BerryDunn

Offender Management Information System (OMIS) Modernization Project
Needs Assessment Report

MONTANA DEPARTMENT OF CORRECTIONS

Submitted by:

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Table i: Document Version History

Document Version History		
Document Version	**Date Submitted**	**Reason for Update**
Draft Version 0.1	January 17, 2023	BerryDunn submitted to MT DOC PM for review and feedback.

Executive Summary

For nearly 15 years, the Montana DOC has been using a home-grown, in-house Offender Management System (OMS) to service its business. The challenges this creates for the Montana DOC are among those we have seen in multiple Departments of Corrections across the country: limited staff resources to tend to the OMS coupled with high turnover rates; compliance with ever-changing State and federal regulations; and outdated technology that is cumbersome to add or update modules with no offline capabilities. These factors lead to redundancies and inefficiencies that create bottlenecks and barriers to efficient business operations. As such, the MT DOC has developed several workarounds and tools to compensate for the lacking functionality in OMIS.

BerryDunn conducted several fact-finding activities used to inform the contents of this report. Activities included receiving and reviewing over 2,000 documents provided by the Montana DOC describing the current OMIS and its operational environment, issuing a web-based survey (which received over 260 responses), and conducting nearly 30 interviews with stakeholder groups with representation across the DOC.

The BerryDunn team leveraged the DOC's provided documentation and survey results to inform questions asked during on-site fact-finding meetings. Though stakeholders provided many positive comments about OMIS, and the processes managed by operational staff, they also were candid about the flaws in OMIS, "satellite systems", and many manual processes that were the barriers to operational efficiency.

One of the key challenges facing DOC staff is the number of disparate, disconnected systems in use across the DOC. Systems include those supported by DOC staff, as well as third-party systems that are critical to the operations of the DOC. These include (but may not be limited to) the following:

›   **CACTAS:** The DOC's Canteen and Commissary system

›   **FullCourt:** The State of Montana's courts case management system

›   **OMIS:** The core OMS, with many capabilities to manage Offenders from Intake through release and discharge

›   **OKTA:** The DOC's Trust Accounting system

›   **PayZang:** The State of Montana's Payroll system

›   **RevQ:** The DOC's fees/fines/restitution obligation management system

›   **Sabhrs:** The State of Montana's finance system

›   **TechCare:** The DOC's Electronic Health Records (EHR) system

›   **VINE:** A national victim notification database and system

Acquisition and implementation of a comprehensive, integrated OMS, following the guidance of the Corrections Technology Association (CTA), and pragmatically configured to meet the unique

needs of the MT DOC, should result in significant operational efficiencies, reduced redundancy, increased data quality, and reduced likelihood of errors due to repetitive manual data entry.

Given the inadequacies of OMIS and its satellite systems, BerryDunn recommends that the MT DOC consider replacing the current system with a modern version that is available in the marketplace. Many commercially available systems support functions that could result in replacement of many of the MT DOC-supported systems and can be integrated with other justice partner systems to seamlessly exchange data electronically.

Additionally, BerryDunn recommends that the selected system be highly configurable to address the unique needs of the MT DOC, and that the MT DOC consider modifying some of their business practices to align with industry best practices that may be supported through the selected OMS.

Section 3 of this report describe the 115 challenges and the 62 recommendations that BerryDunn identified for the MT DOC to consider when replacing OMIS with a commercially available OMS. Additionally, this report outlines the "current state" of each OMIS functional area, references the documents that BerryDunn has reviewed, provides a list of fact-finding meeting attendees, and summarizes the results of the web survey.

1 Introduction

This section comprises four separate sections:

› **Section 1.1:** Explains how and why the Montana DOC selected BerryDunn to complete the OMIS Modernization Project.

› **Section 1.2:** Describes the format of the report, with high-level descriptions of each section's purpose.

› **Section 1.3:** Details the work BerryDunn completed in preparation for developing this report.

› **Section 1.4:** Lists and defines common terms and abbreviations of all acronyms used throughout the body of this report.

1.1 Project Background

The MT DOC retained BerryDunn to perform an assessment to replace the Montana DOC's current OMIS. This project consists of eight phases:

› **Phase 0 – Project Initiation and Planning**: Includes conducting a project-planning meeting with the Montana DOC's project team, developing a draft Project Work Plan and Schedule, and providing weekly Project Status Updates.

› **Phase 1 – Needs Assessment:** Includes reviewing available documentation, administering a web survey, and conducting departmental interviews. Using information gathered from the existing documentation, web survey, and fact-finding meetings, BerryDunn will develop a Needs Assessment Report. This Report will include a high-level summary of current business processes, challenges and areas for improvement, and other preliminary considerations and key decision points.

› **Phase 2 – Business Process Requirements:** Includes developing current state process workflow diagrams and associated narratives based on fact-finding activities.

› **Phase 3 – System Interface and Integration:** Includes BerryDunn reviewing information gathered during the initial stakeholder interviews as well as preliminary information provided in the SOW to develop a System Interface and Integration Document.

› **Phase 4 – Implementation Options and Timeline:** Building upon previous phases along with BerryDunn's past experience of OMS implementations, BerryDunn will create an Implementation Options and Timeline Document.

› **Phase 5 – Functional and Technical Requirements:** Includes BerryDunn developing preliminary Functional and Technical Requirements, facilitating work sessions to review, and updating the requirements, making them final.

› **Phase 6 – Cost Benefit Analysis:** Includes BerryDunn developing the expected costs and benefits of a replacement OMS.

› **Phase 7 – RFP Package:** Includes BerryDunn conducting an RFP-planning meeting with State Purchasing and project stakeholders. Using the information provided in this meeting, BerryDunn will develop a draft RFP Package, will review the draft RFP with the Montana DOC project team, and update to the final version.

1.2   Report Format

Table 1.1: Report Format details each section and subsection of the report, complete with short descriptions.

Table 1.1: Report Format

Report Format		
Section #	**Section Name**	**Description**
1	Introduction	Introduces the report, including the project background, report format, work performed, and common terms and abbreviations.
1.1	Project Background	Details the work the MT DOC engaged BerryDunn to perform.
1.2	Report Format	Outlines the format of the report.
1.3	Work Performed	Details the work performed on the project to date.
1.4	Common Terms and Abbreviations	Details acronyms, abbreviations, or other terms used within the report.
2	Current Environment	Includes narratives of findings BerryDunn gathered during fact-finding sessions with associated stakeholder groups.
3	Challenges and Recommendations	Summarizes the primary challenges County stakeholders reported facing with their Justice & Public Safety (J&PS) systems, along with BerryDunn's associated recommendations.
3.1	Challenges	Describes challenges the MT DOC stakeholders face with their current OMIS systems.
3.2	Recommendations	Summarizes recommendations BerryDunn identified as a result of fact-finding activities, including but not limited to: business process inefficiencies and potential workflow integration.
4	Next Steps	Details the next steps BerryDunn recommends the MT DOC take following this report.
Appendix A	Documents Reviewed	Contains a list of MT DOC documents BerryDunn reviewed prior to fact-finding meetings.
Appendix B	Meeting Attendees	Contains a list of meeting attendees BerryDunn interviewed during fact-finding meetings.

Report Format		
Section #	**Section Name**	**Description**
Appendix C	Web-Based Survey Responses	Contains summarized survey response data from a web-based survey issued to MT DOC stakeholders prior to fact-finding meetings.

1.3   Work Performed

To develop this Needs Assessment Report, BerryDunn reviewed all documentation that the Montana DOC provided. BerryDunn developed and issued a web survey and then analyzed the results in preparation for on-site interviews. The BerryDunn team conducted on-site interviews from December 7, 2022, to December 15, 2022.

Over this two-week span, BerryDunn met with DOC stakeholders according to OMIS functionality. BerryDunn organized OMIS functionality meetings according to the business areas outlined in the CTA Common Business Functions for Correctional Management Systems document in addition to MT DOC-specific functional and business areas. Following the Project Kickoff Meeting, we held the following meetings at the DOC's Central Office in Helena, the Montana State Prison, and the Board of Probation and Parole (BOPP) in Deer Lodge, as illustrated in Table 1.2.

Table 1.2: Stakeholder Interviews by OMIS Functional Area

Stakeholder Interviews by OMIS Functional Area		
› Board of Pardons and Parole › Business Intelligence, Data Warehouse, and Reporting › Canteen and Commissary › Caseload Management › Classification › Community Supervision › Discipline › Gang Management (Security Threat Groups) › Grievances	› Incident Management › MT DOC Commits / Contracted Community Corrections › Offender Payroll › Offender Records Management › Prison Rape Elimination Act (PREA) › Programs › Property › Reception and Commitment	› Release and Discharge › Restitution and Supervision Fee Collection › Scheduling › Security, Housing, and Bed Management › Sentence and Time Accounting › Victim Support Management › Vocational and General Education

1.4   Common Terms and Abbreviations

For purposes of clarity when discussing this project, we use the following terms and related definitions illustrated in Table 1.3 on the following page. When appropriate, definitions for

project management terms were adopted from *A Guide to the Project Management Body of Knowledge*® (*PMBOK*® *Guide*) from the Project Management Institute® (PMI®).

Table 1.3: Project Acronyms/Terms and Definitions

Acronym/Term	Definition
AW	Associate Warden
BerryDunn	Berry Dunn McNeil & Parker, LLC
BOPP	Board of Probation and Parole
CACTAS	Cashless Commissary and Trust Fund Accounting System
Chronos	Chronological Notes
CTA	Corrections Technology Association
DED	Deliverable Expectations Document
DOC	Department of Corrections
EHR	Electronic Health Records
IPPO	Institutional Probation and Parole Officer
JRP	Joint Requirements Planning
MDIU	Martz Diagnostic Intake Unit
MSP	Montana State Prison (Men's)
MT	Montana
MWP	Montana Women's Prison
OMIS	Offender Management Information System
PM	Project Manager
PMI®	Project Management Institute®
PREA	Prison Rape Elimination Act
PMBOK® *Guide*	*A Guide to the Project Management Body of Knowledge*®
RFP	Request for Proposals
SME	Subject Matter Expert
SOPs	Standard Operating Procedures
SOW	Scope of Work
STG	Security Threat Group
SWOT	Strengths, Weaknesses, Opportunities, and Threats

2 Current Environment

The MT DOC employs nearly 1,500 staff members across multiple internal divisions, as illustrated in Figure 1.

Figure 1: MT DOC Organizational Chart
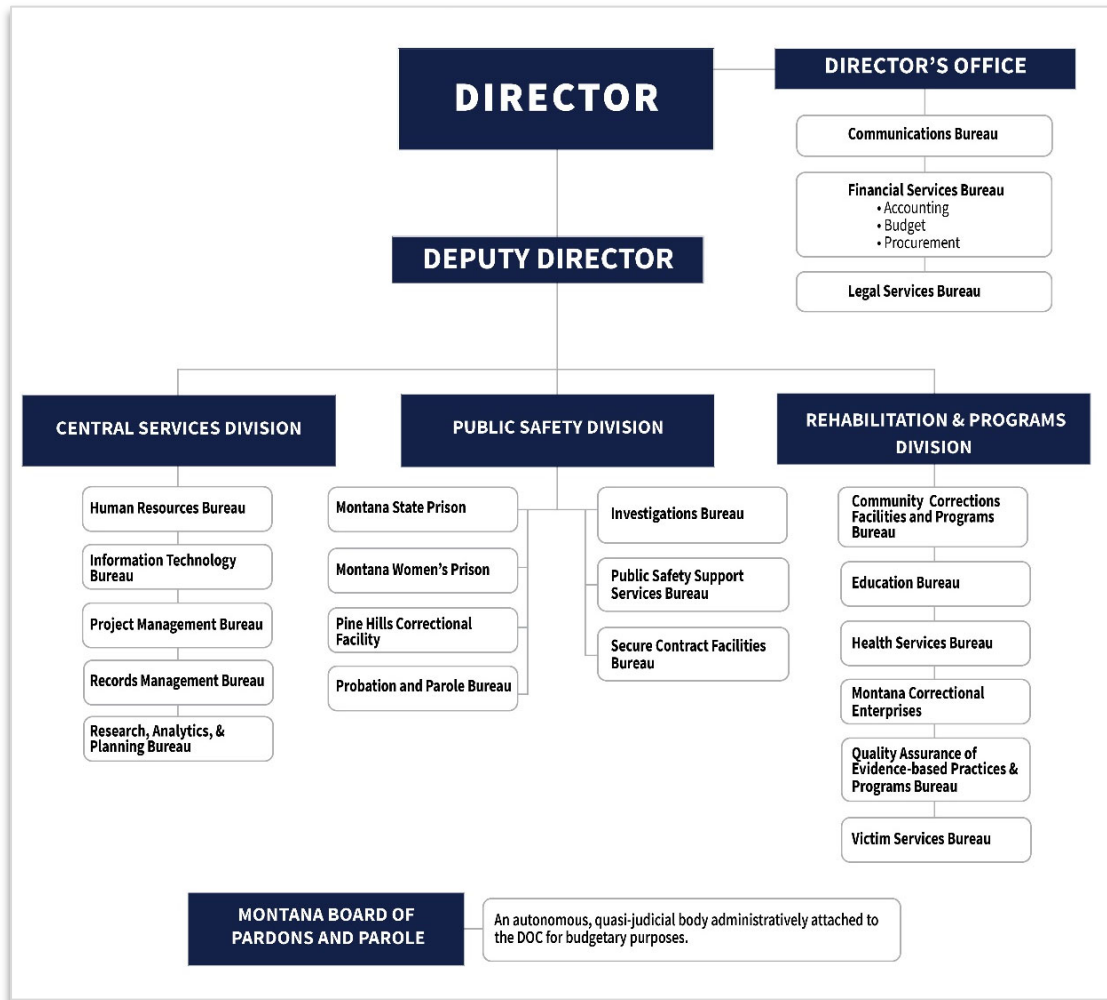
As noted in its Goals and Objectives for Fiscal Year 2022 and 2023, the DOC's staff's mission is to *"enhance public safety, support the victims of crime, promote positive change in Offender behavior, and reintegrate Offenders into the community."* While each internal division has its own set of goals, Agency-wide, the MT DOC aims to:

> › Increase public safety through reduced recidivism for Offenders
>
> › Increase victim safety and peace of mind by providing accurately, timely information and support for victims
>
> › Inform and educate the public through effective communication
>
> › Increase pride through increased professionalism for DOC employees

In support of these goals and the agency mission, the DOC is in the beginning stages of replacing its home-grown OMIS with a commercially available OMS. For over fifteen years, the DOC has used a home-grown OMIS to support its business, making periodic updates to support its growing needs (OMIS 2.0 to OMIS 3.0, for example).

According to the MT DOC High-Level OMIS Feature Overview document, OMIS 3.0 utilizes the following modules. Those with an asterisk indicate the module is "not yet worked" or "not yet completed."

Table 2.1: OMIS 3.0 Modules

Module Group	Subcategory	
Basic Information Group	Alternative Identities / Names	Legal Name and Identity
	Demographics	Military Service
	DNA	Mugshots
	Flags	Religious Preference
	ID Numbers	Scars, Marks, and Tattoos
Case Management Group	Appointment Scheduling*	Grievances
	Assessments*	Mail*
	Board Hearings*	Needs*
	Office Case Assignments*	Offender Contact Information
	Case Notes*	Referrals*
	Case Plans*	Screening*
	Chronological Notes	Services*
	Sentencing Conditions	Strengths*
	Employment	Vehicles
	Goals and Objectives*	Violation Event*
Compliance Group	Disciplinary Hearing*	Substance History*
	Reports of Violation*	Substance Tests
	Requirements to Register*	Supervision Fees
	Restitution*	Warrants
	Sanctions and Interventions*	
Health Group	Allergies*	Internal Appointments
	External Appointments	Lab Work
Legal Group	Court Case and Offense Terms	Pre-sentence Investigations
	Court-Ordered Conditions*	Prison Terms
	Current Offense	Probation Terms*
	Detainers and Notifications	Sentence Calculations*
	Misdemeanor Citations	Tier Designations
	Charges	Tracked Documents

Module Group	Subcategory	
Placement Group	Bed Placement	Placement
	Commit Status	Placement Terms
	Correctional Status	Program Placements*
	Custody Reviews	Property*
	Location Term	Supervisory Organization*
	Movement Planning*	Work Assignments
Relationship Group	Criminal Associates	Victims
	Family	Visitation
	Relationships	
Safety Group	ADA Accommodations	Investigations*
	Alerts	Security Threat Groups
	Cautions	Separation Needs
	Incident Statement	Special Management Designation
	Incident Reports*	Work Restrictions
	Use of Force*	

To learn more about how OMIS 3.0 is currently used, BerryDunn met with internal DOC staff who use OMIS to various degrees to perform their job duties. In the pages that follow, we describe our observations of the DOC's current state and OMIS functionality.

Board of Pardons and Parole

The Board's primary responsibility in making decisions about parole and executive clemency is public safety. Montana law states that the Board may release any person committed to prison when the Board believes "the person is able and willing to fulfill the obligations of a law-abiding citizen and the Offender can be released without detriment to the Offender or to the community."

Parole and executive clemency are privileges, not rights, earned by Offenders convicted of felony crimes. As part of the criminal justice system, the Board is doing its part by following the appropriate laws, releasing deserving Offenders to community placements, and keeping undeserving or dangerous Offenders in prison. The Board also promptly returns to custody Offenders who prove to be unwilling to abide by the conditions of their release.

The BOPP uses Microsoft Access for all of their Offender management needs. Parole sends notifications for eligibility approximately 2 months in advance. They enter the information in Access and OMIS by location and month. Staff will send notices to the Case Managers at the respective locations.

Business Intelligence, Data Warehouse, and Reporting

OMIS 3.0 is built on an Oracle Database utilizing a Java web-based front end. It can be accessed via Intranet (internal, secured network), a Citrix Portal (used when not on the secured

internal network), and ePass Montana (used by non-Corrections staff, typically at contracted facilities). Currently, there are no offline capabilities.

The DOC is required by statute to produce reports to various Legislative and governmental entities, justice and public safety partners, and to the public. DOC staff stated that they are currently running over 1,000 reports, including sub-reports, which are components of another report or providing functionality for ad-hoc reporting. Some reports are sent automatically on a fixed cadence according to time, date, and frequency. If reports contain sensitive data, reports are manually redacted depending on the audience.

The DOC leverages Tableau for data visualization. It supports approximately 40 – 50 dashboards for internal use and three public-facing reports (such as daily population, for example). Most of the dashboards are static (as opposed to interactive) and are driven from the data warehouse that is uploaded daily or once per hour. Currently, there is no live feed from the data warehouse to update the dashboards in real-time.

Canteen and Commissary

Commissary/Canteen is an on-site outlet where Offenders may purchase an assortment of personal need items and snack foods that have been approved by facility management. Inmates may receive funds for their use in the prison canteen, etc. from immediate family members on their visiting list, their attorney, and one approved non-family member (with certain restrictions).

Commissary/canteen operations are conducted by the Department in compliance with generally accepted accounting principles, Department policy and facility operational procedures, and the Purchasing Authority Agreement between the Department of Corrections and the Department of Administration.

The State of Montana utilizes CACTAS for their commissary/canteen needs. The CACTAS system is a complete commissary management solution including accounting and financial reporting, accounts receivable, accounts payable, inventory management, inmate self service kiosk, and a point-of-sale application that is integrated with the inmate's trust fund account.

Caseload Management

According to "A Guide to Case Management," the purpose of Case management is to "create and maintain an environment conducive to Offender change as measured by positive institutional behavior and reduced recidivism." Stated differently, an Offender's "case plan" identifies an Offender's needs, aligns him or her with the appropriate programs, educational opportunities, and treatment to ultimately provide restoration where possible.

A Case Manager is the individual who provides daily oversight of an Offender's case plan. This is done in conjunction with classifying an Offender (see the following subsection), conducting a needs assessment, and in some cases, facilitating a motivational interview with the Offender. BerryDunn met with Case Managers from MSP, MWP, and Community Supervision (Probation and Parole) to discuss their roles and the extent to which OMIS currently supports their work.

At MSP, Case Managers are assigned according to the Offender's Unit location. If an Offender transfers units, his Case Manager will be reassigned accordingly. The exception to this is in the

Intake Unit, where an Offender will work with the same Case Manager during his stay while waiting for bed in the main facility (between 90-150 days). When he is transferred to "general population" (either high-side or low-side), his Case Manager will then be assigned by Unit. Currently, case management and assignment is tracked via an Excel spreadsheet.

There are three Case Managers at MWP with approximately 90 cases each. Of the three Case Managers, one is allocated to support specialized cases for Offenders who are higher risk or those with pending charges (and thus serves as a liaison with the Court). The Associate Warden distributes the cases among Case Managers according to case load. Case management and assignment is tracked via an Excel spreadsheet.

At both MSP and MWP, the Case Managers are documenting components of the case plan in OMIS. However, this is not done through the Case Plan Module, but instead in Chronos. This is important because the information from the case plan informs the Reclassification process and is directly related to Programs and program management.

If an Offender is not entering into secure housing, he or she will be assigned a specialty Case Manager (if high-risk) or to a Probation and Parole Officer. Generally, these cases are assigned based on an Offender's geography. Some Probation and Parole Officers have up to 200 cases at a time. This is made possible due to low-risk Offenders who require meetings on a less-frequent basis, such as once a quarter or once per year. Due to staff shortages, there is no consideration currently being given to case complexity.

Classification

Classification is used to determine an Offender's custody level upon entry into secure housing. This custody level assesses an Offender's future institutional conduct and likely associated risks. The custody level helps inform housing assignment, program needs, and supervision requirements.

The "Reclassification" (often referred to as "Reclass") process occurs on a periodic basis depending on current custody level (for low-custody Offenders once per year, medium custody once per six months, etc.). DOC staff can generate a report in OMIS that details who is eligible for a Reclass. Further, significant circumstances in an Offender's case—such as a disciplinary occurrence or medical event—can trigger a Reclass process.

BerryDunn met with DOC staff involved in the Classification process. At MSP, we heard that initial Classification must be completed 45 days from the Offender's arrival at Martz Diagnostic Intake Unit (MDIU). The Classification Form is Excel-based, and Classification Officers manually enter information into the form from OMIS, resulting in duplicate data entry efforts. The Classification Officers will also document special considerations (such as co-defenders, known gang affiliation, PREA vulnerability, keep separates, or history of violence) in the Classification Form.

At MWP, the Classification process is the same but the timeline for doing so is different. Because of the lower population, MWP staff are generally able to complete the Classification process prior to the Offender's arrival. Female Offenders are held in county jails until there is space at MWP. MWP staff are notified via "Secured Placement Requests" that an Offender will

be transferred to the facility, sometimes months in advance. Thus, MWP staff are able to plan for and conduct the Classification process prior to the Offender's arrival at the facility. The Assistant Warden (AW) estimates that about 40% of Classifications are done within a day or two of the Offender's arrival, while the rest are completed prior to that.

The Classification Officers review a hard copy of the Classification Form and custody level determination with the Offender. When all parties have signed the form, the Classification Officers enter the information into OMIS, noting any unique needs, and then assign an Offender to housing in accordance with their custody level. (Please refer to Security, Housing, and Bed Management.)

It is important to note that a Classification Officer can "override" the Offender to a different custody level than what is indicated by the outcome on the Classification Form. An Offender reserves the right to appeal his or her Classification, in which case, they complete a paper-based Appeal Form and returns to the Classification Office to be reviewed.

Community Supervision

Offenders can become engaged in the Community Supervision process in a number of ways, including court order, Parole Board approval, DOC Commits, or Interstate Compact transfer from another jurisdiction. Probation and Parole Officers conduct pre-sentence investigations (PSIs), documenting them on paper, then scanning, uploading, and attaching to the Offender's record in OMIS.

The Department assesses individuals based on their level of risk to re-offend and focuses supervision on the highest-risk Offenders. It emphasizes the Offenders' needs for programming as they relate to stressors that cause criminal behavior such as criminal history, antisocial attitudes, values and beliefs, substance use, etc. The Department also evaluates Offenders' responsivity to deliver programming based on their learning style, motivation and more.

Providing Offenders with clear goals and consequences is as important when they are supervised in Montana communities as when they are incarcerated. By employing the use of the Montana Incentives and Interventions Grid (MIIG), Officers in the DOC's Probation and Parole Division approach supervision of Offenders in a consistent manner that encourages accountability and long-term behavioral change.

Probation and Parole officers use a combination of OMIS, spreadsheets and paper tracking tools to manage the Offenders supervised in the community. There has been some discussion about evolving or fully implementing a home-grown application called the Offender Management Plan (OMP) to assist in tracking Offender programmatic needs and participation in programs as part of the Offender's case plan, though that is not yet online. Supervisors use the Chrono notes feature of OMIS as the primary tracking mechanism, capturing notes regarding interactions with Offenders and others regarding the Offender. Conditions of Release are captured in OMIS and are used by Officers when determining if an Offender has violated a condition, and the level of the violation; ultimately determining whether the Offender must return to prison, referred back to the court, or reprimanded by the Officer.

Discipline

BerryDunn met with AWs, Unit Managers, and Disciplinary Hearing Officers to discuss the disciplinary process and how it is or is not captured in OMIS. For Offenders in secured housing (MSP and MWP), there are two distinct disciplinary categories: major rule infractions and minor rule infractions. There are various courses of action depending on incident severity which corresponds to what information is and is not entered into OMIS.

For incidents that do not yet warrant a minor infraction, both MSP and MWP leverage either "Immediate Corrective Action" or an "Instant Sanction" in which the observing Officer issues a verbal warning, restricts activities (up to 24 hours), enforces cell restriction (up to 8 hours), and/or assigns a written apology letter or verbal apology. At MSP, these are not documented in OMIS. At MWP, both the Offender and Officer must agree on the sanction. Upon agreement, both signatures are collected on paper and filed, and no information is captured in OMIS.

For qualifying major or minor infractions, the staff witness will complete a hard copy Disciplinary Infraction Report/Notice of Hearing form to submit for a supervisor's review and signature. The Offender is then served a hard copy of the report in which he or she can accept a plea bargain or choose to attend a hearing. In the instance of a plea bargain, the agreement is captured in OMIS.

At MSP, hearing schedules are tracked on an Excel spreadsheet ("Call-Out Sheet") and distributed to appropriate staff to track an Offender's whereabouts on a given day. At MWP, the Hearing Officer will simply find the Offender and conduct the hearing as the population is much smaller than at MWP.

A third-party DOC staff member will conduct the hearing and determine findings. If an Offender is found not guilty of a minor infraction, it is not documented in OMIS. If an Offender is found guilty of either a major or minor infraction, the guilty ruling and associated sanction is written on paper and sent to the Disciplinary Office for filing, scanning, and uploading to the i-Drive. Most often, it is at this point (post-hearing) that the infraction is first entered into OMIS. To determine the appropriate sanction, DOC staff can reference the "Inmate Disciplinary Sanction Grid" that details the level (major or minor), infraction code, and various sanctions depending on cumulative number of offenses.

In the instance the Offender wishes to appeal a ruling, he or she will complete and sign a hard copy Appeal Packet, at which point it is reviewed by either a Warden or AW. The Warden or AW will document their findings on paper and send to the Disciplinary Office to be captured in OMIS (via scanning and uploading as a PDF). The Disciplinary Office will send a hard copy to the appropriate Unit to serve the Offender.

It is important note that there are certain major rule infractions in which the Offender must be placed in pre-hearing confinement. Otherwise, placing an Offender in pre-hearing confinement is up to the Officer's discretion.

Gang Management (Security Threat Groups)

Security Threat Group (STG) is a formal or informal group of prison Offenders. STGs pose a threat to the safety of prison officials and other Offenders. STGs are criminal organizations within the correctional facilities.

Groups within the correctional facilities are categorized as STGs depending upon parameters such as gang history, purpose, involvement in illegal activities, propensity for violence, and its structure and composition. Some of the definitions used to identify an Offender's status are:

› Associate – An Offender who has accrued a minimum of five and less than ten validation points of validation criteria and maintains ties with an STG.

› Members – An Offender identified and validated as a member of an STG by having accumulated ten or more points in validation criteria.

› Suspected – An Offender who is merely suspected to be affiliated with an STG. They are identified by actions, word of mouth, phone calls, whom they are associated with within the prison, etc.

› Ex-Members – Those that are confirmed to be disaffiliated with an STG.

Grievances

Per Montana State Prison Policy 3.3.3, Offenders reserve the right to file a grievance in attempt to find resolution to perceived problems that directly affect them. The policy defines what issues can and cannot be grieved. For example, actions performed by external entities cannot be grieved, nor can Classification or disciplinary rulings. Staff conduct, healthcare, policy and procedures, property, visitation, mail, food service, conditions of confinement, program access, and religious issues can be grieved.

Grievances are categorized according to standard, health services and medical, policy and procedure, and staff conduct. There are four hierarchical, written steps: Informal Resolution, Formal Grievance, Warden Appeal, and the Director Appeal. Each step of the grievance process is bound by a time restraint of when an Offender is due a response. This time frame is shortest in the instance of an Emergency Grievance, in which the Offender is due a response within 48 hours.

All grievances begin informally. An Offender begins the process by filing an informal grievance on paper and submits it to their Unit Manager. The Unit Manager attempts to resolve the issue informally and responds to the Offender (via the Inmate/Offender Informal Resolution Form) within 20 business days from receipt of the informal grievance. The Unit Manager will clearly state whether the grievance is granted or denied and the justifications for determining so.

In all instances (i.e., the grievance is granted or denied, or if the Offender wishes to appeal the decision), the Unit Manager will send the signed paper forms to the Grievance Coordinator who will log the information in an Excel spreadsheet, file the hard copy forms, and document the grievance electronically in OMIS.

If the informal resolution was denied, or partially granted, the Offender can choose to proceed to file a formal grievance. In which case, the Offender completes an Offender Grievance Form that is sent to the Grievance Coordinator, who scan the form and save as a PDF to the i-Drive, in addition to logging the formal grievance information in OMIS. In the Grievance Module, all OMIS users are able to read the "Grievance Description," posing a security or confidentiality risk if there is sensitive information. Users do have the ability to submit information via the "Grievance Coordinator Comments" that will not be seen by all employees.

The Grievance Coordinator is responsible for sending the formal grievance to the corresponding "actors" (i.e., medical) and conducting an investigation. All documentation related to the grievance is physically filed, scanned, and saved to the i-Drive, in addition to being recorded in OMIS. The Offenders can continue the appeal process to the Warden and the DOC Director, which follow the same paper-based process until the Grievance Coordinators scan and save the forms locally and update OMIS accordingly.

Incident Management

An incident can constitute any number of things, as illustrated in Table 2.2. Most often, incidents result in a disciplinary infraction, though not all the time.

Table 2.2: Incident Categories

Incident Categories			
Accidental Injury	Drugs, Alcohol, Tobacco	Misconduct Offender or Non-Offender	Suicide Threat / Attempt
ADA	Escape	Natural Disaster	Suspicious Activity
Administrative	Fight	Power Outage	Theft
Assault	Fire	Property Damage	Use of Force
Bomb Threat	Harassment, Intimidation, Threat	Refusal of Direct Order	Vehicle
Cell Extraction	Hostage Incident	STG Related	Weapons and Ammunition
Contraband	Mass Causality	Sexual Assault or Misconduct	
Death of Person	Medical		
Disturbance- Offender			
Disturbance- Staff			

When any incident occurs, each staff witness to the event must complete an Incident Report Form. Staff will complete the Incident Form in OMIS and "save as draft" as the Incident Report is locked and unable to be edited upon final "save." (In some instances, when a revision of an existing Incident Report is necessary, the original must be duplicated and entered again as a new Incident Report.) The staff author will then print the draft, sign it, and submit to a supervisor for review. The staff author may be required to make edits to the Incident Report per the supervisor's request. When complete, the Incident Report is routed to the appropriate recipient (Investigations, Medical, Disciplinary Office, Command Center, etc.).

Incident Reports are used in support of and evidence for Infraction Reports (see Disciplines above) for the Disciplinary Hearing Officers to make informed decisions regarding a guilty or not guilty outcome. Currently, there is no ability to "link" multiple Incident Reports that support a

single Infraction Report. DOC staff mentioned a new Incident Report Module (not yet released) that would enable the supervising authority to link Incident Statements and Reports as necessary.

Staff-on-staff or staff-only incidents will also be documented in the Incident Module. In our experience, staff incidents are more commonly captured in an employee management system rather than in the OMS, as the incident does not actually pertain to a registered Offender.

MT DOC Commits / Contracted Community Corrections

The MT DOC Commits is a commitment by the District Court of an adult offender or criminally convicted youth to the authority of the Department for the determination of Offender's appropriate placement; or the Court may require the Offender be released to Community Supervision upon sentencing or disposition. §46-18-201, MCA.

Adult Offenders and criminally convicted youth are ordered to DOC Commits for appropriate placements in MT DOC and contracted facilities or programs. Such placements include assessment centers, pre-release centers, specialized treatment programs, and secure care facilities. Offenders may also be committed to the Department in the community on conditional release status upon recommendation of Probation and Parole Division staff.

Offender Payroll

To allow for selection of long-term Offender work assignments for placement in an MSP Maintenance, MSP Warehouse, Montana Correctional Enterprises, or regional facility work program. Offenders also receive payments from selling their hobby items.

Montana DOC does not use OMIS to track or document any financial transactions, hours worked, or time accrued. The Offender tracks their time on a paper timesheet, which is transferred to an Excel document by the supervisor for calculation. The document is then sent to the State's Finance Department to then put the funds in their CACTAS account for the Offender's personal use.

Offender funds are accounted for in compliance with facility or program guidelines. Offender's accounts are reconciled on a monthly basis. When an Offender is released from a facility or program, the balance of all monies from that account will be returned to the Offender in compliance with facility or program guidelines. Note that there is no automated interface between the Offender timesheets and the payroll capabilities of OMIS, requiring significant redundant data entry, and leaving open the possibility of human error.

Offender Records Management

The Office of Offender Records Management maintains an Offender's Master Record. The Office also creates a physical copy of the file that follows the Offender to the different DOC locations. Additional duties include checking for Warrants and Detainers, maintaining secure storage, and even getting copies of Birth Certificates and Driver's Licenses. All processes of this section are manual and paper-based.

Prison Rape Elimination Act of 2003 (PREA)

All Department facilities will comply with all applicable standards under *28 CFR Part 115, Prison Rape Elimination Act of 2003.* Documentation of compliance with all standards will be maintained by the facility. The DOC does not utilize OMIS for every incident. Minor infractions are documented in the Chrono notes.

Administrators, or designees, will immediately respond to allegations of sexual abuse and sexual harassment, fully investigate reported incidents, pursue disciplinary action, and refer for investigation those who violate the requirements set forth in this policy.

The Department director, or designee, will appoint a Department PREA coordinator responsible for the following:

› Coordinating and developing policies and procedures to identify, monitor, and track sexual abuse and sexual harassment.

› Conducting audits to ensure compliance with Department policy, applicable state or federal laws, and PREA standards; and

› Compiling records and reporting statistical data to the U.S Department of Justice on an annual basis as required by PREA standards.

Each administrator, or designee, will assign a PREA compliance manager responsible for the following:

› Coordinating facility PREA-related activities with the PREA coordinator.

› Ensuring facility compliance with all PREA standards,

› Ensuring facility compliance with PREA training requirements, and

› Tracking and reporting PREA allegations and statistics to the Department PREA coordinator.

Note that tracking all PREA workflow items (i.e., assessments, PREA status) are completed in spreadsheets and paper forms and are not included in OMIS. If there is a PREA-related incident, that incident is tracked using the OMIS Incident module.

Programs

To support the rehabilitation process, Offenders can be referred to specialized treatment programs. During the needs assessment process (see Caseload Management), Case Managers might identify a treatment need through the Montana Offender Reentry Risk Assessment (MORRA) and Women's Risk and Needs Assessment (WRNA) tools. Programming needs can also be court-ordered.

Case Managers utilize the Program Services Database designed to track an Offender's treatment needs through three treatment programs: Chemical Dependency, Sex Offender Program, and Specialized Treatment Unit. Currently, neither MSP nor MWP are documenting information about program instructors, schedule, location, attendance, or program efficacy in

OMIS. Further, program waitlists are managed on a spreadsheet and admission into programs is based on priority level.

During an Offender's participation in a program, the program facilitator or provider records Offender attendance in a local Excel or Word document. An Offender will receive a Completion Certificate when finished with a program, though there is no clear definition of "successful completion" (i.e., is it solely based on attendance, or was the Offender actively participating?). The Completion Certificate is stored in OMIS in addition to an AW storing a copy on the i-Drive. Successful completion of all required programs can inform the Classification or Reclassification process.

The process is similar for Offenders in Community Supervision. Instead of a Case Manager, an Offender works with their Parole Officer to identify providers, register for the program, and report on program progress on a regular meeting cadence.

It is important to note that staff spoke of the Offender Management Plan (referred to as OMP) that is expected to be rolled out within the next three to six months. The intent is to provide a more robust tool for case planning that will include specific programs and identify timelines.

Property

The Property Office and Records Bureau identifies an Offender's legal documentation that he or she brings into the facility, such as a Driver's License, ID, Social Security card, Marriage, Divorce, and Birth Certificates, and Living Wills. The Records Bureau then stores these documents. The DOC does not keep any personal property brought to a secured facility. Instead, any personal property brought into a secured facility upon arrival will either be mailed back to the Offender's designated contact person or discarded. This information is tracked via an Excel spreadsheet and not logged into OMIS.

Once in secured housing, the Offender can acquire property through Canteen, Commissary, or by receiving mail orders from pre-approved online vendors (such as books). There are allowable and non-allowable property items depending on the security level of the housing Unit. In the instance of an intra-facility move (from Low-Side to High-Side, for example), any property not allowed in the new housing Unit is held by the Property Office until the Offender moves again, or the property is transferred out of the facility or discarded.

Currently, there is no Property Module in OMIS, nor is there a process for managing an Offender's assets. This makes tracking a property item difficult, inhibiting the ability to determine if an Offender has their own property in possession or if it was acquired through prohibited means.

If an Offender leaves personal property upon release, it will be held until DOC staff can contact the emergency contact. If there is no response after three months, the property will be discarded and classified as "abandoned and discarded." Staff does their due diligence to return an Offender's property after release, and each attempt at contact is documented in OMIS Chrono notes.

Reception and Commitment

Reception and Commitment describes the process of receiving an Offender upon entry to the facility through assigning them a bed through the Intake process. Because the process at MWP is similar and yet simplified due to smaller population size, we begin by describing the process at MSP.

Offenders are transferred through the facility doors at MDIU where they are held in a "dirty cell" (meaning, not yet processed for potential contraband) and given paperwork. An informative PREA video is playing on repeat on a television in the dirty cell that the Offenders later acknowledge via the Offender PREA Acknowledgment Form. Upon completion, the forms are physically routed to the appropriate internal divisions (such as Admissions, Property, Chaplain, Restitution, and Accounting, etc.).

As staff are available, an Offender is searched and issued clothing after showering and submitting their property (see Property). Admission Technicians record demographic information and capture photos of the Offender, along with tattoos, scars, or marks identifiers. The Offender receives an Offender Identification Card (ID). Though the ID printer itself is only five to seven years old, at times it requires multiple cycles of rebooting because it does not interface well with OMIS 3.0. Admission Technicians will also obtain an Offender's fingerprints for Automated Fingerprint Identification System (AFIS), though this system is separate from OMIS and requires manual data entry.

Offenders will undergo various initial assessments for medical and mental health needs or PREA risk. There is only one room for screening (due to privacy and HIPAA compliance) which can lengthen the amount of time until Offenders are brought into the Unit, depending on the number of incoming Offenders and staff availability.

When it is time to determine bed assignments, DOC staff utilize the "Cell Compatibility" feature on OMIS. However, this feature only allows comparisons between two Offenders; whereas there are typically four to six Offenders housed in a cell. Once an Offender is in his cell at MDIU, he will receive several follow-up (Level II) assessments within the next two weeks. An Offender's medical and mental health notes are stored in the EHR system, which certain staff may or may not have access to. Following the assessment period and initial Classification, an Offender will receive a custody level assignment indicating his housing at MSP. Presently, an Offender might wait three to four months in MDIU before being transferred to a bed at MSP. The bed assignment waitlist is managed via an Excel document.

At MWP, the reception process is similar. There is no equivalent to MDIU—instead, there are three cells that are considered the "Intake Unit." Because female Offenders are held in county jails until there is space at MWP, there is time to process them prior to arrival. Rather than signing paper forms, the Offenders review the handbook and PREA information on a tablet designated to the Intake Unit. All assessments are performed on arrival day (with exception of the WRNA), and the Offenders are in general population within 24 hours. Female Offenders are required to provide a urine analysis for a pregnancy test, the results of which are stored in the EHR system. DOC staff expressed that, due to HIPAA, some Officers do not have access to

pregnant or post-partum status, which could create problems due to special housing requirements and accommodations.

Release and Discharge

The Department of Corrections adheres to legal requirements and procedures that balance the safety needs of victims and the public with the needs of Offenders when it releases, transfers, or moves Offenders from, or within, Department facilities/programs or from Department custody and jurisdiction.

General release procedures include proper documentation, including the following:

› Authentication of release authorization documents by the assigned staff member and verification that there are no outstanding warrants, detainers, or notifications.

› Verification by telephone with a recognized representative of the authorizing agency regarding faxed computer-generated release authorizations; no Offender will be released solely on the basis of a faxed or computer-authorized message.

› Verification that supervising agencies, community criminal justice officials, and registered victims have been notified pursuant to 46-24-212, MCA.

› Authentication of the Offender's identity by photograph and comparison of physical description; and

› Copy of the order for release or transfer received by the facility/program, prior to the release.

The DOC Admission/Discharge Report (ADR) is a document that assists in ensuring that the release and placement information of Offenders under Department jurisdiction is documented, directed, and communicated in an accurate and expeditious manner. Administrators ensure that the appropriate staff completes the DOC ADR, in accordance with the DOC Admissions and Discharge Reporting Processing Matrix for all Offender admissions, discharges, or transfers excluding cell-to-cell moves that are inside a single Unit or pod and does not modify the custody status of the Offender. The DOC ADR is completed and received by the Classification and Placement office for male Offenders or to the MWP Movement Coordinator for female Offenders by 3 p.m. the day before an Offender is scheduled to discharge. Staff will make location entries in OMIS in accordance with the DOC Admissions and Discharge Reporting (ADR) (Processing) Matrix.

Restitution and Supervision Fee Collection

If an Offender is ordered to pay restitution by the Court, the MT DOC monitors the payment of restitution to recipients. If there is a judgment that includes court-ordered restitution to be paid, the restitution details are entered in RevQ. This system contains victim and Offender information but is not integrated with OMIS.

The same process applies to supervision fees. The MT DOC Collection Unit collects supervision fees from all probationers, parolees, intensive supervision and conditional release, and interstate Offenders supervised by the Probation and Parole Bureau.

The only time OMIS is used is when reviewing a case. The collections staff will search the Chrono notes for information they are needing.

Scheduling

In general, the staff uses Excel spreadsheets for scheduling. Schedules are created weekly, for the next week, and distributed to the staff for the Officers to print a movement sheet. The schedule is Monday – Sunday, which includes treatment, mealtime, gym, and programs that are all on their own schedule within that day range.

The event scheduler, specific to the infirmary, schedules Offender medical, dental, and mental health provider appointments on-site of the facilities and off-site provider referral appointments. The infirmary desires to document appointment detail, including labs, x-rays, and medications. The appointments will automatically load into a facility call-out list, which allows the Offender to be released from the housing Unit to attend the appointment.

Security, Housing, and Bed Management

DOC staff must consider multiple variables when determining an Offender's bed assignment, such as any special needs (disabilities or medical accommodations), PREA vulnerability, cell compatibility, and separation needs. An Offender is assigned to a bed upon initial Intake, which can be reassigned throughout their stay at a facility due to a Reclassification or other extenuating circumstances.

Upon initial Classification, the Classification Office assigns the Offender to a designated Unit. The Unit Manager is responsible for assigning the Offender to a cell and bed. This might require rearranging other Offenders due to "keep separates" and other special needs. Both the Classification Office and the Unit maintain a physical board—either magnetic, cardboard, or otherwise—that illustrates the bed assignments in the Unit. The Classification Office is responsible for updating the bed assignments in OMIS, so there is manual communication required between the Unit and Classification Office after the Unit assigns an Offender a bed.

The physical board, often referred to as a "Count Board," will also indicate Offender's whereabouts for the day. In some Units, there are colored cards that serve as a placeholder (as the Offender takes his ID when leaving the Unit) to indicate where he is (work, treatment, hearing, etc.). There is a physical logbook in each Unit for the Offenders to sign in and out of.

The Classification Office circulates an Excel "Movement Sheet" each evening via email that details the next day's "movements" (such as a job or bed assignment). Generally, all Offender movement tracking happens on paper and via phone or radio. This can cause barriers during daily population counts if an Offender's whereabouts have not been adequately communicated from one party to another.

Sentence and Time Accounting

Sentence and Time Accounting is the process of calculating the amount of time that an Offender is to spend in the custody of the DOC. If an Offender was convicted before 1997, an Offender may receive good time credits. For convictions after 1997, good time credit is not given. The Sentence Calculation Staff also determines an Offender's release eligibility date based on time

served in a County Jail. Though OMIS used to provide some support for the calculation of an Offender's sentence, this process is now largely manual, and paper-based.

Victim Support Management

Victim Services provides direct services to victims of crimes, including Offenders who may also be victims. In our experience, Victim Services is organized differently within MT DOC than in other states. It is unique in that Victim Services will provide services before a perpetrator is legally designated as an Offender by way of a guilty ruling from the Court. As such, Victim Services might be working on a case pre-trial up to one year before an Offender's registration into OMIS.

If an Offender is not yet in OMIS, Victim Services collects as much information as possible (Probation and Parole history, PSI, Judgment, etc.) and stores it on a Word document uploaded to the i-Drive. When and if an Offender is entered into OMIS, staff can associate a victim with an Offender, document information in Chrono notes, and upload into the Victim Module. Presently, Victim Services does not track any of its five programs in OMIS. As such, there is no data with which to use for statistical analysis, program efficacy, or completion rates.

When an "event" is updated in OMIS (such as a Sentence Review Hearing Date), Victim Services must manually search for the Offender in VINE, identify his or her victims, and contact all victims in the manner in which they have requested. This process does not happen automatically.

Vocational and General Education

Vocational and General Education provides educational services for Offenders. The Vocational Department prepares Offender for positions within in the Prison while incarcerated. The General Education Department assists adult Offenders with earning high school equivalency diplomas or higher education degrees and certifications. For Juveniles, the MT DOC oversees a formal school that provides education services to the Offenders. Vocational and educational programs and schedules are not maintained in OMIS. The Department uses several manual and Excel processes and tools to support this.

3   Challenges and Recommendations

The challenges faced by MT DOC are not unlike those we have observed with other state Departments of Corrections around the country. Paper-based processes require multiple rounds of data entry (sometimes duplicative), and critical communication happens via person to person (through phone or email) rather than in real-time through automation. Further, staff shortages and low retention rates contribute to increased job duties and overall workplace distress.

DOC staff have done an excellent job working within OMIS 3.0's capabilities and have implemented creative workarounds to address its limitations. Below and on the following pages, we identify specific challenges and outline recommendations for the MT DOC's consideration.

3.1   Challenges

Based on the fact-finding interviews and document review, we summarize the challenges observed in each functional area in Table 3.1.

Table 2.1: Challenges

ID No.	Description
Challenges	
Board of Pardons and Parole	
1	Hearing schedule and BOPP process management is conducted in a Microsoft Access database instead of OMIS, requiring double entry.
2	Parole conditions must be entered in OMIS manually.
3	The Victim Module in OMIS requires several clicks to navigate.
4	Medical information from DOC is received manually.
5	The staff sends more than 1,500 notifications manually per month, with no ability to track the notifications sent.
6	There is a glitch in the OMIS system that will disassociate the Offender from a note.
7	A change to a parole hearing schedule generally takes thirty minutes of work to correct, making rescheduling cumbersome.
8	End of the month dispositions from the hearings are uploaded, from Access, manually by staff. The uploads are not real-time.
Business Intelligence, Data Warehouse, and Reporting	
9	OMIS 3.0 has no offline capabilities, thus requiring Probation and Parole Officers manually reenter notes and information into OMIS when they have access to a secure connection. This also has implications for future tablet use within the institutions, as Officers may wish to use the tablets in an area without internet access within the facility and would be unable to do so.
10	OMIS 3.0 does not have the capability to accurately calculate length of stay due to the way movements are currently tracked (i.e., if an Offender leaves and visits a hospital). This is problematic should the DOC have to report such metrics to a Legislative body.

Challenges	
ID No.	**Description**
11	The volume of reports with over 1,000 reports and sub-reports. Some reports have zero usage, which might be attributed to a staff training issue. IT reported that 596 reports were used at least twice, while 288 have never been used. Most of these reports run off the production database can contain sizable amounts of data, thereby slowing overall system efficiency.
Canteen and Commissary	
12	An Offender's clothing and personal items are maintained on an Excel spreadsheet and not documented in OMIS. Staff have no way of knowing if clothing or personal items belong rightfully to an Offender or if it was acquired through non-allowable means.
13	Documenting transaction information that is incorrect is performed manually.
14	Offenders often receive incorrect commissary orders, which can cause frustration and/or an Offender to file a Grievance (thereby requiring more staff time to respond and attempt to resolve the Grievance).
15	All commissary transactions involve paper-based processes with no electronic records stored in OMIS. Thus, there is no way to confirm if an Offender's Canteen and Commissary purchases were acquired through the proper channels. Additionally, there is no real-time manner for determining if the ordered goods are in stock, if they are allowable for the specific Offender, and if the Offender has sufficient funds in their Trust Account to pay for them.
16	Only one Unit can process a Commissary order at a time, resulting in over-selling commissary items when multiple Units submit orders simultaneously. This is due to the warehouse inventory updating in real-time using a batch process. Thus, if one Unit begins an order during another Unit's order, it can oversell commissary items.
17	Spending authority regulations require that commissary supply funds are spent based on the calendar year rather than Offender demand for goods. This may result in supply funds being expended part-way through the fiscal year, disabling the ability for Offenders to procure goods from the commissary.
18	Tracking which Offenders have access to restricted religious, hobby, and special-order items is a manual process and requires more staff time to approve and verify orders.
Caseload Management	
19	Case assignment and case load is tracked manually via Excel. As such, there is no consideration given to case complexity, nor is there the ability to track case assignment history in OMIS for Case Managers to review. Additionally, there is no way to track the effort required to manage caseloads.
20	Case Plan updates are partly detailed in Chrono notes. Chrono notes are not easily searchable nor are they guarded by role-based access. This means that to view an Offender's progress on his or her case plan, the reader must manually click and read each Chrono note (which may or may not have sensitive or private information).
21	Case management does not directly interact with Classification or Programs in OMIS. As such, when an Offender completes a Program or is Reclassified to a different custody level,

	Challenges
ID No.	**Description**
	there is no automatic update or feed into the case plan. This results in rework and manual entry for the Case Managers who already maintain a high volume of cases.
	Classification
22	DOC staff manually enter information from OMIS into the Classification Form, requiring staff to toggle back and forth between the two and overall adding time to the Classification process and increasing the likelihood of manual data entry errors.
23	Because the Classification Form is not connected to OMIS, DOC staff must use hardcopy forms to obtain signatures from both staff and the Offender and then scan and upload the Classification Form into OMIS. This adds significant effort for the Classification Office, especially if there are edits, overrides, or appeals to the original Classification Form (and thus requiring another round of signatures, scanning, and uploading to OMIS).
24	Classification Office staff must assign an Offender to a labor pool designation to complete the Classification process in OMIS, even if it is not applicable. This may require future rework to reassign an Offender to a labor pool designation.
	Community Supervision
25	Paperwork from the Courts is not consistent.
26	Navigating OMIS is cumbersome.
27	Requests for secure placement is a paper process.
28	Offender self-reporting is not available in OMIS.
29	Pro se activities require the Court to notify Probation and Parole, instead of the court system automatically transferring this information to the MT DOC electronically via an interface between the court system and the MT DOC's OMS.
30	Releasing an Offender from Community Supervision requires navigating through several modules to document the release.
	Discipline
31	Each Unit maintains a paper-based Warning Log that is not documented in OMIS. Further, DOC staff do not record not guilty rulings or "Immediate Corrective Actions" in OMIS. As such, when the Disciplinary Office is evaluating evidence for a major infraction case, it does not have access to a history of lower infractions or repeated behavioral challenges and may deliver a sentence that is not fully informed. This can also cause misunderstandings between Unit staff and the Disciplinary Office when the Unit believes an Offender to be more deserving of a restrictive sanction due to witnessing repeat minor offenses that are not formally documented.
32	Infractions are entered into OMIS only after following a guilty ruling (both major and minor). First, this means that not guilty rulings are not entered OMIS and thus have no electronic record for other staff members to review. Second, this is a paper-based process until the Disciplinary Office receives all hardcopy paperwork (such as the Infraction Report, associated evidence, and the Notice of Hearing form with the guilty ruling) and can enter the information

	Challenges
ID No.	**Description**
	into OMIS. This creates information silos and staff must manually track disciplinary hearings as it is not yet registered in OMIS.
33	Hearing schedules are tracked on an Excel spreadsheet (via Call-Out Sheet or Movement Sheet) and circulated via email the day prior. This requires each Unit to manually note and track an Offender's movement for the day (via the physical board located in each Unit).
34	Discipline Office staff must scan and upload documents to OMIS (sometimes the same documents) depending on the level of the appeal process, requiring rework and more time to process.
35	Discipline Office creates and sends paper copies of discipline paperwork to the Unit to serve an Offender. This manual process requires more staff time to physically transfer the documents and then scan and upload documents to OMIS (sometimes multiple times depending on the appeal process), as opposed to accessing the documents electronically in real-time and obtaining electronic signatures—fully eliminating the need for paper copies.
36	There is currently no ability for disciplinary sanctions to interface with other systems. For instance, if an Offender is required to pay a fine, this information is manually conveyed to Accounting rather than automatically feeding into RevQ.
	Gang Management (Security Threat Groups)
37	There is no ability to document ex-STG members in OMIS.
38	Access to restricted STG information is not protected in OMIS, posing a security threat to sensitive information.
39	Manual work arounds are needed to document sensitive STG information.
40	OMIS limitations automatically show that an Offender is a "validated" member of an STG instead of a "suspect" prior to validation. This can result in the spread and reporting of inaccurate information.
41	Validation and Scoring Sheet maintained outside of OMIS.
42	Parole Board can access STG restricted notes.
43	STG assessments are paper-based.
	Grievances
44	Informal grievances are currently not logged in OMIS and the DOC does not maintain information on the type, amount, or frequency of informal grievances. This data could be used to address certain reoccurring issues before escalating to a formal grievance (thus requiring less staff time to read and respond to a formal grievance).
45	The Grievance Module is only able to upload one document. This requires more time for Grievance Office staff to re-scan, delete, and re-upload grievance documents depending on the hierarchy of the appeals process.
46	The Grievance Office must respond to a grievance within a given timeframe. Currently, OMIS does not accurately identify the grievance response due date, requiring manual entry and thus

Challenges	
ID No.	**Description**
	increasing the margin of error; nor is there an automated time-based workflow that alerts Officers about deadlines.
47	There is no ability to track the status of a grievance in OMIS and thus staff is manually tracking it on an Excel spreadsheet. This requires more time and staff attention to confirm a grievance has been sent to the appropriate party (such as an AW or Warden) rather than a real-time, automated feedback loop. For instance, the grievance can be electronically delivered to the designated reviewer and sent back to the Grievance Office when the review is complete.
	Incident Management
48	Incidents are not tracked by location or type in OMIS. As such, there is no ability to automatically run a report based on incident data to address reoccurring incidents and respond with corrective action accordingly.
49	Incident Reports are not "closed" or "cleared." For example, if a tool is missing, DOC staff file an Incident Report. When the tool is found, DOC staff file an additional Incident Report. These two reports are not linked, thus creating numerous disparate reports that are linked to the same incident. Subsequently, the DOC is missing out on data collection that could 1) provide a more complete picture of an incident and 2) more thoroughly collect incident metrics that could lead to informed decision-making.
50	Staff-on-staff instances are documented in OMIS instead of employee management software. This poses a risk that DOC staff might have access to a colleague's sensitive information that would be more appropriate to include in a Human Resources system.
	MT DOC Commits / Contracted Community Corrections
51	A screening module for Offender placement is not in OMIS.
52	DOC staff must manually report to the Court, requiring more staff time and effort.
53	Unit capacity is communicated through email and not updated in real-time.
54	Offender transportation is communicated through email.
	Offender Payroll
55	There is no ability to document Offender Payroll in OMIS and thus staff must do so manually, requiring substantial time and effort. For MWP, this process generally takes 2-3 days, while at MSP it can take 4-5 days.
56	Offender Payroll timesheets can be difficult to read due to illegible handwriting and oftentimes contain errors. This increases the margin of error and requires more staff time to confirm the correct information.
57	There is no automated way to track supplemental payrolls if staff submit timesheets too late.
	Offender Records Management
58	Files are tracked using a barcode that is restricted to a standalone computer, not integrated with OMIS.

Challenges	
ID No.	**Description**
59	Warrants and Detainer documents are emailed or faxed between agencies, not electronically generated and transmitted from OMIS.
PREA	
60	There is no annotation in OMIS for Offenders who receive PREA training. This is important because PREA training and acknowledgment of the training is a statuary requirement and staff must manually track and report on this information.
61	There is no ability to record unannounced PREA inspections in OMIS, which can make accurate reporting difficult.
Programs	
62	There is no ability to maintain program waitlists, program curriculum, instructors, schedule, or program attendance in OMIS. This is a substantial barrier in managing not only the logistics of program delivery but also in evaluating a program's efficacy. Currently, staff must maintain this information on Excel spreadsheets.
63	When maintaining program waitlists and admission, staff must manually determine the priority for an Offender's participation in a program. An Offender may be given priority if it is a court-ordered program. As such, determining so requires more time and effort from DOC staff.
64	Currently, there is no consistency across the DOC in defining program completion, including whether successful completion based on an Offender's attendance, or to by to by being active participants? Defining these perimeter parameters adopting it athermancy-wide can provide DOC with metrics around program efficacy and success rates.
65	Program completions are not automatically shared with Classification Office. As such, the onus is on one of the Case Managers to update OMIS and/or notify the Classification Office of an Offender's progress in his or her case plan, which could ultimately inform the Reclassification process.
Property	
66	A Property Module does not exist in OMIS and thus DOC staff must manually track Offender property on a spreadsheet. In addition to being tedious, there is no interface with Canteen and Commissary and thus no ability to track what property belongs to which Offender. As a result, Unit staff cannot accurately identify if a property item rightfully belongs to an Offender or if it was required by unallowable means.
Reception and Commitment	
67	Upon arrival to an institution, an Offender completes and signs paper forms during initial Intake. Intake staff must then distribute the paperwork to the appropriate recipients. This takes more staff time and effort as opposed to electronic signatures and automatic transfer of completed forms. Further, rework may be required as staff scan and upload certain forms into OMIS.
68	There is no integration between AFIS and OMIS and thus Intake staff are required manually reenter data from OMIS into AFIS.

	Challenges
ID No.	**Description**
69	The ID printer has trouble integrating with OMIS and can, at times, require multiple rounds of rebooting. This can delay an already lengthy Intake process when there are numerous Offenders waiting to be processed and limited staff available to do so.
70	There is no integration between the camera and OMIS. Intake staff must manually upload headshots and identifying photos (tattoos, scars, etc.) from the desktop into OMIS, requiring more time.
71	Cell compatibility checks in OMIS can only compare two Offenders at once. Because there are often six or more Offenders in a cell, staff must run multiple compatibility checks, requiring more time and effort.
72	Similarly, cell compatibility checks in OMIS do not take PREA vulnerability into consideration as a feature. Thus, DOC staff must manually reconfigure bed assignments based on PREA designations, adding more time and complexity to the process.
73	Intake staff can only check one demographic for Native / Indigenous populations. This is challenging for someone with multiple tribal affiliations and can result in inaccurate demographic tracking and reporting.
74	Officers at MWP are unable to see pregnancy or post-partum status during Intake due to HIPAA protections. While this is protected health data, there are also implications for accommodation requirements that Officers may be unknowingly violating.
75	DOC policy requires that an Offender attend orientation. Currently, there is no record keeping ability in OMIS to denote who attended orientation and when. Thus, DOC staff must do so manually and physically store an attendance record.
	Release and Discharge
76	Currently in OMIS, flags on Offender's records do not always capture all items that warrant a flag. Thus, DOC staff must manually read Chrono notes to determine if there are flags, and if so, must determine the necessity that an Offender registers as a particular type of Offender. This process can be cumbersome and time consuming.
77	When releasing an Offender from OMIS, it requires multiple clicks and is tedious for DOC staff.
	Restitution and Supervision Fee Collection
78	Joint & Several accounts requires manual entry/adjustments in Cactus.
79	There is currently no data exchange between OMIS and Cactus, RevQ, PayZang, and Sabhrs systems. This means that disparate information requires staff time and effort to manually exchange information.
80	Probation and Parole Officers do not have access to RevQ, requiring time and effort to manually contact the Central Collections Team to inquire about balance information.
81	There is an error in the data exchange transmitting files from RevQ and OMIS, rendering that exchange as unreliable.

	Challenges
ID No.	**Description**
82	There is no method for proactively managing undisbursed collections (due to lack of victim address); resulting in compiling collections that may go to State's unclaimed property.
83	DOC staff must search in multiple places for redundant fee information, resulting in possible omissions related to fees.
	Scheduling
84	There is currently no Scheduling Module in OMIS. Thus, scheduling an Offender's daily movements and activities is a manual process tracked across several spreadsheets. This requires significant staff coordination across the institution with a higher risk of losing track of an Offender's whereabouts, especially when there are delays to circulating the information.
85	OMIS allows for Open Movement of some Offenders which can cause difficulties and delays in locating an Offender.
86	Offender appointments and activities are emailed to the Count Office.
87	Due to the manual processes, an Offender can be scheduled to be at multiple locations at one time. Thus, it takes DOC staff time to manually determine which activity takes priority.
88	Scheduling Offender transport to medical appointments is based on DOC staff availability. Further, due to capacity, some medical appointments are scheduled up to six months out. If there is no transportation available, an Offender may miss an appointment and have to wait an additional six months for the next appointment. This results in not providing care in adequate time and may lead to an increase in grievances.
89	The DOC's EHR System is not integrated with OMIS. This requires medical staff to manually notify institution staff of upcoming medical appointments.
	Security, Housing, and Bed Management
90	Each Unit has a physical board depicting bed assignments. The Classification Office maintains a similar physical board, and the two must manually communicate (generally via phone) to confirm both boards are correct. This takes significant coordination as opposed to electronic assignment updated in real-time in OMIS.
91	Similarly, OMIS does not have the ability to electronically track bed waitlist or bed holds and staff must do so on an Excel spreadsheet. Miscommunications can arise when the Classification Office sees an "open" bed in a Unit while the Unit knows the bed is only temporarily open until the Offender returns. As such, the Classification Office must manually communicate on bed status with each Unit via a phone call or email.
92	The Unit does not have the ability to update bed assignments in OMIS and must communicate any changes to the Classification Office, who then updates OMIS. This can take more time and may result in OMIS displaying incorrect bed assignments until the Classification Office can implement the change.
93	In addition to the physical board, the Unit relies on a paper logbook to track an Offender's departure from and arrival back to the Unit. When an Offender arrives at the intended destination, receiving staff may or may not communicate he arrived in the Unit. This can be

	challenging during counts, requiring Unit staff to manually call around attempting to locate an Offender's whereabouts.
94	There is no ability to electronically track an Offender's movement from MSP's high-side to low-side (and vice versa) in OMIS, possibly resulting in incorrect placement or management of the Offender once they arrive at the low-side Unit.
95	When an Offender receives a new bed assignment, he or she must review and sign a paper Cell Check Form denoting the condition of the cell and any existing damage. This hardcopy form is filed and not uploaded to OMIS, requiring staff to manually retrieve it when necessary.
Sentence and Time Accounting	
96	District Courts do not send sentencing information in a consistent format. When they do, it is received manually requiring interpretation and manual data entry by MT DOC staff.
97	Official sentencing is orally pronounced in Court. This requires a MT DOC representative to physically be in the Courtroom to hear the sentence and relay that to Records for inclusion in OMIS.
98	An Offender's earliest release date is manually calculated, possibly resulting in manual data entry and inaccurate release dates.
Trust Accounting	
99	Trust accounting functionality is not in OMIS.
100	Access to trust accounting software requires reconciling profile information with a separate system (OKTA).
101	Payroll is manually processed in the Cactus system.
102	Canteen purchases are manually entered using dummy accounts in Cactus for the Treatment facilities.
103	Multiple manual steps are required for reconciliation and deposit activities.
104	Unable to know if an Offender has insufficient funds when they make a canteen purchase.
105	Obligation information is documented as Chronos notes.
106	Manual data entry is required for OMIS, Cactus, RevQ.
107	Deposits to Offender's Trust Account is inconsistent. There is a delay from the date of transaction to when the funds are available.
108	Manual entries are required for every payroll transaction for each Offender.
109	Identifying indigent Offenders is a manual process.
Victim Support Management	
110	Victim Services can provide services prior to a Court's guilty ruling. Thus, a perceived Offender will not be in OMIS until found guilty of a felony. This means that Victim Services

Challenges	
ID No.	**Description**
	must store information on a local drive (sometimes for up to a year) until an Offender is created in OMIS, at which point they may associate the Offender and victim(s).
111	Victim Services does not track any of its five programs in OMIS. Therefore, there is no ability to track programmatic data (such as attendance, completion, etc.) to determine program efficacy.
112	When an "event" is updated in OMIS (such as a Sentence Review Hearing Date), Victim Services staff must manually search for the Offender in VINE, identify his or her victims, and manually contact all victims in the manner in which they have requested. This requires substantial staff time as compared to an automatic process with a future OMS/VINE interface. This is especially important as informing victims is a statutory obligation and thus staff must do so in addition to managing large case volumes.
113	Victim Services may work with an Offender who is also a victim. Currently, there is no way to document this in OMIS. This may result in inaccurate data and incomplete data in OMIS, possibly resulting in incorrect placement in programs and housing.
Visitation	
114	Visitation is not documented in OMIS. All communication about visitation activities is conducted through email.
Vocational and General Education	
115	Vocational and General Education documentation requires manual documentation that is stored in several different locations.

3.2   Recommendations

Table 3.2 lists BerryDunn's recommendations based upon the challenges identified during fact-finding activities.

Table 3.2: Recommendations

Recommendations		
ID No.	**Description**	**Challenge Cross-Reference**
General		
1	The system should provide the ability to capture electronic signatures from staff and Offenders.	23
2	The system should allow for the release of an Offender from secured housing or Community Supervision with minimal navigation.	30, 77, 98
3	The system should provide role-based security permissions to protect sensitive information.	20
Board of Pardons and Parole		

ID No.	Description	Challenge Cross-Reference
	Recommendations	
4	The system should provide hearing schedule management capabilities.	1, 7, 8, 32, 33, 112
5	The system should provide the ability to program customizable workflow notifications when a BOPP decision requires action from Victim Services.	3
	Business Intelligence, Data Warehouse, and Reporting	
6	The system should be able to be used (or subset of it) in an offline mode, syncing back to the production database once reconnected to the MT DOC network.	9
7	The system should provide the ability to customize reporting features for those produced on a regular cadence (for Legislative and compliance purposes) as well as ad-hoc reporting.	11
	Canteen and Commissary	
8	The system should support complete Canteen and Commissary functionality, from inventory and purchasing to tracking an Offender's purchase history.	12-18
9	The system should allow for customizable processes to flag when an Offender can access religious, hobby, and special-order Canteen and Commissary items that are otherwise restricted to the general population.	18
	Caseload Management	
10	The system should support complete Case Management functionality, from case assignment, creation, tracking, case management and closure.	19-21
11	The system should integrate Case Management with Classification and Program functionalities.	23
	Classification	
12	The system should provide Classification functionality and custody level scoring capabilities as an integrated function.	22-24
	Community Supervision	
13	The system should provide the ability for an Offender to request to be housed in an alternate secure location, such as administrative segregation or a "sensitive" Unit. Currently, requests for alternate placement are filled on paper and dropped in a drop box for the Officers to pick up daily.	27

Recommendations		
ID No.	**Description**	**Challenge Cross-Reference**
14	The system should support optical character recognition and the ability to scan documents received from justice partners or via internal processes.	26
15	The system should enable a low-risk Offender on Community Supervision to self-report using a portal or kiosk.	28
Discipline		
16	The system should support the record keeping of all disciplinary actions and subsequent rulings, including "low-level" occurrences that are handled immediately by staff.	31-34
17	The system should provide scheduling functions for Disciplinary Hearings that can integrate with an Offender's daily schedule (thus informing appropriate staff).	32, 33
18	The system should support a configurable workflow to notify the appropriate parties when action is needed, as in the instance of an appeal or supervisor signature.	46
19	The system should interface disciplinary sanctions with financial modules in the instance an Offender is to restitution resulting from an incident.	36
Gang Management (Security Threat Groups)		
20	The system should have the ability to differentiate between former, suspected, or known STG affiliation, and track all for a given Offender.	37, 40
21	The system should provide STG assessment tracking.	41, 43
Grievances		
22	The system should support complete Grievance workflows, from Grievance submission, staff response returned to an Offender, and the appeal process.	46
23	The system should support notifications when an action is needed on a Grievance (according to its type) along with the associated response due date.	47
Incident Management		
24	The system should provide Incident Reporting capabilities with the ability to run reports based on data collected such as incident type and location.	48
25	The system should integrate Incident Reports with the Discipline module in the instance that an Incident warrants a disciplinary response.	36

Recommendations		
ID No.	**Description**	**Challenge Cross-Reference**
26	The system should provide the ability to "link" related Incident Reports to each other, and to the Offenders.	36
MT DOC Commits / Contracted Community Corrections		
27	The system should provide an integrated Screening Module to support MT DOC Commits.	51
28	The system should provide automatic reporting features, electronically transmitting data to designated justice and public safety partners (i.e., Courts).	52
29	The system should be able to display Unit capacity in real-time with the ability to run capacity reports as needed.	53
30	The system should provide configurable notifications of Offender movements from secured facilities to community corrections and vice versa.	54
Offender Payroll		
31	The system should support Offender Payroll functionality.	55, 56, 57
32	The system should provide electronic tracking of Offender payroll timesheets, integrating this function with Offender Trust Accounting.	56, 57
Offender Records Management		
33	The system should support integrated Offender records management capabilities within the OMS.	58
34	The system should provide configurable workflows to automatically generate and send Warrants and Detainers to appropriate agencies.	59
PREA		
35	The system should support complete PREA functionality, from training, Offender acknowledgment, inspection tracking, reporting, and incident management capabilities.	60
Programs		
36	The system should support complete Programming functionality, including managing curriculum, instructors, schedule, attendance, completion, and waitlist features.	62, 63
37	The system should provide configurable workflows to notify the appropriate parties (such as Classification or Case Managers) when an Offender has completed a program.	64
Property		

	Recommendations	
ID No.	**Description**	**Challenge Cross-Reference**
38	The system should support a Property Module to track Offender property.	66
39	The system should include a fully integrated Property, Canteen and Commissary function to track an Offender's purchased property as property items.	66
	Reception and Commitment	
40	The system should support a Reception and Commitment Module and associated Intake paperwork.	67
41	The system should provide integration capabilities with AFIS.	68
42	The system should provide integration capabilities with the ID printer at Intake.	69
43	The system should provide robust cell compatibility functionality (i.e., comparing more than two people simultaneously) that also incorporates special considerations (such as PREA or ADA compliance).	71
44	The system should provide configurable demographics entry, especially in regard to ethnicity and tribal affiliation data.	73
45	The system should support Offender orientation documentation and orientation attendance record keeping functionality.	75
	Release and Discharge	
46	The system should support flagging Offender records for determining registration status upon release (i.e., sex offender registration).	76, 77
	Restitution and Supervision Fee Collection	
47	The system should support comprehensive Restitution and Supervision Fee Collection management capabilities along with Status management.	78-83
	Scheduling	
48	The system should support complete Offender scheduling workflows, notifications, and scheduling management.	84-89
49	The system should support configurable workflows and notifications related to all Offender appointments, including those with internal divisions and external entities.	88
	Security, Housing, and Bed Management	
50	The system should fully support Bed Management to include bed waitlists, temporary bed holds, and bed movement tracking.	91

Recommendations		
ID No.	Description	Challenge Cross-Reference
51	The system should support the historical and chronological documentation of an Offender's assigned bed location.	94
52	The system should support security assessments workflows.	94
53	The system should provide the ability to track an Offender's movement within the facility and when on temporary leave outside of the facility.	93, 95
Sentence and Time Accounting		
54	The system should have sentence calculation documentation capabilities and the ability to differentiate between multiple sentences (including those that has been served, those in process of serving, and upcoming sentences to be served).	96, 97
55	The system should have the ability to automatically calculate an Offender's earliest release date.	98
Trust Account		
56	The system should include comprehensive Trust Account management capabilities.	99-109
Victim Support Management		
57	The system should support integration with VINE.	112
58	The system should provide a Victim Module with program tracking capabilities.	111
59	The system should be able to denote when an Offender is also a victim.	113
60	The system should be able to support documentation for Offenders who are not yet entered into OMIS; specifically, when there are victims of Offenders who are not yet convicted.	110
Visitation		
61	The system should include a complete Visitation Management module to document visitor applicants and information, visitation history, and visitation scheduling.	114
Vocational and General Education		
62	The system should support an interface with LACES program, the DOC's special education program, PowerSchool, and other user defined educational and vocational programs that are offered. Vocational and General Education module should be included in the scope of the OMIS Modernization project	115

4   Next Steps

The MT DOC should move forward with identifying and moving forward with a modern solution for the OMIS Modernization. BerryDunn recommends that the MT DOC develop an extensive list of functional and technical requirements. Once the requirements are developed, they should be included in the RFP that is issued to the market. After receiving proposals, BerryDunn would recommend evaluating the proposals and invite a few vendors to participate in product demonstrations. Once one of the vendors are identified as the leading solution, BerryDunn would recommend performing reference checks to help decide on the final vendor to enter in contract negotiations with.

The implementation phase of the OMIS Modernization project will follow the system selection phase. Depending on vendor and the implementation approach, the implementation phase could last for several years. Figure 2 illustrates a potential high-level timeline for the next steps in the OMIS Modernization. A more detailed timeline and implementation options can be found in the separate Implementation Options and Timeline Report.

Figure 2: MT DOC OMIS Replacement Next Steps Timeline

Appendix A: Documents Reviewed

In preparation for the fact-finding meetings, BerryDunn reviewed over 2,000 documents that were provided by the MT DOC. The provided documents that BerryDunn reviewed were uploaded to the BerryDunn KnowledgeLink site at the following location MT-DOC OMS Modernization - Prepared by Client - All Documents (sharepoint.com). To access the provided documents, please contact Chris Covey at ccovey@berrydunn.com.

Appendix B: Meeting Attendees

The following is a list of fact-finding meetings that were held, the dates they were held, and who from the MT DOC participated.

B.1 Project Kickoff Meeting

December 7, 2022, 9:00 a.m. – 10:00 a.m.

No.	Printed Name	Title / Department
1	Kathy Ralston	Project Manager
2	Evan Brindley	Project Manager
3	Jamie Rogers	Victim Services Chief
4	John Daugherty	Central Services Director
5	Joe McElroy	Board Of Pardon and Parole Administrator
6	Natalie Smitham	Financial Service Bureau
7	Scott Eychner	Rehab and Programs
8	Colleen Ambrose	Director's Office - Legal Services
9	Sue Podruzny	Public Safety Support Services
10	Erika Wimmer	QA of EBPP

B.2 Sentence and Time Accounting | Offender Records Management

December 7, 2022, 11:00 a.m. – 4:00 p.m.

No.	Printed Name	Title / Department
1	John Daugherty	Central Services Director
2	Evan Brindley	Project Manager
3	Kathy Ralston	Project Management Bureau Chief
4	Colleen Ambrose	Director's Office – Legal Services

B.3 MT DOC Commits | Contracted Community Corrections Provider Integration

December 8, 2022, 8:00 a.m. – 10:30 a.m.

No.	Printed Name	Title / Department
1	John Daugherty	Central Services Director
2	Megan Coy	PFB
3	Evan Brindley	Project Manager
4	Jamie Rogers	Victim Services Bureau Chief

B.4 Prison Rape Elimination Act (PREA)

December 8, 2022, 10:30 a.m. – 11:30 a.m.

No.	Printed Name	Title / Department
1	Kathy Ralston	Project Management Bureau Chief
2	Michel Morgenroth	(Kathy – we could use help with Titles for this meeting.)
3	John Frost	
4	Erik Wickman	
5	Rae Ann Vasquez	
6	Bill Weddington	
7	John Daugherty	Central Services Director
8	Jessica Sosa	
9	Shane Hildenstab	
10	Angie Weddington	
11	Jeff Crowe	
12	Evan Brindley	Project Manager

B.5 Community Supervision

December 8, 2022, 1:00 p.m. – 5:00 p.m.

No.	Printed Name	Title / Department
1	Evan Brindley	Project Manager
2	Jamie Rogers	Victim Services Bureau Chief
3	Joe Gaxiola	Probation and Parole
4	John Daugherty	Central Services Director
5	Kathy Ralston	Project Management Bureau Chief
6	Katie Donath	Probation and Parole Quality Assurance Manager
7	Kim Doherty	Victim Services
8	Kristina Datsopoulos	Probation and Parole
9	Maria Denhel	Victim Services
10	Natalie Smitham	Financial
11	Robert Hislop	Interstate Compact
12	Roger Renville	Legal
13	Sean Goddell	Probation and Parole

No.	Printed Name	Title / Department
14	Tara Kattell	Probation and Parole

B.6 Trust and Accounting

December 9, 2022, 8:30 a.m. – 10:30 a.m.

No.	Printed Name	Title / Department
1	Evan Brindley	Project Manager
2	Kathy Ralston	Project Management Bureau Chief
3	Amber Thorvilson	Fiscal
4	Natalie Smitham	Fiscal
5	Jessica Reyes	Fiscal

B.7 Restitution and Supervision Fee Collection

December 9, 2022, 11:00 a.m. – 1:00 p.m.

No.	Printed Name	Title / Department
1	Katie Donath	Probation and Parole Quality Assurance Manager
2	Lisa Grady	Collections Unit
3	Matt Swallow	Collections Unit
4	Jessica Sandberg	Collections Unit
5	Amber Thorvilson	Fiscal
6	Jessica Reyes	Fiscal
7	Natalie Smitham	Fiscal
8	Kathy Ralston	Project Management Bureau Chief
9	Evan Brindley	Project Manager

B.8 Offender Self Service Portal

December 9, 2022, 2:00 p.m. – 3:30 p.m.

No.	Printed Name	Title / Department
1	Megan Coy	Community Corrections Facilities and Programs Bureau Chief
2	Kathy Ralston	Project Management Bureau Chief
3	Sue Podruzny	Public Safety Support Service Bureau Chief
4	Natalie Smitham	Financial

No.	Printed Name	Title / Department
5	Kim Lahiff	Probation and Parole Division Bureau Chief
6	Cassie Breker	Programs and Facilities Bureau

B.9 Business Intelligence, Data Warehouse, and Reporting Capabilities

December 12, 2022, 11:00 a.m. – 1:00 p.m.

No.	Printed Name	Title / Department
1	Katie Donath	Probation and Parole Quality Assurance Manager
2	John Dougherty	Chief Executive Officer
3	Kathy Ralston	Project Management Bureau Chief
4	Dane Bullen	Research and Analytics Bureau
5	Joel Nones	Application Developer
6	Daniel Wilcox	Network
7	Jon Straughn	Information Technology Chief Information Officer
8	Erin Stroop	Information Technology Security
9	Tesh Sundae	Research and Analytics Bureau
10	Cody Hendreckson	Research and Analytics Bureau
11	Rob Kersch	Data Quality
12	Kurt Lewis	Data Quality
13	Evan Brindley	Project Manager
14	Janice Fries	Research and Analytics Bureau

B.10 Victim Support Management - VINE

December 12, 2022, 1:30 p.m. – 3:30 p.m.

No.	Printed Name	Title / Department
1	Jamie Rogers	Victim Services Bureau Chief
2	Katie Donath	Probation and Parole Quality Assurance Manager
3	Kathy Ralston	Project Management Bureau Chief
4	Maria Donhel	Victim Services
5	Kim Doherty	Victim Services
6	Evan Brindley	Project Manager
7	Scott Eychner	Chief Executive Officer Rehab & Programs

B.11 Release and Discharge

December 13, 2022, 8:00 a.m. – 11:00 a.m.

No.	Printed Name	Title / Department
1	Michele McKinnon	Records
2	Christine Klanecky	Classification/Placement
3	James Jess	Institutional Probation and Parole Officer – MSP
4	Ed Foley	Institutional Probation and Parole Officer – MSP
5	Kathy Ralston	Project Management Bureau Chief
6	Jamie Rogers	Victim Services Bureau Chief
7	Katie Donath	Probation and Parole Quality Assurance Manager
8	Kristy Cobban	Rehab & Programs
9	Melissa Streicher	Records – MWP

B.12 Reception and Commitment

December 13, 2022, 8:00 a.m. – 11:00 a.m.

No.	Printed Name	Title / Department
1	Jeanine Stone	Business Analyst
2	Jennie Hansen	Warden - Montana Women's Prison
3	Rick McKinnon	Admissions – MSP
4	Evan Brindley	Project Manager
5	Greg Hadley	Intake – MSP

B.13 Property

December 13, 2022, 11:00 a.m. – 12:00 p.m.

No.	Printed Name	Title / Department
1	Michele McKinnon	Records
2	Jeanine Stone	Business Analyst
3	Evan Brindley	Project Manager
4	Melissa Streicher	Montana Women's Prison

B.14 Visitation

December 13, 2022, 11:00 a.m. – 12:30 p.m.

No.	Printed Name	Title / Department
1	Kathy Ralston	Project Management Bureau Chief
2	DJ Godfrey	Assistant Warden – MSP
3	Kim Goherty	Pardon and Parole

B.15 Classification

December 13, 2022, 1:00 p.m. - 3:00 p.m.

No.	Printed Name	Title / Department
1	Billie Reich	Assistant Warden of Technical Corrections – MSP
2	Mark Hartman	Disciplinary Hearing Officer – MWP
3	Christine Klanecky	Program Management for Classification and Placement – MSP

B.16 Education

December 13, 2022, 1:00 p.m. – 3:30 p.m.

No.	Printed Name	Title / Department
1	Kathy Ralston	Project Management Bureau Chief
2	Marisa Button-Bostwich	Education – MCE
3	Teagan Stanley	Education – MCE
4	Gayle Butler	MCE
5	Lisa Hunter	Training – MCE

B.17 Grievances

December 13, 2022, 3:00 p.m. – 4:00 p.m.

No.	Printed Name	Title / Department
1	Lisa Wirth	Grievance Officer
2	Bonnie Swanson	Grievance Officer
3	Evan Brindley	Project Manager

B.18 Scheduling

December 14, 2022, 8:00 a.m. – 11:00 a.m.

No.	Printed Name	Title / Department
1	Mark Hartman	Disciplinary Hearing Officer – MWP
2	Cynthia McGillis	Health Services Bureau Chief
3	Steffani Turner	Mental Health Services – DOC
4	DJ Godfrey	Assistant Warden – MSP
5	Martin Scheeler	Movement Officer – MWP

B.19 Security, Housing, and Bed Management

December 14, 2022, 8:00 a.m. – 10:30 a.m.

No.	Printed Name	Title / Department
1	Chris Lamb	Assistant Warden Housing – MSP
2	Amie Garland	Unit Manager – MSP
3	Christine Klanecky	Classification – MSP
4	Suzanne Jorone	Classification/Offender Movement – MSP
5	Heidi Crowe	Contract Beds – MSP
6	Jeanine Stone	Business Analyst
7	Scott McNeil	Assistant Warden Security – MSP
8	Michael Moorman	Montana Women Prison
9	Trey Hurst	Montana Women Prison

B.20 Caseload Management

December 14, 2022, 10:30 a.m. – 12:00 p.m.

No.	Printed Name	Title / Department
1	Evan Brindley	Project Manager
2	Jesse Dibblee	Adult Probation and Parole Officer
3	Kim Lahiff	Probation and Parole Division Bureau Chief
4	Kristy Cobban	Administrative Services Programs Manager
5	Michael Moorman	Assistant Warden – MSP

B.21 Offender Payroll

December 14, 2022, 11:00 a.m. – 12:30 p.m.

No.	Printed Name	Title / Department
1	Kathy Ralston	Project Management Bureau Chief
2	Chris Briscoe	Chief Accountant/Financial Analyst
3	Quint Patterson	Lieutenant of Offender Services – MSP

B.22 Security Threat Groups (STG)

December 14, 2022, 1:00 p.m. – 4:00 p.m.

No.	Printed Name	Title / Department
1	John Frost	PREA Investigator – MWP
2	Mindy Rowland	Supervisor Parole Office
3	Roxanne Wigert	Montana State Prison
4	Alvin Fode	Security Threat Group Analyst
5	Christine Klanecky	Placement – MSP
6	Evan Brindley	Project Manager
7	Jeanine Stone	Business Analyst
8	Rupert "Terry" Leonard	

B.23 Programs

December 14, 2022, 1:30 p.m. – 4:00 p.m.

No.	Printed Name	Title / Department
1	Michael Moorman	Montana Women Prison
2	Erika Wimmer	Quality Assurance of Evidence-Based Practices and Programs Bureau
3	Kristy Cobban	Administrative Services Programs Manager

B.24 Board of Pardons and Parole

December 15, 2022, 8:00 a.m. – 10:00 a.m.

No.	Printed Name	Title / Department
1	Tanyalee Brackenbury	Board of Pardons and Parole Clerk
2	Cathy Leaver	Board of Pardons and Parole Administrative Assistant
3	Joe McElroy	Board of Pardons and Parole Administrator
4	Kathy Ralston	Project Management Bureau Chief
5	John Daugherty	Central Service Director
6	Jamie Rogers	Victim Services
7	Jacey Ewing	Board of Pardons and Parole Clerk

B.25 Offender Disciplinary Management

December 15, 2022, 8:00 a.m. – 10:00 a.m.

No.	Printed Name	Title / Department
1	Christine Klanecky	Classification – MSP
2	Carrie Walsted	Disciplinary – MSP
3	Jeanie Stone	Business Analyst
4	Evan Brindley	Project Manager
5	Billie Reich	AW of Technical Corrections – MSP
6	Tara Kattell	Probation and Parole – Missoula
7	Mark Hartman	Disciplinary Hearing Officer – MWP
8	Katie Donath	Probation and Parole Quality Assurance Manager

B.26 Incident Management

December 15, 2022, 10:00 a.m. – 12:30 p.m.

No.	Printed Name	Title / Department
1	Amie Garland	Unit Manager – MSP
2	Geffrey McWabb	Command Post
3	Thomas Snowden	Command Post
4	Scott McNeil	AW Security
5	Shane Hildenstab	Investigations Bureau Chief

No.	Printed Name	Title / Department
6	Michael Moorman	Assistant Warden – MSP
7	DJ Godfrey	Assistant Warden – MSP

B.27 Canteen and Commissary

December 15, 2022, 11:00 a.m. – 2:00 p.m.

No.	Printed Name	Title / Department
1	Kathy Ralston	Project Management Bureau Chief
2	Quint Patterson	Lt. Inmate Services – MWP
3	Robyn Carroll	Inmate Probation – MWP
4	Brian Boucher	Food Services Director - MSP
5	Gayle Butler	Montana Correctional Enterprises Bureau Chief
6	Scott Griner	Montana Correctional Enterprises