
- ❖ Self-Help programming
- ❖ Resentment, Rationalization, Reaction, Resistance and Perseverance
- ❖ Disciplinary write-ups, contracts and treatment interventions

Offenders meet with an aftercare coordinator at least 60 days before program completion and participate in a discharge conference with the treatment and aftercare staff prior to discharge.

REENTRY

Twenty-three offenders completed and received their high school equivalency while at NEXUS during the past two fiscal years, thus increasing each graduate's chances of a successful reentry back into the job market. By attaining a high school equivalency, the offender has a greater sense of pride in himself and realizes that this will assist him in finding employment. NEXUS is also working on offenders' reentry into the community by offering several vocational classes to assist in finding employment upon release:

- Serve-Safe – A certification course for kitchen workers is offered two or three times a year. Many former offenders report being hired right away because they were already certified.
- Construction Flagging – A certification course assisting offenders in getting jobs.
- Life Skills – Each offender is required to participate and complete the Life Skills segment of programming at NEXUS which provides education and skill development in areas such as financial management, child care, and numerous medical areas such as STDs, etc.

A strong focus surrounding the continuation of treatment, completing aftercare plans, and obtaining a healthy, pro-social support system is also a large part of the reentry preparation process at NEXUS.

SUCCESS STORY

Who to choose - NEXUS over the years has had many family members who left NEXUS and continued to work their program and do well. Some have been in the news and some prefer to stay in the shadows. One who has done well is Jeremy. Jeremy has been out of NEXUS for almost two years and is living in Bozeman. Jeremy is working with the AA organization in the Bridging the Gap program to work with people coming from prerelease to the community to provide the seamless support of individuals. Jeremy came to Nexus and spoke of the program and told all the Family Members to make contact in their communities with someone to assist them. Jeremy did not want to be here -- and was almost removed from the program. Over time, he began to accept what staff was trying to tell him, and he began to surrender his old beliefs and be his own counselor. He learned to look at himself and his disease, and let others take care of themselves, as he needed to focus on himself. Jeremy states that he now has the opportunity to be a good father, brother, son, employee and friend. He thanked us for not giving up on him. (Submitted by NEXUS staff.)

STATISTICS

Screening for NEXUS Program Admission (July 1, 2012 - June 30, 2014):

Total number screened: **454**
 Total approved: **350** (77% of total screened)

Admission and Discharge (July 1, 2012 - June 30, 2014):

Total admissions: 250, plus 6 inmate workers
 Completed treatment: **189**
 Escapes: **0**

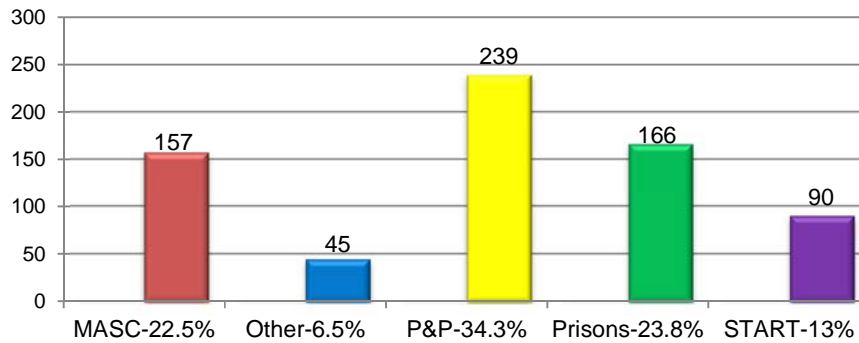
Age of Offenders:

Youngest: **19.0 yrs**
 Oldest: **65.0 yrs**
 Average Age: **34.4 yrs**

Race of Offenders:

78.3% Caucasian	1.3% African American
16.3% Native American	<1% Asian/Pacific Island
2.9% Hispanic/Mexican	

Where Offenders Come From (since June 1, 2007):



Number of Offender Treatment/Programming Hours: 3,465 hours in 9 months

Other Information:

Completing high school equivalency while at NEXUS (July 1, 2012 - June 30, 2014): 23

➤ 91 completions since June 2007

Percentage Who:

- ❖ **Self-reported a mental health diagnosis: 38.4%**
- ❖ **Were victims of abuse before entering NEXUS:**
 - Based on intake screening/emergent disclosures of sexual abuse: **16%**
 - Based on intake screening/emergent disclosures of physical abuse: **33.6%**
- ❖ **Reported mother was substance abuser: 39.6%**
- ❖ **Reported father was substance abuser: 51.2%**



Jan Begger
Director
1001 South 27th Street, Billings, MT 59101
Ph. (406) 294-9609, Ext. 211
Fax (406) 245-4886
jbegger@altinc.net

Screening Schedule and Contact Information: The Passages screening committee meets each Tuesday at 3:00 p.m. Bridget Girard is the Screening/Disciplinary Coordinator, and she can be reached at bgirard@altinc.net or (406) 294-9609 ext. 226.

PASSAGES ADT AND ASRC PROGRAM HISTORY

Passages is a community-based correctional facility for women offenders, providing three services: a traditional prerelease center (see Passages PRC on page 56); a 60-day chemical dependency treatment program (Passages ADT); and an assessment, sanction and revocation program (Passages ASRC). It is believed to be the only facility of its kind in the nation that provides this array of services in a single location. Passages is operated by the Billings-based non-profit corporation, Alternatives, Inc., which has provided prerelease services to male offenders at Alpha House in Billings since June 1980. The Passages program opened January 19, 2007, and is located in a modern 72,000-square foot facility in Billings that once was used as a hotel.

Employees: Passages has 74 full-time employees, including Alternatives' administrative staff. Human Resources is involved in numerous community job fairs and employees participate in the following community activities:

Southside Neighborhood Task Force
Soroptimists
March Against Drugs and Violence

Billings Area Re-entry Task Force
Rotary
Billings Area Family Violence Task Force

GOALS, MISSION, PURPOSE

Goals of Passages ADT:

- Provide adult female felony offenders at Passages ADT with education and treatment to help them understand the medical and biological disease of their addictions by using an evidence-based and gender-specific curriculum.
- Offenders are taught to identify their self-destructive behaviors and how they can change these behaviors. They become empowered to believe in their own abilities to change to a healthy lifestyle, void of addiction and criminal behaviors.
- Each offender attends 33 hours of treatment and group work per week to address their individual needs developed from their treatment plan.
- Develop an extensive Aftercare Plan by the offender to aid in recovery once she is back in the community. Her plan may include an aftercare group along with self-help attendance with a sponsor/mentor, and mental health and medical follow-up care and treatment.
- Guide the offender in establishing ties to the community by connecting with facilitators from self-help groups and spiritual programs that will assist in establishing support in their communities prior to release.

Goals of Passages ASRC:

- Determine the best placement option for each individual.

Mission Statement: Promote public safety and challenge offenders to become responsible productive citizens through firm, fair, consistent supervision, treatment, and education.

The purpose of Passages is to provide cost-effective, short-duration services capable of diverting female offenders from jail and prison. Passages ADT and Passages ASRC serve the entire state.

ELIGIBILITY REQUIREMENTS

Passages ADT serves all female offenders supervised by the DOC who are eligible for placement in community corrections facilities or programs.

Passages ASRC eligibility is as follows:

Assessment/Placement: All female offenders with a new felony conviction without immediate PPD placement and any female offender beginning a DOC commitment.

Revocation Placement: A revocation referral includes female offenders whose community placement has been modified due to violations of conditions of supervision.

Sanction Placement: A sanction referral includes female offenders whose community placement has not been revoked, but who have received a placement to Passages for a pre-determined period as a result of a formal disciplinary hearing.

Hold: MWP inmates accepted into a PPD program/facility with fewer than 120 days until a bed date or within 120 days of discharge date and DOC female offenders accepted into a PPD program/facility but waiting for a bed date.

COST/CAPACITY

The daily contract rate per offender for Passages ADT and Passages ASRC is \$73.92. The contract rate does not include outside medical or administrative costs. There are 45 beds at Passages ADT and 50 beds at Passages ASRC.

FUNCTIONS OF THE PROGRAM

The function of the *Passages ADT* program is to provide intensive substance abuse treatment for female offenders. The program is 60 days, but can be extended to 90 days based on the individual's need. Offenders are assigned a case manager and licensed addiction counselor with whom they meet weekly. Participants also attend educational and treatment groups up to 12 hours a day. If the 90-day program is recommended, the offender may participate in trauma education and receive additional support for other factors that may exist in addition to her substance abuse recovery.

The function of *Passages ASRC* is to serve as a prison diversion program for those female offenders sentenced to the DOC. While at ASRC, the offender receives mental health assessments and treatment if needed, substance abuse assessment, and regular support by treatment staff and her assigned case manager. The goal of ASRC is not to provide the treatment that may be needed, but instead to prepare the offender for her next step within community corrections. This preparation includes sticking to a schedule, attending the mandatory programming, and learning to work with a chain of communication to have her needs addressed appropriately.

SERVICES

Both Passages ADT and ASRC programs are highly-structured Therapeutic Communities (TCs). The concept has been utilized in treating chemical dependency for approximately 40 years. Over time, this concept has been adopted by correctional systems in order to provide a *chain of communication* among inmates that helps to reinforce a drug-free lifestyle, along with acceptance of personal and community responsibilities. Those in a TC program hold positions that are similar to those expected in the work world. Each offender is assigned to a "crew," such as environment, expeditor, business, education, motivation and orientation. While on a crew, the individual learns how to interact effectively with peers, build self-respect and self-esteem, and complete necessary tasks within the community. Each crew is assigned a lead who is selected by a staff interview process. This hierarchical system ensures the community runs smoothly and helps to reinforce the concepts that exist in the real world of society and family. The programs are designed to instill the concept of "right living," which is achieved by changing unhealthy behaviors and thoughts to healthy ones. These programs strive to maintain a right living environment through safety and security while encouraging the individual to participate in activities that will challenge old beliefs that have led to involvement with the legal system. By participating in the Passages ADT or ASRC programs, an offender agrees to assessments, treatment programming, and case management within the TC model.

Passages Groups: Passages strives to offer the latest in gender-specific treatment and programming. Groups and services offered to offenders include the following (see Appendix for descriptions):

- ❖ Victim Impacts
- ❖ Planned Parenthood
- ❖ Life Skills
- ❖ Responsible Living
- ❖ Dialectic Behavioral Therapy
- ❖ Cognitive Principles & Restructuring

- ❖ Matrix
- ❖ Nutrition Education
- ❖ Problem Gambling
- ❖ Untangling Relationships
- ❖ Developing a Plan for Healing
- ❖ Medicine Wheel
- ❖ Nurturing Parenting
- ❖ Domestic Violence Education
- ❖ Public health nurses
- ❖ High school equivalency preparation
- ❖ Job coaching
- ❖ TAMAR

Passages ADT: Passages ADT provides a structured TC model of right living from 6 a.m. to 10 p.m. every day. The women attend educational lectures on various subjects and issues that affect women. Offenders receive treatment for addiction, criminal thinking, guidance on how to have healthy relationships, and insight into how they have victimized others and emotion regulation, in order to gain skills to change their lives. They also attend study groups to expand their understanding of the TC model and self-help groups. After an offender completes her stay at Passages ADT, she may move to a PRC, Intensive Supervision Program (ISP), Passages ASRC, probation, conditional release, or be discharged.

Passages ASRC: Passages ASRC is designed to reduce the number of female offenders in county jails and MWP and is the first stop for DOC-committed female offenders who require assessment in order to determine the appropriate level of care and custody. About 89% of these offenders will be placed in community-based treatment programs, PRCs, or conditionally released. During their stay at ASRC, offenders receive chemical dependency assessments, mental health services, and medical care. They also participate in treatment programs and a modified TC to aid in preparation for community placement.

ASRC also provides services to DOC-committed offenders violating the conditions of community placement, similar to the men's START program. When a female offender is revoked from a community placement such as a PRC, ISP, or a treatment program by a hearings officer, she may be sent to ASRC under revocation status. Staff work with offenders to address conditions that led to revocation and to locate a community placement upon release. If such a placement cannot be found within 120 days, the resident may be transferred to MWP.

An offender who violates conditions of her supervision while on probation, parole, or at a PRC may be transferred to Passages ASRC for a sanction placement of 20 days, depending on her status. The purpose is to provide offenders with a reality check by alerting them they may be headed to prison if they continue their poor performance. The hope is that this "last warning" will encourage offenders to correct their behavior and avoid a lengthy prison stay. Offenders placed in the sanction/revocation unit participate in daily programming including assessment, treatment, and groups. If an offender is placed as a sanction, she will return to her original placement upon completion.

Passages Culinary Arts Program: The Culinary Arts Program (CAP) offers food service training and employment support for up to 15 offenders referred from MWP who are within 24 months of release eligibility. Participants receive 2,000 hours of classroom instruction, the Serve-Safe curriculum, in-house food service experience, work release experience in the community, job placement assistance, and complete a PRC program during the last six months of placement. Participants are also involved in treatment programs to address criminal thinking and chemical dependency issues. As of May 1, 2014, 44 women had entered the program, with 21 graduating and passing all required testing. In addition to the coursework offered by the on-site culinary staff, Passages has partnered with Montana State University-Billings to offer courses including work place math, family economics and financial education, fundamentals of writing, and employment skills geared towards offenders.

In September 2010, the program was recognized by the Montana Department of Labor and Industry (MDLI) as the first culinary pre-apprenticeship program in Montana. On August 14, 2012, CAP was presented with the U.S. Department of Labor's *Trailblazer and Innovator Apprenticeship Award* after being nominated by the MDLI. This award is given to only a few outstanding programs nationwide and recognizes those that can be used as nationwide models.



In January, 2013, ten CAP students prepared and served several appetizers and traveled to Helena to cater a reception at the Capitol rotunda for legislators. Over 100 legislators and government officials attended, including Governor Steve Bullock and MDLI Commissioner Pam Bucy.

Annual community service projects include a catered event for 350 people involved in fundraising for cancer research; assisting the Montana Chefs and Cooks Association in assembling a 45-foot strawberry shortcake as part of the Downtown Billings Association Strawberry Fest; preparing a luncheon for the Billings Area Reentry Task Force-sponsored Landlord Training Seminar; an appreciation luncheon for the Billings Vista Volunteers; assisting with the preparation of Thanksgiving dinner at the local food bank; providing children healthy snacks at the Community Friendship House during the summer program in 2013; and annual participation in the March Against Drugs and Violence. CAP has become a popular program in the Billings community, and the involvement of the students has grown exponentially over the past years.

REENTRY

Passages' staff have been key participants in the Billings Area Reentry Task Force established in 2009 to address the challenges facing female offenders regarding reentry. Focus has been on offender job skills, housing and relationship issues, all which have been shown to be barriers to successful reentry nationwide.

Passages is currently partnering with Montana Mentoring and the Center for Children and Families to engage in group mentoring to help with reentry to the community. The Center for Children and Families has a representative onsite at Passages. This program focuses on assisting pregnant offenders, as well as providing parenting classes to ASRC and ADT pregnant offenders and offenders who recently gave birth to a child while at Passages. Passages also has a specialized reentry case manager who works with individuals who have been identified as appropriate participants in the reentry program by the Billings Reentry Probation Officer. Monthly reentry meetings are held with the Reentry Probation Officer, the Alpha House reentry case manager, and each of the reentry offenders.

SUCCESS STORY

"D" was sentenced to a four-year DOC commitment for stabbing a man she claimed had raped her. She reported a history of sexual, mental, and physical abuse that began at age 2 and continued up until she was incarcerated at age 24. She has been diagnosed with depression, anxiety, and personality disorder. Although bright and articulate when she chose to be, D was normally withdrawn and prone to lash out physically and verbally when under stress. Her education extended through 11th grade. She had no employment history, and lacked the basic skills for employment, and the confidence to seek it.

D suffered several setbacks in the correctional system and was not thought to be parole-able due to her lack of motivation to maintain clear conduct or develop a release plan. The turning point came when she was admitted to the Culinary Arts Program at Passages in 2012. D was not an overnight success in the CAP program, at one point being returned to prison. She struggled to keep up with coursework and to get along with other student inmates. Persistence on D's part and assistance from a Native American "Navigator" from the New Path New Life Program (a reentry grant program coordinating the efforts of the Montana Women's Prison, Montana State University-Billings, Probation and Parole, and Passages), one of Passages Licensed Addiction Counselors and a Licensed Clinical Professional Counselor and her Case Manager paid off.

- *She completed the 2,000 hour pre-apprenticeship Culinary Arts Program;*
- *She maintained acceptable conduct for more than a year;*
- *She obtained her GED (after three attempts);*
- *She continues to meet with her re-entry group and work on her recovery from addiction;*

- She has pursued a career in culinary arts and has obtained and held full-time employment for seven months.

In 2014, she is on track to graduate from prerelease. The pivotal moment in achieving success may have occurred after the CAP students hosted a legislative reception in the Rotunda of the Capitol, at which time she spontaneously gave her commitment to complete the program and maintain control over her emotions. While she has struggled at times, she continues to mature and has kept her commitment. (Submitted by Passages staff.)

STATISTICS

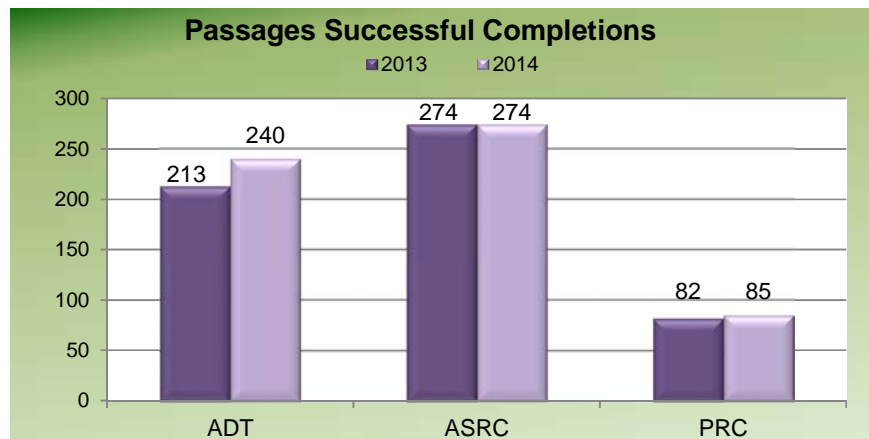
Screening for Passages ADT Program Admission (July 1, 2012 - June 30, 2014):

Total number screened: **481**
 Total approved: **459** (95% of total screened)

Admission and Discharge (July 1, 2012 - June 30, 2014):

Total admissions to Passages ADT: **456**
 Completed treatment: **453** (99%)
 Escapes: **1** (0.2%)

Total admissions to Passages ASRC: **640**
 Completed treatment: **548** (85.6%)
 Escapes: **1** (0.15%)

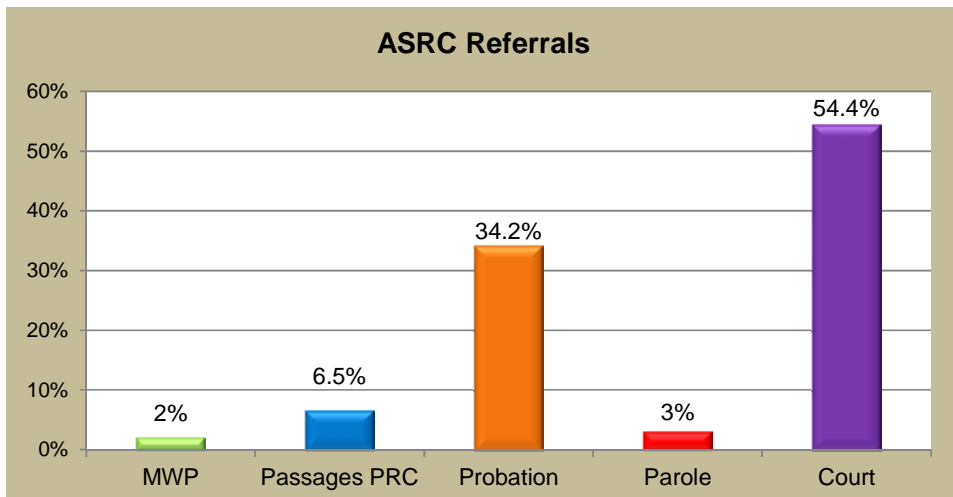
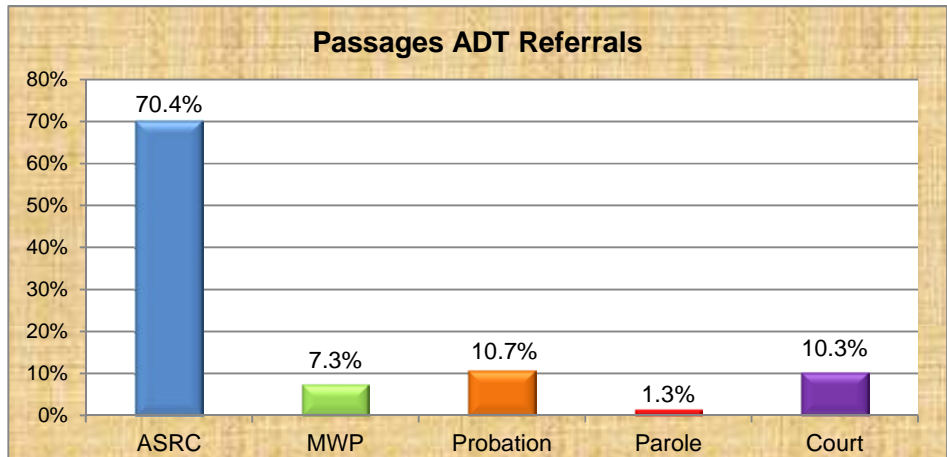


Passages ASRC serves as the statewide intake unit for women offenders. In the majority of cases where community placement is overridden to prison placement, medical needs are the cause.

Age of Offenders:	<u>ADT</u>	<u>ASRC</u>
Youngest:	18.5 yrs	18.3 yrs
Oldest:	71.2 yrs	71.6 yrs
Average Age:	33.7 yrs	34.3 yrs

Race of Offenders:		
Passages ADT:	63% Caucasian 35.8% Native American	1% African American <1% Asian
Passages ASRC:	64% Caucasian 33.4% Native American 1.5% African American	<1% Asian <1% Unknown

Where Offenders Come From:



Number of Offender Treatment/Programming Hours:

- ❖ *Passages ADT:* Residents receive nearly **55,536 total hours of group work annually**. ADT clients participate in **15 hours of program activities each day** which include self-help groups. Case management (individual sessions) accounted for an additional **1,552 sessions in 2013 and 1,629 sessions in 2014**. Addiction counseling (individual sessions) accounted for an additional **1,584 sessions in 2013 and 1,755 sessions in 2014**.
- ❖ *Passages ASRC:* Residents receive nearly **15,600 total hours of group work annually**. Case management (individual sessions) accounted for an additional **1,835 hours in 2013, and 2,247 in 2014**. ASRC clients participate in **12 hours of program activities each day**. These include self-help groups and non-secular groups.

Sanction Treatment Assessment Revocation & Transition (START)



George Strutzel
Administrator
801 Highway 48
PO Box 1389, Anaconda, MT 59711
Ph. (406) 563-7002
Fax (406) 563-5069
gstrutzel@cccscorp.com

Screening Schedule and Contact Information: The placement contacts are Nancy Moquist, Administrative Support, and she can be reached at nmoquist@cccscorp.com or (406) 563-7002 ext. 3118; or Jennifer Tymofichuk, IPPO, who can be reached at jtymofichuk@mt.gov or (406) 563-5876.

The mental health contact is Jim Ryan, Mental Health Case Manager. He can be reached at jryan@cccscorp.com or (406) 563-7002 ext. 3111.

SANCTION TREATMENT ASSESSMENT REVOCATION & TRANSITION PROGRAM HISTORY



The Sanction Treatment Assessment Revocation & Transition (START) facility, operated by Community, Counseling, and Correctional Services, Inc. (CCCS, Inc.), was initially located on the campus of MSH in Warm Springs and opened in December 2005 with a capacity of 80.

Over the next five years, the START program proved to be a successful alternative to prison placement. Consequently, a new 40,000 square-foot, state-of-the-art facility was constructed just outside of Anaconda. The new facility opened in July 2010 replacing the old facility. The program increased capacity from 88 beds to 118 when it moved to the new facility and increased once again from 118 to 133 in 2011. The contract with the DOC has since grown to 138 beds.

Employees: The START program provides employment for 59 people.

GOALS, MISSION, PURPOSE

START is a highly-structured, intensive treatment program designed to encourage cognitive and behavioral change. The 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 lives.

The original goal of the program was to reduce admissions to MSP by 50%. Additionally, an emphasis was placed on offenders participating in community programs and/or under community supervision who violated the conditions of their supervision, warranting placement in a secure facility. START incorporates comprehensive assessment tools and intensive treatment in an effort to return these offenders back to their original community status, thereby eliminating costly, lengthy prison stays. Statistics from July 2008 through June 2014 demonstrate START's success in exceeding the 50% goal by diverting 93% of offenders into a community placement.

ELIGIBILITY REQUIREMENTS

Male offenders assigned to the facility are designated as either a revocation or a sanction placement.

Revocation Placement: Revocation referral includes offenders whose community placement has been modified due to violations of conditions of supervision.

Sanction Placement: Sanction referral includes offenders whose community placement has not been revoked, but who have received a placement for a pre-determined period of time as a result of a formal disciplinary hearing.

Recent additional placements have included offenders who quit a prerelease or other treatment programs, MASC diversions, and holds, including offenders awaiting a bed date in treatment or PRCs.

Mental health administrative transfers are appropriate for individuals who are suitable for community placement and who can be helped by medication adjustment and counseling.

COST/CAPACITY

START's daily contract rate is \$97.90 per offender up to 118 offenders and \$75.48 per offender over 118. The rate does not include outside medical or administrative costs. START has beds for 138 male offenders, including 10 beds set aside for offenders with mental health needs.

FUNCTIONS OF PROGRAM

START provides physical, psychological, criminogenic, educational, and substance abuse assessments; educational programming; rehabilitative, group, and individual counseling; spiritual development; culturally-relevant programs; and additional support and programming services that will assist offenders with the skill development necessary for their eventual return to their communities.

SERVICES

START provides a valuable service to Montana by providing assessment, sanction, placement, and mental health stabilization services for a wide range of clients who might otherwise add to an already overcrowded prison system. These services are supported by CCCS, Inc.'s transport teams that provide transportation services between START and other facilities. START continues to provide these services in a manner that not only saves money and lessens the burden on prison overcrowding, but also provides offenders with the opportunity to address their treatment needs, salvage their community placements, and become productive members of society.

Revocation and Sanction Placement: Revocations may be confined to the START facility for 10-120 days. During this time, offenders are expected to maintain clear conduct and participate in program and work assignments. Case managers will attempt to identify a community placement for eligible offenders. Failure to follow program recommendations and/or excessive or major disciplinary violations may result in termination and the transfer of the offender to MSP. Sanctioned offenders are also expected to maintain clear conduct and participate in program and work assignments and 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 MSP. Special conditions and/or limitations concerning sanction length may apply to certain classes of offenders, such as probationers.

Assessment: Sanction and revocation admissions serving more than 10 days typically are assessed during the first week of their confinement for treatment, program, and aftercare needs. Intake assessment tools include those needed to determine level of service needed, medical and mental health screenings, alcohol screenings, and a treatment plan.

Programs: After the initial screening and assessment has been completed, an offender may be assigned to, or volunteer to participate in, one or more of the following programs (see Appendix for descriptions):

- ❖ Criminal Thinking Errors
- ❖ Anger Management
- ❖ Relapse Prevention
- ❖ Life Skills
- ❖ Changes Program
- ❖ Stress Management
- ❖ Medicine Wheel
- ❖ Cognitive Principles & Restructuring
- ❖ Secular Recovery
- ❖ S.O.B.E.R. project
- ❖ Self-Help programming
- ❖ Mental Health Program
- ❖ Dialectical Behavior Therapy
- ❖ Orientation and PREA Training

Offenders not precluded from manual labor due to medical or other reasons are assigned to a work program, placed on a work roster, and rotated through various facility work assignments. Dayroom and yard use are permitted during scheduled times when offenders are not attending groups or engaged in work assignments. These activities are directly supervised by staff.

Mental Health: START's Mental Health Unit was developed in recognition of the growing need for mental health interventions for PPD offenders and as a unique alternative solution to address and reduce the high cost and long-term placement often associated with placing offenders in need of mental health services in either prison or a long-term mental health facility. START, having already established a history as a successful and effective diversion program for PPD offenders, now

provides specialized counseling, medication management, and stabilization services for mentally ill PPD offenders. These services are primarily provided by the START mental health staff of one full-time and one part-time mental health professionals, a mental health case manager, and two mental health technicians. Two nurses and a contracted physician provide additional medical support services. The mission of START's mental health program is to provide a safe and secure treatment environment on a short-term basis in order to evaluate the mental health and treatment needs of PPD offenders and facilitate their return to the community. START provides mental health assessments as needed to assist in stabilization and facilitate the needs of PPD screening requirements. The Mental Health Unit is a 10-bed pod intended to monitor offenders whose mental health condition warrants close supervision. During this period of supervision, the offenders receive assessments, medication consultation and management, 1:1 counseling, group counseling, and case management in accordance with individual needs in order to help stabilize the offender for transition back into the community. Mental health unit referrals for offenders currently assigned to an PPD program are typically provided through an administrative transfer in which the offender is transferred to the START mental health program for assessment and stabilization after consultation with START mental health program providers. Mental health participants are typically returned to the referring community program once they have reached an acceptable level of stabilization.

Mental Health Unit Participation July 1, 2011 to June 30, 2014: 187 Admissions

- | | | | |
|--------------------|----|--|----|
| • Jail: | 1 | • P&P Placement: | 37 |
| • MSP Placement: | 45 | • Prerelease Placement: | 21 |
| • WATCH Placement: | 15 | • Out-of-state: | 1 |
| • TSCTC Placement: | 8 | • MCDC: | 6 |
| • NEXUS Placement: | 10 | • MSH: | 3 |
| • CCP Placement: | 26 | • Stabilized and returned back to pod: | 1 |

In addition to offenders housed on the Mental Health Unit, the mental health professionals have provided counseling services for approximately 307 offenders, and mental health assessments for approximately 192 offenders. The average length of stay at START for the Mental Health Unit participants is 44.2 days, with 82% of these participants returned to community supervision.

Security: Security staffing provides direct supervision around the clock. Offender pat searches, cell searches, area searches, and inspections are conducted on a routine and random basis. All offenders are required to submit drug test samples at intake and on a random basis during their stay. A minimum of seven counts are conducted daily. Offenders are returned to their cells and the facility is placed on lockdown status for official and emergency counts from 10:00 p.m. to 6:00 a.m. Census checks are conducted on a random basis as needed. Offenders are confined to the facility, and escorts outside of the facility typically require direct staff supervision and full restraints.

REENTRY

The START program supports the reentry goals of the PPD through the delivery of a comprehensive array of evidence-based assessment tools and educational/treatment programs designed to target individual needs and provide offenders with the opportunity to address mental health and chemical dependency issues, access community-based services, improve daily living skills, and change problematic thinking patterns and behaviors in order to enhance the offender's ability to transition to a community setting and become a responsible law-abiding member of the community.

SUCCESS STORY

I just sat down at my desk after a very busy morning at START to review some of the many reports that tend to find their way across one's desk in the corrections business. I believe I was reviewing a stack of disciplinary reports when the phone rang. As I recall, the caller ID displayed Tennessee. Since I was, at the time, focused on reviewing various reports of offender misconduct, it took a moment for my thoughts to shift to something more positive. I answered the phone and was pleasantly surprised to hear a friendly voice asking if I had a minute to speak with her. I told her I

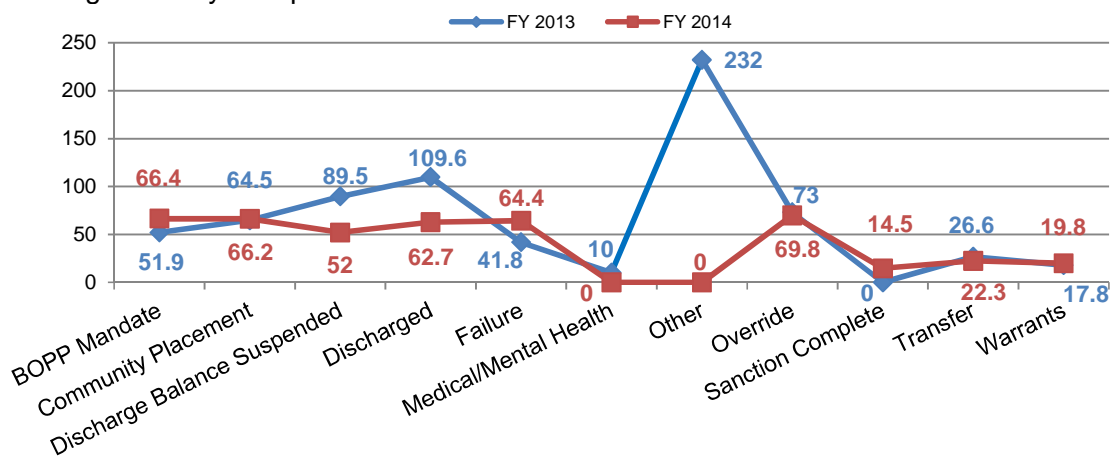
did, and she immediately began to thank me for saving her family member and helping them to reach out to one another again. She told me it had been years since they spoke and she began to thank me over and over again for helping to heal their family. She did not give me her name or the name of her family member, but I could feel sincerity and a deep sense of thankfulness coming through in her words and the tone of her voice. I realized then, that sometimes we help people in ways that we never suspect, and perhaps in this case, the most important success was bringing a family back together. (Submitted by START staff.)

STATISTICS

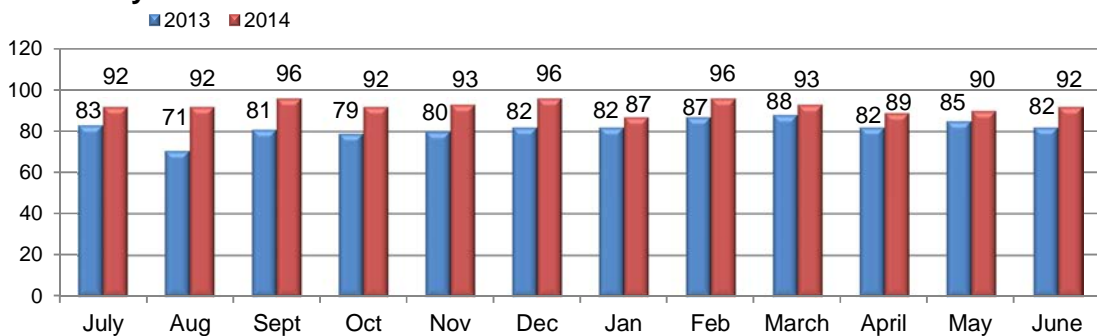
Admission and Discharge (July 1, 2012 - June 30, 2014):

Total admissions: **1566**
 Escapes: **0**

Length of Stay Comparisons:



Community Placement for Revocations:



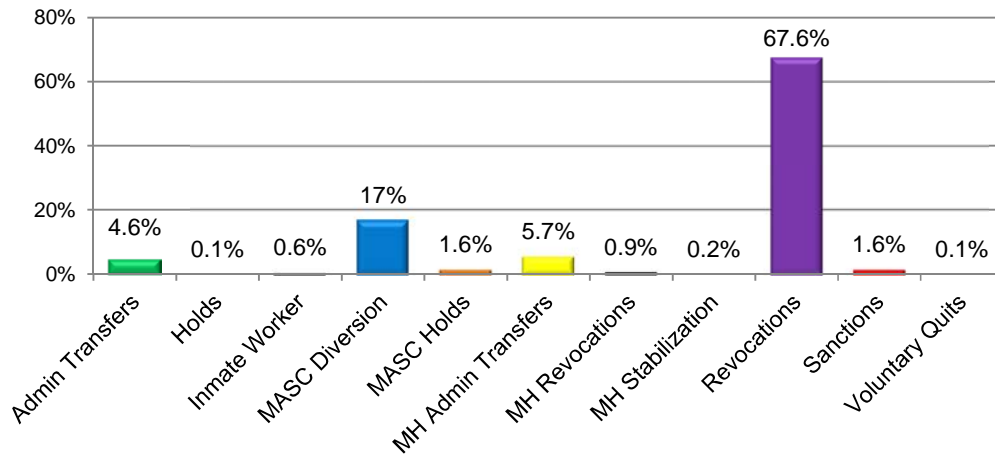
Age of Offenders:

Youngest: **18.1 yrs**
 Oldest: **71.5 yrs**
 Average Age: **34.5 yrs**

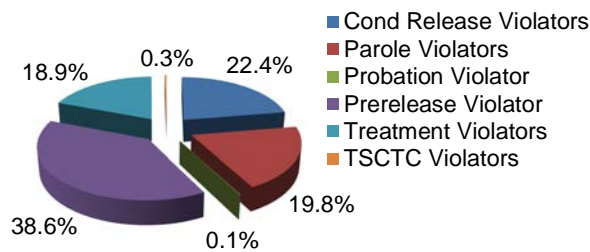
Race of Offenders:

72% Caucasian
22% Native American
2% African American
2% Hispanic
2% Not Available
<1% Asian/Pacific Islander

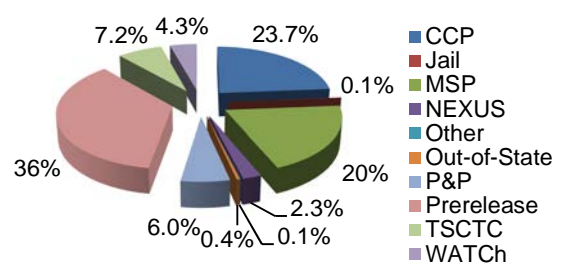
Where Offenders Come From:



Revocation Admissions



Revocation Placements



Number of Offender Treatment/Programming Hours:

- ❖ Cognitive Principles & Restructuring **24 hrs per week offered/conducted**
- ❖ Criminal Thinking Errors **3 hrs per week offered/conducted**
- ❖ Anger Management **2 hrs per week offered/conducted**
- ❖ Relapse prevention **8 hrs per week offered/conducted**
- ❖ Life Skills **8 hrs per week offered/conducted**
- ❖ Changes Program **12 hrs per week offered/conducted**
- ❖ Self-Help or Secular Recovery **1 hr per week as available/scheduled**
- ❖ Medicine Wheel **1 hr per week as available/scheduled**
- ❖ Orientation and PREA Training **1-2 hrs per week conducted**
- ❖ Stress Management **2 hrs per week offered/conducted**
- ❖ S.O.B.E.R. Project **1 hr per week as available/scheduled**
- ❖ Mental Health Program/Services **As needed**
- ❖ Dialectical Behavior Therapy **1 hr per week offered/conducted**

Warm Springs Addictions Treatment & Change Program (WATCh) Fourth and Subsequent Felony DUI Program



WATCh WEST, Warm Springs, Montana

Alex Vukovich
Program Administrator
P.O. Box G, Warm Springs, MT 59756
Ph. (406) 693-2272
Fax (406) 693-2276
avukovich@cccscorp.com



WATCh EAST, Glendive, Montana

Sarah Simon
Program Administrator
700 Little Street, Glendive, MT 59930
Ph. (406) 377-6001
Fax (406) 377-6004
ssimon@cccscorp.com

Screening Schedule and Contact Information: *WATCh West's* screening committee meets twice a month. Screening packets should be sent to Jodie McDonald, Administrative Assistant, for initial processing. Ms. McDonald acts as screening coordinator, and she can be contacted at jmcdonald@cccscorp.com or (406) 782-4223.

WATCh East's screening committee meets on the second and fourth Tuesdays of the month. Screening contact is Erin Kaufman, Administrative Assistant, and she can be reached at ekaufman@cccscorp.com or (406) 377-6001 ext. 334.

WATCH PROGRAM HISTORY

A 2001 revision to Montana sentencing statute, §61-8-731, MCA, allowed the DOC to provide an alternative, proactive response to traditional sentencing for persons convicted of felony driving under the influence (DUI) by placing them in a treatment facility rather than prison. The sentence is for 13 months; however, if an offender successfully completes the six-month WATCH program, the remaining portion may be served on probation. Offenders who do not participate, or are deemed inappropriate for treatment in a modified therapeutic community, are placed at a state prison or jail for up to 13 months.

WATCH West opened in February 2002 at Warm Springs as a partnership between Community, Counseling and Correctional Services Inc. (CCCS, Inc.) and the DOC. In February 2005, through a cooperative effort with the community of Glendive, the DOC and CCCS, Inc., WATCH East opened its doors to 40 offenders.

WATCH was included in a recent multi-state research project completed by the University of Texas, San Antonio Criminal Department of Justice Research Staff for the National Institute of Justice. This was an intensive two-year project that examined process and outcome evaluations of three state-sponsored alcohol treatment programs in Montana, Ohio and Texas. This study involved program design, quality of treatment delivery, and program effectiveness. Briefly, the study concluded:

“Although this study examined three programs, only Montana’s WATCH Program was found to be near ideal in design and performance. The WATCH Program is adequately resourced, as it enjoys political support both for prison-based practices and a high degree of program fidelity. WATCH Program staff are enthusiastic, adequately credentialed and personally involved in an offender’s recovery efforts. Not surprising, treatment participants are highly engaged and demonstrate knowledge about the process and goals of the program.”

“The WATCH program is a model program in regards to operation of broad stakeholder buy-in and should be considered a replication reference for services delivery logistics.”

The entire report is available upon request.

Employees: WATCH West employs 65 full-time staff, which includes an administrator, clinical supervisors, security supervisors, licensed addiction counselors, nurses, treatment case managers, counselor technicians, administrative support specialists, a food service coordinator, aftercare coordinator, education specialist, intake coordinator, mental health specialist, and security personnel. This dedicated staff, who all work together as one team providing outstanding service, contributes greatly to Warm Springs and the economies of surrounding communities. Staff are involved in local charitable and civic events such as Relay for Life, Mariah’s Challenge, coaching, Toastmasters, college events, Big Brothers and Sisters, Toys for Tots, food banks, literacy programs, nursing home activities, hospital visitations, and more.

WATCH East currently employs 29 dedicated staff members who participate in local fundraisers, such as the Foster Care Project, Relay for Life, and Miss Montana USA, as well as several local youth and school organizations.

GOALS, MISSION, PURPOSE

The WATCH program offers an intensive six-month addictions treatment curriculum based on modifying thoughts, assumptions, beliefs, and behaviors. The goal is 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. Effective treatment for felony DUI (four or more convictions) can be part of the solution for reducing DUI arrests.

Research indicates that the most promising approach to substance abuse treatment is the Modified Therapeutic Community (TC) 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 WATCh, staff use 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.

ELIGIBILITY REQUIREMENTS

A screening committee determines acceptance into the WATCh program. Generally, all offenders convicted of a felony DUI are accepted; however, several exclusions may apply, such as a history of violence, or medical or mental health conditions impacting the offender's ability to participate in the program.

Only male felony DUI offenders are accepted into *WATCh West*.

WATCh East gives preference to females since this is the only state-approved treatment facility for female felony DUI offenders. Additionally, priority is given to those offenders from the local area and counties of eastern Montana.

COST/CAPACITY

The daily contract rate for *WATCh West* offenders and inmate workers is \$60.04 per offender. The DOC pays *WATCh East* a daily contract rate of \$98.14 per offender. The rates do not include outside medical or administrative costs. *WATCh West* has a capacity of 115 male offenders. *WATCh East* has a capacity of 50 male and female offenders.

FUNCTIONS OF PROGRAM

WATCh is unique in its intensity and duration. The TC model simulates a healthy family environment and teaches the offenders to live together in a pro-social manner while holding themselves and others accountable. Rules and roles for each "family member" (offender) are well defined and are to be followed by participants. Treatment includes a strong emphasis on Criminal Thinking Errors, self-help programming, Relapse Prevention, and skill building. WATCh encourages participants to play an active role in their recovery by accepting personal responsibility for their behavior and their life path. Offenders learn how to build a mature, responsible lifestyle characterized by adherence to a strict moral code of ethics and behavior.

The program is followed by mandatory aftercare in the community.

SERVICES

Within the first week of placement, a comprehensive assessment is completed to determine medical and mental health status, level of risk and risk factors for recidivism, level of substance abuse, and other factors needed to develop a comprehensive individualized treatment plan.

The TC is the cornerstone of the treatment model at WATCh, but an effective curriculum is also an important part of the treatment. Offenders are involved in treatment, programming, and groups for at least eight hours a day. The curriculum includes (see Appendix for descriptions):

- ❖ Chemical Dependency
- ❖ Cognitive Principles & Restructuring
- ❖ Criminal Thinking Errors
- ❖ Family Relationships
- ❖ Anger Management
- ❖ Life Skills and career development
- ❖ Grief groups
- ❖ Self-Help programming
- ❖ Negligent Vehicular Homicide group
- ❖ Victim Issues/Restorative Justice

- ❖ Relapse Prevention
- ❖ Parenting Class
- ❖ Men's Issues (West)
- ❖ Centurions (West)
- ❖ Wells Toastmasters group (West)
- ❖ Community Speakers Bureau (West)

- ❖ Men's Traditional Fathers (East)
- ❖ Women's Art Workshops (East)
- ❖ Thinking for Change (East)
- ❖ High school equivalency classes (East)
- ❖ College classes through Dawson Community College (East)

Other Program Components:

- Urinalysis testing
- DNA testing
- System of incentives and sanctions
- Recreational programming
- Optional Native American Smudge Ceremony
- Optional Bible study and non-denominational Sunday church services

REENTRY

All *WATCH West's* offenders are given an Aftercare Plan specific to their needs as they reenter society after the completion of the program. This plan is a "supportive" guide designed primarily to assist the discharged offender in his sobriety while under the direct supervision of his P&P officer. This supportive plan includes:

- Outpatient Care
- Community Support Systems
- Relapse Prevention/Intervention Plans
- Employment Plans
- Educational Plans
- Financial Resources
- Transportation Issues
- Leisure & Recreation
- Journaling
- Paying it Forward
- Domestic situation – to deal with any residential instability issues

The focus of *WATCH East* is that offenders need to learn to make responsible choices. College classes offered for several years to offenders are geared toward reentry issues and include a three-credit Life Skills class focusing on making healthy choices and nine one-credit classes highlighting job skills, job readiness, leadership, stress management, and money management. These classes provide the offender with a professional resume and the ability to set goals, be a leader, and manage stress. Offenders are also educated on the reasons for relapse and how it can be prevented by identifying triggers.

SUCCESS STORY

Jimmy entered the WATCH Program in July 2006 after his fifth felony DUI and over 50 years of drinking and has been sober to this day. He was the typical alcoholic - he never finished anything and even wanted to sign out of WATCH. He had attended 10 previous treatment experiences with little to no sustained sobriety. He had been to prison, lost relationships, and his own grandchildren were afraid of him. He killed a man when he was drunk and lost his leg in a cabin fire while intoxicated. Completing the WATCH Program gave him his life back. He stated that he would be dead today without sobriety. Jimmy comes to WATCH every Wednesday now to be with the offenders. He has also started a vibrant community AA program that is 'packed' each and every week. In his own words: "I am forever grateful for the WATCH Program and all the people who work and help others like me take their life back. The only way to repay society is to remain sober." In closing, Jimmy always tells us that he wishes that there had been a WATCH Program 20 years ago for him. (Submitted by WATCH West staff.)

After having the privilege of working at WATCH East for the last three years, I am pleased to share one of the many success stories. When I think of a success story, I think of a former family member, Dave, who graduated from WATCH East in December 2012. He came in feeling defeated and having lost his sense of purpose due to his alcohol and drug addiction. Through time, he became a very active family member. Dave transformed into a strong, dependable leader and role-model and was elected as Senior Family Member for the last month he was in the program. He continues to write to the staff and family members at WATCH East and give us updates on his progress, as well as encouraging words to those in the program. I am truly happy to say that he has been enrolled at

MSU-Billings since the spring of 2013 and is currently a Junior with a Psych Rehab major, emphasizing Addiction Counseling. He recently wrote that he made the Dean's List last quarter with a perfect 4.0 GPA and was shocked because he has never had a 4.0 on anything in his life. Before discharging from WATCh East, he told me that he wanted to return to school and get a degree in Chemical Dependency/ Addiction Counseling so he would have additional incentive to stay sober, but also have the opportunity to pay-it-forward to so many other people affected by drugs and alcohol. Today, he is a man of his word and continues to follow through with his goals. Mother Teresa once said, "I alone cannot change the world, but I can cast a stone across the waters to create many ripples." Today, Dave is creating ripples, but instead of dangerous ripples of drunk driving, he is making positive ripples that continue to transform the State of Montana, the United States of America, and the world. (Submitted by WATCh East staff.)

STATISTICS – WATCh West

Screening for Program Admission (July 1, 2012 - June 30, 2014):

Total number screened: **533**
 Approved: **483 (91% of total screened)**

Admission and Discharge (July 1, 2012 – June 30, 2014):

Since the program's inception, 2554 offenders have successfully completed the treatment.
 Total admissions: **482**
 Completed treatment: **411 (85%)**.
 Escapes: **0**

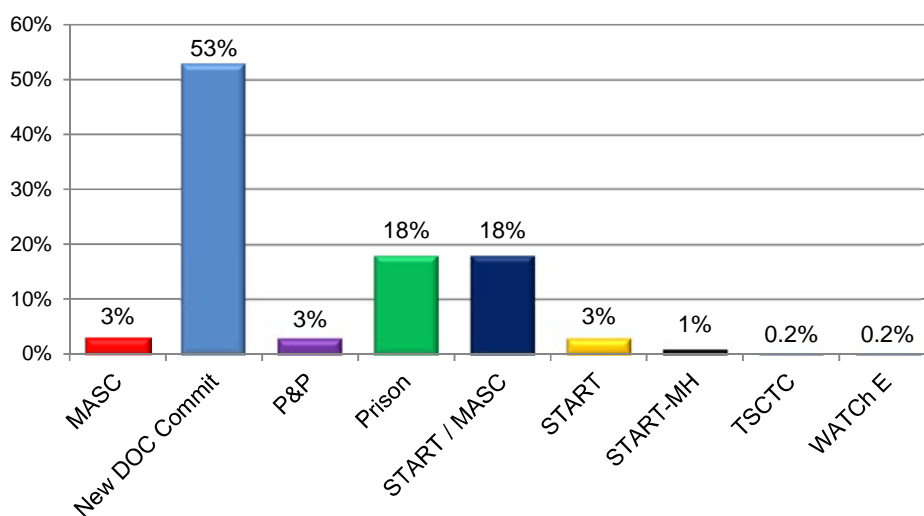
Age of Offenders (includes all males in both programs):

Youngest: **21.2 yrs**
 Oldest: **75.3 yrs**
 Average Age: **43.9 yrs**

Race of Offenders:

80% Caucasian **1.9%** Hispanic
17.2% Native Americans **<1%** African American

Where Offenders Come From:



Number of Offender Treatment/Programming Hours:

- ❖ Chemical Dependency Group **152 hrs/month**
- ❖ Individual Counseling Sessions **78 hrs/month**
- ❖ Criminal Thinking Errors **30 hrs/month**
- ❖ Cognitive Principles & Restructuring **143 hrs/month**
- ❖ Anger Management **14 hrs/month**
- ❖ Various Specialty Groups (including, but not limited to music, art, Victims, Life Skills, Parenting, Staff Lecture) **166 hrs/month**

Other Information:

- BAC at time of arrest: **0.187**
- Age of first use: **14.27**
- Level of education: **11.89**
- Dependents: **1.5**
- DUIs: **5.4**
- Primary drug of choice: **Alcohol**
- Secondary drug of choice: **Marijuana**
- Tertiary drug of choice: **Methamphetamine**
- Misdemeanors: **18.55**
- Felonies (includes current charges): **2.77**
- Inpatient treatments before WATCH: **0.87**
- Length of stay to complete treatment: **180.9 days**
- Individuals with psychiatric conditions: **18**
- Outpatient treatments before WATCH: **0.55**

New DUI: From July, 2012, through June, 2014, statistics show 36 offenders who had completed the WATCH West program received a new DUI conviction. This is 8.7% of offenders completing the program.

STATISTICS – WATCH East

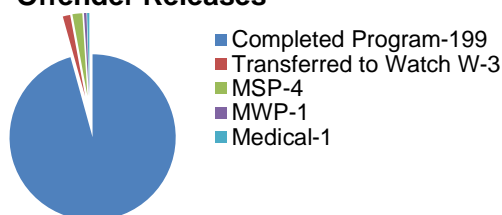
Screening for Program Admission (July 1, 2012 - June 30, 2014):

Total number screened: **237**
 Approved: **219 (92.4% of total screened)**

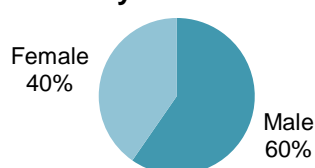
Admission and Discharge (July 1, 2012 - June 30, 2014):

Total admissions: **208**
 Completed program: **199 (95.7%)**
 Escapes: **0**

Offender Releases



by Gender



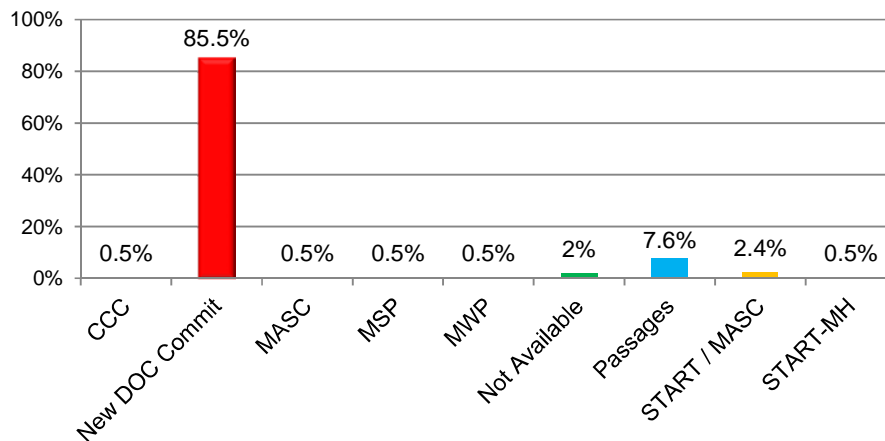
Age of Offenders (females):

Youngest: **25.3 yrs**
 Oldest: **70 yrs**
 Average Age: **43 yrs**

Race of Offenders:

79.8% Caucasian 19.7% Native American <1% Hispanic

Where Offenders Come From:



Number of Offender Treatment/Programming Hours:

- ❖ Chemical Dependency Group **44 hrs/month**
- ❖ Individual Counseling Sessions **61 hrs/month**
- ❖ Criminal Thinking Errors **11 hrs/month**
- ❖ Cognitive Principles & Restructuring **42 hrs/month**
- ❖ Anger Management **8 hrs/month**
- ❖ Various Specialty Groups (including, but not limited to music, art, Advanced Anger, Victims, Life Skills, Grief, Domestic Violence) **59 hrs/month**

Other Information:

New DUIs: From July, 2012, through June, 2014, statistics show four offenders received a new DUI. This is 2% of WATCH East’s offenders completing the program.

Domestic Violence: The medical and counseling needs of the women at WATCH East exceed that of most males. In a recent survey, not only do the women have chronic alcohol abuse problems, but 27 out of 28 have been the victims of violence and abuse, many since childhood. The program has been tailored to recognize these issues and to empower women to break the cycle of violence.

APPENDIX

DESCRIPTIONS OF TREATMENT PROGRAMS AND SERVICES

ACCOUNTABILITY AND RELAPSE PREVENTION – Programs designed to assist the offender in accountability and relapse prevention. It takes the lessons learned in other groups and builds on them. Lessons help keep the offender accountable for his crime and past criminal actions and increases awareness of contributing factors that result in potential relapse in criminal activity and develop interventions and affirmations to prevent such relapse. In addition, the group increases the understanding of criminal attitudes and behaviors to help prevent relapse in criminal activity.

ANGER MANAGEMENT – Groups use lessons aimed at dealing with the underlying issues that cause anger and offer positive, pro-social interventions to appropriately deal with angry thoughts and feelings. This gives these offenders more control over their anger and aggressive behavior. The program concentrates on making the offender accept responsibility for his emotional state of anger instead of blaming external factors for his anger. Anger management programs consist of group work, reading assignments, personal reflection, and written work.

BEGINNINGS – An extension of family values and parenting. Through the use of visual aids, group participation, tasks and activities, offenders review their pasts and the roles they had in their homes. The program explores such issues as childhood, family dynamics, children's stories, the home, the mother's heart, and the good and bad influences on their lives. Subjects include family mythology, family trees, roles people play, and childhood messages that motivate behavior.

CENTURIONS – This group at WATCh West is composed of offenders 60 years or older. The focus is to help those with age-specific issues such as loneliness, loss, and a lack of sense of purpose within the community.

CHEMICAL DEPENDENCY PROGRAMMING – The curriculum is cognitive/behavioral-based, designed for offenders to develop strategies for self-improvement, and has three phases that emphasize an offender's ability to change. It may include 12-step programming and involvement in Alcoholics Anonymous and Narcotics Anonymous meetings to encourage participation in these support groups after discharge.

CO-DEPENDENCY – This group teaches skills that are needed to understand the addiction process. The overall goal is to provide the skills needed for sobriety.

COGNITIVE BEHAVIORAL THERAPY GROUP – A group designed to assist offenders in developing an awareness of the clinical definition of depression and an understanding of other mental health issues that may be affecting their ability to fully participate in the program. The group addresses how an offender's thoughts affect his behavior. Group offenders are screened by a mental health professional, and the group is facilitated by the mental health professional.

COGNITIVE PRINCIPLES & RESTRUCTURING – The curriculum is cognitive-based with the focus on criminal-thinking reports and identifying each offender's criminal cycle. An action plan is then developed to change the behavior.

Phases I and II – approximately a 12-week group; Phase III – a 10-week relapse prevention program that includes group feedback and peer critiques of assignments.

Offenders receive help understanding their thought processes, associated feelings, and intervention tools to use in avoiding risks. They are encouraged to examine criminal thinking and behavior patterns, be accountable for those patterns, and begin to think and act more responsibly. The program increases an offender's understanding of who they victimized and exactly how the victims were affected. Offenders complete assignments and present them in front of a group of other offenders who give constructive feedback.

COMMUNITY SPEAKERS BUREAU – This group at WATCH West consists of offenders who deliver motivational speaking at schools in local communities utilizing the WATCH “pay it forward” motto.

CRIMINAL THINKING ERRORS – 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.

DIALECTICAL BEHAVIORAL THERAPY MENTAL HEALTH GROUP – Group designed to teach emotion regulation skills, interpersonal relationship skills, mindfulness skills, and distress tolerance skills to deal with interpersonal problems, emotions and moods, impulsiveness and intolerance. Group offenders are screened by the mental health professional and the group is facilitated by the mental health professional.

DEVELOPING A PLAN FOR HEALING – Passages ADT curriculum used through all groups to work towards addressing the trauma women offenders have endured. The curriculum helps uncover past traumas and learn what is involved for healing from incidents. Dealing with trauma is an important step in treating chemical addictions and preventing abuse.

DOMESTIC VIOLENCE EDUCATION – Topics covered include the cycle of domestic violence, the continuum of abuse, healthy relationships, safety planning, and more. The program is intended to help offenders become familiar with resources in the community and is conducted by the YWCA at Passages PRC.

FAMILY RELATIONSHIPS/PARENTING PROGRAM – This program allows offenders to begin at any point and progress at their own pace and consists of group work, reading assignments, reflections, and written work designed to educate offenders on tools that they can use when parenting their own children.

GRIEF GROUPS – Offers help for offenders to address grief and loss issues, whether past or current, through a healthy process of grieving. Individuals are referred by their primary treatment team and a group typically lasts two months.

LIFE SKILL DEVELOPMENT – Offered at most facilities. Topics covered may include interpersonal skills; financial management; English fundamentals; computer basics; food management; personal appearance, hygiene and self-care; health and medical issues; suicide prevention; seeking and keeping a job; sexual harassment; legal skills; emergency and safety skills, bike safety, hazardous materials, blood-borne pathogens; community resources; housekeeping; recreation; and high school equivalency preparation.

LIVING IN BALANCE – Offered to offenders at CCP and covers the topics of dysfunctional families and family roles; the role of self-help groups; nutrition, exercise, and physical wellness; problem solving; attitudes and beliefs; family matters and relationships; child development and parenting skills; educational and vocational goals; money management; insurance and consumer credit; sexual abuse; addiction; loss and grief; spirituality and personality; relapse prevention; influences, choices and decisions; and causes of crime.

MATRIX – A cognitive/behavioral therapy proven to be effective in treating chemical dependency, including methamphetamine addiction. The Matrix Institute has developed a handbook for Native Americans in addition to the regular curriculum.

MEDICINE WHEEL – The Medicine Wheel is a curriculum for recovery from chemical dependency that approaches the self-helps of recovery from a Native American perspective.

MEN'S ISSUES – This group focuses on healthy relationships and supportive male roles in the family by addressing the unique needs and issues facing men and consists of group work, reading assignments, and journaling.

MODIFIED THERAPEUTIC COMMUNITY MODEL – As compared to the traditional TC model, this model is more staff intensive and structured to meet the special needs and issues of a correctional population. A central concept behind TC is to stress the value of *right living* and moving the resident from being “I” centered to “we” centered.

NATIVE AMERICAN SERVICES – Includes ceremonies and/or perspectives of Native American cultures such as Medicine Wheel, Smudge Ceremonies, and traditional Crow Sweat Ceremonies, and Native American Talking Circles.

Gallatin County Re-Entry Program works with the Montana State University's Native American Studies Program to encourage and provide residents with services. Traditional Crow Sweat services are offered on Sundays. It is on state land, with use granted by the MSU Agriculture Department. GCRP has also incorporated a Native American Talking Circle which occurs on Saturdays from 2 p.m. to 3 p.m.

NEGLIGENT VEHICULAR HOMICIDE GROUP – The DOC has authorized WATCh West to accept up to five offenders who have been convicted of negligent vehicular homicide. Known as “The Knights,” this group also includes those who have been sentenced for a felony DUI and may have taken a life while under the influence in a previous charge. This weekly group allows offenders to begin to move beyond the need to protect themselves and avoid directly talking about their experience and to become responsible, recovering adults capable of caring and humility. They are able to confront shame and grief and learn to share with others in a socially acceptable manner.

NURTURING PARENTING – A philosophy that emphasizes the importance of raising children in a warm and trusting household. Nurturing Parenting programs are evidenced-based programs that have proven effectiveness in treating and preventing the recurrence of child abuse and neglect. This class is offered to the Passages PRC unit.

NUTRITIONAL EDUCATION – Provided by a federal grant from the Expanded Food and Nutrition Education Program (EFNEP). The goal is to help limited-resource families with children plan for their daily food needs and prepare nutritious low-cost meals. Education includes skills for cooking, nutrition education, economic independence, and a plan for good health. This program is offered in the Passages ADT unit.

PARENTING – A group course on how to build a healthy family, make up for lost time with children due to incarceration, set goals, and develop skills for being successful parents.

PLANNED PARENTHOOD – An eight-week comprehensive sexual health education curriculum offered in all three Passages programs. Topics addressed include anatomy and physiology of the reproductive system, contraception, decision-making and refusal skills, sexuality throughout life, cost of parenting, unhealthy relationships and unequal power in relationships, sexual harassment and rape prevention.

PROBLEM GAMBLING – Offered on the Passages ADT and PRC units and is provided with a facilitator through the Montana Council on Problem Gambling. The group helps individuals understand that gambling is an addiction and to learn the skills to stop and abstain from gambling.

PUBLIC HEALTH NURSES – Riverstone Health nurses provide confidential counseling and testing for HIV and hepatitis C, as well as immunizations for hepatitis A and B. Educational offerings that facilitate information and access to the Montana Breast and Cervical Health Program are provided on-site quarterly. These programs are offered in the Passages ASRC and ADT programs. PRC residents are encouraged to utilize these same resources in the community.

RELAPSE PREVENTION – Offenders identify their individual relapse triggers and develop a healthy lifestyle plan to use when they return to their home and community.

RESPONSIBLE LIVING – Offered to all residents in Passages ASRC and covers 10 weeks of life skill topics pertinent to female offenders. Topics include body language; assertive attitude; budgeting needs versus wants; saving money; career planning, exploration and preparation; applying yourself to the future; mapping one's life path to lead to a balanced and fulfilled life; writing a resume and cover letter; job interview skills; and basic business law.

SCREENING AND ASSESSMENT-ORIENTATION – A comprehensive assessment is completed to determine medical and mental health status, level of risk and risk factors for recidivism, level of substance abuse, and other factors needed for development of a comprehensive individualized treatment plan.

SELF-HELP PROGRAMMING – Includes such options as Medicine Wheel, Rational Recovery, Alcoholics or Narcotics Anonymous, Recovery Anonymous, and S.O.B.E.R. meetings to encourage active participation in recovery groups upon discharge. Some AA/NA meetings conducted in the treatment units are facilitated by offenders.

S.O.B.E.R. (Service, Obedience, Bonding, Education, Relationships) – Christian faith-based 12-step program.

SUBSTANCE ABUSE – The substance abuse program consists of two phases. In the first phase, trainees are given education on the various chemicals and their effects. In the second phase, trainees look closely at themselves, their chemical use and the relationship of that use and the crimes in which they have been involved. In addition, they are assessed to see if they meet the criteria specified in the Diagnostic Statistical Manual (DSM-IV) for substance abuse or substance dependence.

TAMAR (Trauma, Addiction, Mental Health and Recovery) – A model of treatment specifically developed for incarcerated female offenders that addresses the three areas that appear to be contributing issues to criminal activity and recidivism. TAMAR targets all three areas equally and allows the offender to learn new coping skills while processing sometimes difficult subject matter in a supportive and safe environment. TAMAR is facilitated by Master Level clinicians who first establish safety, then help the group member to process the trauma and, finally, help integrate the trauma into a new life construct. Each session consists of two parts – the right brain activity of teaching/processing the skill or topic and the right brain activity of participating in a healing art activity. By addressing two different ways of processing information (cognitive and creative), the material can reach a wider range of diverse individuals. The model also allows for some modification based on the type of incarceration environment – prison or community placement – in order to better serve the individual.

THINKING FOR CHANGE – Offenders learn new ways to think through problems and plan rational solutions.

THRESHOLDS – Thresholds group deals with passing through the thresholds of change in the therapeutic community. Meditation and spiritual growth are part of the curriculum and allow offenders to choose solutions that are healthy for the soul and conducive to life-long learning.

UNTANGLING RELATIONSHIPS – Helps women in Passages ADT understand co-dependency and other issues with relationships. As a group, offenders explore many areas of co-dependency such as unhealthy patterns of behaviors that develop because of a relationship. The issues of losing oneself to please another and how to define oneself in a relationship are covered in this group. Relationship problems are a major area of concern when helping women to become self-reliant and stay in recovery.

WELLS TOASTMASTERS GROUP – The Toastmasters' goal is to instill confidence in offenders when speaking in public, with P&P officers, on the job, or in any circumstance. This group is self-directed with up to 15 offenders who meet on a bi-weekly basis.

WOMEN'S ART WORKSHOPS – 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 that is less threatening and encourages empowerment.

VICTIM ISSUES/RESTORATIVE JUSTICE – A cognitive/behavioral approach used 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.

The program at TSCTC is designed to help the trainee increase accountability for their past criminal actions, increase the understanding of the impact on victims and the ripple effect it has not just with family and friends, but the community as a whole. The program goes through specific crimes ranging from property crime to homicide, letting the trainees see what happened in each crime, and the effects that it had. In this way, it allows the trainee to put the effects into perspective, increasing their understanding.

