



Welcome to
Crossroads Correctional
Center

Law and Justice Meeting
September 3, 2014

Exhibit 16



Crossroads Correctional Center

**50 Crossroads Drive
Shelby, MT 59474**

Owned and Operated by:

**Corrections Corporation of America
10 Burton Hills Boulevard
Nashville, Tennessee 37215**

Contract Information

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

Crossroads Leadership Team



Vance Laughlin was named warden at CCA Crossroads Correctional Facility in 2014. Prior, he served as warden at three CCA facilities: Diamondback Correctional Facility, Adams County Correctional Center, and Stewart Detention Center. He also served as assistant warden at CCA Central Arizona Detention Center. Laughlin joined CCA in May 2004, bringing more than 15 years of correctional experience with the Texas Department of Criminal Justice. Throughout his corrections career he has held various leadership positions of increasing responsibility including lieutenant, captain, chief of security and assistant warden. Laughlin began his career in corrections as a correctional officer in 1988. He graduated Summa Cum Laude from LeTourneau University with a Bachelor of Science in Business Administration.



Douglas Fender has transferred to Crossroads Correctional Center as assistant warden. Fender joined CCA in 1998 as a correctional officer at Northeast Ohio Correctional Center, where he also served as a senior correctional officer. He later became a correctional officer at the Sanders Estes Unit, where he was promoted to assistant shift supervisor before serving in the same role at Hardeman County Correctional Center, where he became a shift supervisor. Fender went to Metro-Davidson County Detention Facility as assistant chief of security, and was promoted to chief of security at Hernando County Jail. He held the same role at Graceville Correctional Facility before being promoted to assistant warden at Moore Haven Correctional Facility. Fender has served as a SORT member at commander at several facilities.



Raymond Busby has transferred to Crossroads Correctional Center as chief of security. Busby joined CCA in 1997 as a correctional officer at North Fork Correctional Facility, serving as a Senior Correctional Officer and assistant shift supervisor. Busby transferred to Crossroads Correctional Center as Assistant Shift Supervisor and Shift Supervisor. Busby then went to David L. Moss Criminal Justice Center as shift supervisor and later became shift supervisor at Diamondback Correctional Facility. He was promoted to chief of security at Crossroads. Busby left the company briefly and worked at Jefferson County Detention Center as chief of security, before rejoining as chief of security at North Fork Correctional Facility. Busby has served as a SORT commander at three CCA facilities. Prior to joining CCA, Busby served for four years in the U.S. Marine Corps.



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

Crossroads Department Heads and Administrative Staff

Quality Assurance Manager	Kari Kinyon
Human Resource Manager	TBA
Business Manager/PIO	Cecily Simons
Unit Managers:	Camille Wandler
	Cathy Christiaens
Warden's Secretary	Patti Warburton
Chief of Security Clerk	Michele Russell
Chief of Unit Mngement Clerk	Carissa Reed
Records Clerk	Holly Gordon
Training Manager	Ernest Medow
Classification Coordinator	Brand Sherrard
Principal	Gerald Kulpas
Education Clerk	Darla Winney
Health Services Administrator	Douglas Fender/Heather Sands
Recreation Supervisor	David Bishop
Grievance Coordinator	Stephen Gleim
Maintenance Supervisor	Mark Vandevanter
Food Service Manager	Carol Bowen
Safety Manager	Duane Drogitis
Chaplain	Jamie Stiffler
Addictions Treatment Unit Manager	Todd Mellinger
Warehouse Supervisor	Ralph Moyer
Shift Supervisors	Sidney Bowman
	John Wirsching
	Eric Mertz
	Brian Hodges
	William Spiegle
Contract Monitor	Louis Peterson

History of CCC

Crossroads Correctional Center is located in North-Central Montana in the Small community of Shelby. With a population of approximately 3,300, Shelby is truly a crossroads for interstate commerce. Interstate highway 15 and a mainline of the Burlington Northern Santa Fe railroads intersect in Shelby. First opening in 1999, the Crossroads facility is the first privately owned and operated adult correctional facility in the state of Montana. Corrections Corporation of America financed, designed, built and continues to manage Crossroads. Crossroads represents the only adult institution within the Montana State Prison System that has achieved both ACA (American Correctional Association) and NCCHC (National Commission on Correctional Health Care) accreditation.

Crossroads is one of the largest employers in the region and currently employs approximately 162 full time and contract staff from Shelby and surrounding communities. Crossroads generates a payroll of approximately \$6.3 million dollars though staff living in local communities. Crossroads is the largest utility consumer in the region and contributes nearly \$475,000.00 per year in local property taxes.

At the time of activation in 1999, Crossroads Correctional Center began operations with an original operational capacity of 512 inmates. The single customer at the time of activation was the Montana Department of Corrections. In May, 2003, Crossroads began housing United States Marshalls Service (USMS) prisoners and later added an additional capacity of 96 beds to accommodate the USMS. In July, 2005, Crossroads expanded again by adding an additional 52 bed dormitory to serve the Montana Department of Corrections. Today, Crossroads operates with a total capacity of 660 inmates. Crossroads houses custody levels including 564 Minimum, Medium and Close Custody male inmates from the Montana Department of Corrections and up to 96 USMS prisoners. As a historical note (12/99- 7/02), Crossroads once modified a housing unit in order to house 88 female inmates from the Montana Department of Corrections.

Crossroads Mission Statement

The mission and philosophy of Crossroads Correctional Center is to:

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

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

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

Crossroads Local Impact

Approximately \$650,000 in utility and use fees

Approximately \$475,000 in annual property taxes

Annual payroll of \$6,341,897 for a staff of 162 from local communities. Crossroads Correctional Center pays prevailing wage rate for certain correctional positions.

Approximately \$160,484 in physician fees to at Marias Health Care Center

Staff Involvement In Local Communities

With a staff of approximately 162 Crossroads Correctional professionals are actively engaged in their local communities listed below.

Toole County Search and Rescue

Stepping Up 4-H

Girl Scouts

Shelby Chamber of Commerce

American Legion Auxiliary

Masons

Shriners

Kiwanis

Rotary

Shelby-Toole County Community Transportation Safety Committee

Crossroads Inmate Programs

Addictions Treatment Unit

This program is offered to inmates for approximately 60 days, and is scheduled for five three-hour groups per week. The program focus in on 12-Step Recovery and also offers Cognitive Principals and Restructuring to address criminal thinking and behaviors. Also offered is Anger Management for those recommended to complete that discipline. This group is open-ended to allow more inmates to participate throughout the course of the year enhancing their opportunities for acceptance into a Pre-release Center or Probation or Parole.

Primary Care

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

Relapse Prevention

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

Alcoholics Anonymous

This program is offered to all inmates and is sponsored by Community Volunteers. It is offered every Sunday from 1800 – 1900.

Narcotics Anonymous

This program is offered to all inmates and is sponsored by Community Volunteers. It is offered every Thursday from 1515-1645

UA Educational Program

This is a preview of three one-hour video tapes relating to addiction for those inmates who have failed a Urinalysis. The inmates are required to take notes on each video and turn them in to an Addictions Counselor. They are presented a letter of completion.

Cognitive Principles & Restructuring

Program is 16 sessions long. It is based on Criminal Thinking and Criminal Behaviors. Addresses how to identify these behaviors and correct them by modifying the person's thought process.

Additional programming takes place in the units that is lead by case managers. Subjects are chosen by the case managers and inmates voluntarily attend.

Educational Opportunities

Basic GED and traditional education courses are offered for inmates at CCC. CCC has one of the, if not the highest GED Test success rate in the corporation at 98.49%. Once they obtain their GED the inmates are eligible to take courses such as Building Maintenance and Food Service Specialist, Mathematics and Advanced Math opportunities, Art History, English Literature, Introduction to Computers, Information Management Systems, Office 2003, Keyboarding, and Introduction to Psychology, Developmental Psychology, Biology, Health, Life Skills- Parenting and Life Skills, Anger Management, Creative Writing, Public Speaking, US History Parts 1 & 2, Art Basics, Art History for the Western World, Transitional Assistance Programs, Carpentry I-IV, Cabinet Making, Core Carpentry, Library Skills and Business Management. Dante/Clep classroom recognition is also offered for most classes so the inmates can test and apply for college credit. Independent studies are offered that include up to 52 various college level course opportunities.

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

Religious Programs

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

Youth Awareness

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

Crossroads/Canine Companions International Dog Program

CCC works in partnership with CCI (Canine Companions for Independence) out of Santa Rosa, CA. This company breeds their own puppies and ships them to us. Our program is financed by the Inmate Welfare Fund. Our dog program started in March, 2006 and we now have 12 CCI dogs and at least 24 inmate dog handlers participate in the program. The CCI dogs will be at the facility for approximately eighteen months and then they will return to CCI for Advanced Training. This program has proven to be beneficial for inmates, staff and for the disabled persons who ultimately receive the dogs. The entire group meets once a week for approximately 2 hours. The CCI dogs are socialized by staff taking them into the community (nursing homes, churches, grocery stores, hospitals, etc.)

Recreation and Hobby Programs

Crossroads Correctional Center's Recreation and Hobby Department provides inmates an opportunity to participate in approved recreation and hobby activities in an effort to refresh the mind and body and to provide an acceptable outlet for stress reduction while maintaining physical fitness and general health. Recreation activities include: basketball, handball, horseshoes, volleyball, pickle ball, dodge ball, flag football, and soft ball. Tournaments are also held for the inmates in these sports. We also have a weight room for

lifting, stationary bikes, elliptical and sprint machines as well as heavy bags and a speed bag for cardio activities. We have outdoor recreation. Outside recreation includes a hand ball court, volleyball court, a track and space to play Frisbee and catch. For soft ball we have an area set aside with a full field and diamond with a back stop.

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

Crossroads Health Services

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

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

The medical department at CCC does not treat employees except for basic First Aid in emergency situations.

Crossroads Facility Enhancements

Reinforced the recreation fence.

Installed stun fence around the perimeter.

Reinforced the cages in the vans.

Installed slider bars on the chow hall doors.

Installed bars across the windows of the chow hall office.

Installed drop bar on the connecting door between chow hall and kitchen.

Installed gas ports on the chow hall doors.

Installed cameras to monitor chow hall.

Installed several mirrors throughout the facility to include vehicle gate.

Installed food slots in medical cells.

Installed rubber barriers around SMU cell doors to assist in preventing assaults.

Installed plexi-glass on SMU doors to prevent hangings.

Installed double bunks in SMU

New recreation yard including a walking track, volleyball court, horse shoe pit and hand ball area.

Crossroads Correctional Center Building Schedule

Revised 2-12 2013

TIME	EVENT
0:00	Facility Lockdown/Count
2:00	Count
3:30	Food Service Worker Call
4:00	Count
5:00	MDOC Medical Call /// USMS and SMU Breakfast*
5:15	Dog Run Call
5:30	MDOC Breakfast Call*
6:50	Shift Change/NO Movement
7:10	MDOC Library/Recreation Call/Education/Vo Tech/Hobby
7:25	Lockdown
7:30	Count
8:10	MDOC Library Call
8:15	USMS Medical/Legal Call /// Dog Run Call
8:30	MDOC Recreation Return Call
8:45	MDOC Controlled Move/Pill/Library Call/Recreation Call
10:00	MDOC Recreation - Hobby - Return Call /// USMS and SMU Lunch* /// Dog Run Call
10:10	MDOC Education Return Call
10:15	MDOC Lunch Call*
10:30	USMS Recreation/Chapel Call
11:00	Food Service Worker Call
11:30	USMS Recreation/Chapel Return
11:40	C- Pod Recreation/Hobby Call/Vo Tech (Send High Security 1st, then CCMP)
11:45	MDOC Controlled Move/ Education/Library Call
11:55	Lockdown
12:00	Count
12:45	MDOC Controlled Move/ KOP Medical/Legal Mail
13:15	Dog Run Call
13:30	C-Pod Recreation/Hobby Return Call (Return CCMP 1st, then High Security)
13:40	MDOC Recreation/Library Call
14:40	MDOC Recreation Return Call
14:45	MDOC Controlled Move Education/Library Return/MDOC Recreation
14:55	USMS Education/Library Call
15:00	Special Commissary
15:30	USMS Library Return /// Dog Run Call
15:45	MDOC Controlled Move/Recreation Return Call/MDOC Library Call
15:55	Lockdown
16:00	Count
16:15	USMS Education Return Call
16:20	USMS/SMU Dinner*
16:25	MDOC Medical Call
16:30	MDOC Dinner Call*
16:45	MDOC Library Return Call
18:45	Food Service Worker Return
18:50	Lockdown/Shift Change
19:10	Count/Standing Picture
20:00	USMS Pill Call /// Dog Run Call
20:30	MDOC Pill Call
22:30	Dog Run Call
23:35	Honor Pod (D-Pod) up all night

Controlled Movements Include: staff scheduled lay-ins to medical, legal mail, warehouse and movements to hobby, education, library, ITU, and to work assignments. Inmates moving at times other than controlled moves and those responding to official lay-ins require an inmate pass.

*Inmates are provided a 20 minute minimum period to complete their meals.

*USMS Prisoners receive one hour recreation 7 days/week