



# Correctional Signpost

2010  
No. 1



## Prison, P&P trends differ

# DOC population report mixed

Montana's offender population is a tale of two trends.

While the number of offenders on probation or parole appears to have leveled off, the population of the men's prisons and those of prerelease centers and prison alternative programs are increasing.

Because probationers and parolees account for about two-thirds of all offenders under supervision of the Corrections Department, that population has the greatest effect on what's happening with the state's overall offender population.

Halfway through the current budget year, the average daily total population is down slightly from last year. The 0.3 percent decline represents a decrease of only 33 offenders. That change is driven by the 1.5 percent drop in the probation and parole numbers so far this year.

But that is the least-expensive form of supervision and department officials are wary of what is happening elsewhere in the corrections system.

The male prison population is growing at the rate of 2.4 percent, nearing the 3,000 mark. This is a concern to the agency because prison is a costly form of supervision and capacity of the men's prison system is limited. The department estimates growth will reach 3.2 percent by the end of the fiscal year.

The population in prerelease centers is up 7.3 percent, or 61 offenders. Various alternatives to prison, including treatment programs, have seen a 3.8 percent growth, or about 22 offenders.

The women's prison population is 6.4 percent lower than last year through the end of December and the average daily population of

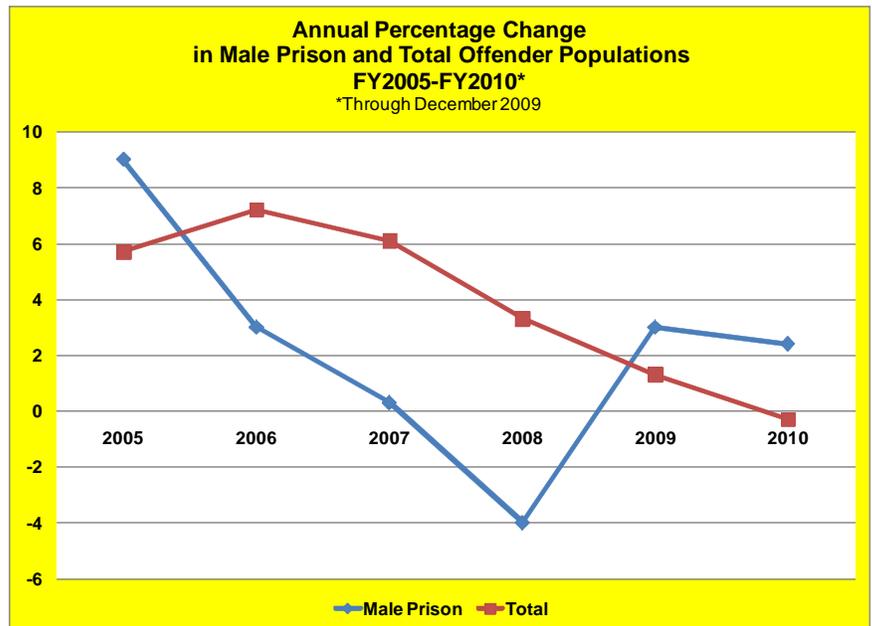
male inmates in county jails down about 12 percent.

"Given the big decrease in projected state government revenue and the budget cutting that is under way, the lack of growth in the total number of offenders is good news," said Corrections Director Mike Ferriter. "But we're concerned about the continuing demand for secure-care beds because those are some of the highest-cost ones we have."

"It's a lot easier to handle an increasing probation and parole population because it doesn't require finding more space somewhere, but that's not where the growth is occurring," he added.

Mark Johnson, DOC's lead statistician, analyzed sentencing data to determine possible causes for the total offender population leveling off at about 13,000.

The crime rate in Montana, as well as the nation as whole, has been declining and reached its lowest rate in 31 years during 2008, he said. Also, he noted, the number of offenders convicted of a new crime dropped 25 percent from 2006 to 2009. The number of offenders who had their sentences revoked for violating conditions of their



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# Victim impact panels have effect on offenders

By Sally Hilander  
Victim programs manager

Criminals often view themselves as victims because they were caught. It's true that many of them endured abuse as children and now struggle with addictions, low self-esteem, poverty perhaps, and bad choices. Accountability and successful re-entry depend on overturning an offender's view of the world that centers on himself.

Helena Prerelease Center residents have been hearing alternative definitions of "crime victim" since Director Amy Tenney and her staff introduced victim impact panels (VIPs) into their treatment strategy last fall.

VIP speaker Mrs. H choked up as she recently told prerelease residents how her daughter was robbed and beaten to death as she closed the family bar and restaurant early one morning in January 1994. The killers dumped her body miles away in a snowy ditch.

Mrs. E showed pictures of her smiling teenage son and pictures of his body. He was riding with a drunken friend who wrecked the car and then ran from the scene, not knowing if his passenger was dead or alive.

Mr. F described unfamiliar and unsettling emotions – anger, suspicion, revenge – after burglars vandalized his rental property.

The VIP at Helena prerelease is the culmination of a six-week victim impact class for which Tenney has blended curricula from Treasure State Correctional Training Center and the U.S. Department of Justice Office for Victims of Crime.

"We continue to receive excellent feedback from the residents," Tenney said. "They tell us this is the most impactful

of all the programs they have been through in corrections. They've had CP&R (cognitive principles and restructuring) up to their ears, but they say this program will stick with them."

VIPs have been a part of DOC since 1998, but the program has not caught on at other facilities. Anita Richards, whose son was murdered in 1992, pioneered a victim impact curriculum at the boot camp. The Great Falls Transition Center started a VIP about the same time.

"It is good for us. We will never give it up," said Director Paul Cory. "It is a powerful program that seems to hit home with the offenders. Offenders who develop empathy are far less likely to re-offend."

Some VIP speakers have volunteered at the center since the program started, Cory said.

"If you can get the right victim to tell the story, offenders stop and take notice," he said. "They realize the victim could be my mother, my sister, or my brother. It puts the offender in the victim's shoes. It hits home."

Tenney is the first to launch a new VIP since DOC hosted a two-day VIP training in June 2008 for community corrections program managers. Two VIPs have made her a believer.

"Once you see the reaction of the residents and receive the feedback, you will want to make the program a priority," she said.

Tenney teaches the victim impact class despite a rigorous schedule. "I *make* the time to do it because I feel that it is that important. It's worth my time. I'm pretty passionate about it."

As part of the 2008 training, DOC prepared a how-to manual that accompanies the boot camp victim impact curriculum. For a copy of the manual or to request information about VIPs, contact the victim programs manager at (406) 444-7461 or [shilander@mt.gov](mailto:shilander@mt.gov).



## Montana Department of Corrections Mission

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



Victim Mrs. H shows prerelease offenders a video of the sentencing hearing for those who murdered her daughter.

# Women inmates take on AIDS project

By Cathy Ulrich  
The Billings Gazette

In the small hobby room of the Montana Women’s Prison, inmates are changing their lives. A group of around 20 women are at work on a project for AIDSpirit, making angel ornaments to honor African children who have died of AIDS.

“There’s a name and age on each little angel that’s created,” said Kathy Hall with AIDSpirit. “What they have is clothespins with a head, each of them dressed individually, and angel wings on them. It’s an incredible blessing for those ladies to do such an incredible job for us.”

The angels are then sold for a \$5 donation, which raises money to get water straws and sink wells in African villages. The dolls are available at local stores and craft shows. Water straws filter out the impurities of unclean water, making it safe to drink.

“It’s not just about HIV and AIDS, it’s people dying from lack of good water,” Hall said.

It was that aspect of the project that drew Roberta Murphy, currently serving a term for theft by deception, to the project.

“I’ve been really blessed to always have clean water,” she said. “I think that’s something most of us take for granted.”

Putting a bow onto the back of a clothespin angel, she smiled.

“That’s how it touched me,” Murphy said. “I like to craft. I like to come down here and play and help out the community.”

Murphy has been in the Montana Women’s Prison since July, and she thinks her experience has changed her.

“I think this is a good place,” she said. “If you have to be here, it’s a good place to learn about yourself. You keep what you like and get rid of what you don’t.”

Tiffanie Fitzpatrick, a dark-haired woman with a teardrop tattoo, is working hard to get rid of the parts of herself that she doesn’t like. Fitzpatrick, the mother of five children, has spent two years in the Montana Women’s Prison on a negligent homicide charge. Prior to that, she spent two years in the county jail. Projects like making the AIDSpirit angels make her feel like she is contributing something to the community.

“I never thought playing with dolls would be so calming,” she said. “It takes you out of prison for an hour or so.”

As a child, Fitzpatrick said, she didn’t play with dolls. In fact, she said, she didn’t have much of a childhood at all. She turned to alcohol to help her cope and feels like she hasn’t been there for her children. Creating the angels makes her feel connected to them.

“We’re just helping those who aren’t there anymore. Especially children,” she said. “It makes me feel like I’m helping my own children.”

Thanks to community projects like the angels, Fitzpatrick can see a change in herself.

“I can see things through the eyes of a person in recovery,” she said. “I’ve never had a chance to help the community because of my addic-



Montana Women’s Prison inmate Stacy Limberhand works on an African AIDS Angel. (Photos by Casey Riffe, Billings Gazette)



Finished African AIDS Angel dolls have a tag that gives them a name of an African child who has died of AIDS.

# Project

FROM Page 3

tion. I've had my ups and downs in here. I can't say I'm a saint, but I'm trying."

Stacie Limberhand is another inmate who enjoys the peace that the angel project brings.

"It just takes away all the — I don't know," she said, unable to phrase her emotions.

She was drawn to the project because her own son is black and he is being cared for by a woman she describes as "an angel."

"I would do anything to help any child in need ever," Limberhand said.

As of Dec. 4, Limberhand has served a year for felony forgery. She recently got her GED diploma, but wishes she had done more as a student.

"If I don't learn something every day, I feel like I missed out," she said. "I wish I would have stayed in school."

After she completes her sentence, she hopes to talk to junior high students and help them avoid making her same mistakes.

"I want to let children know all the crime and stuff, it's not worth it," she said. "The crime and stuff, it's not cool."

Heather Henson, a young woman with curly dark hair, was drawn to the project because of a childhood wish to help.

"You know the commercials that have the kids you can adopt?" she asked. "Growing up, I always wanted to give to them. I guess this is my opportunity."

Henson spent some time in county jail, and she saw that a lot of women who got out ended up having no place to turn.

"I want to have someplace they can go, like a sanctuary," she said. "They could stay there a night or a year."

Henson is serving time for a charge of attempted deliberate homicide, which she hopes to appeal. Her boyfriend faced similar charges and was found not guilty. She described the situation they faced together as a kidnapping.

"We ended up having to fight for our lives," she said.

Henson has served time since June of this year, and lost her mother during that time.

"I ended up getting close to God," she said. "I want to get my degree in ministry so I can help other people who are lost, because I was lost."

As the women spoke, the angels came together. Round-faced creatures, some decorated with small, opalescent beads or ruffles, each of them attached to a child's name. Delicate in their work with hot glue guns and bows, the women alternated between concentration and pleasure.

Projects like this, said Annamae Siegfried-Derrick, the public information officer for the facility, are a "big plus."

"I think truthfully, the women view themselves as unimportant to the community, unimportant to themselves," she said. "It instills some pride in them."

Fitzpatrick agrees.

"The majority of people see us as convicts and not as human beings," she said, gluing "earrings" onto the head of an angel. "You are a human being who cares."

*EDITOR'S NOTE: This article was published in the Dec. 15 edition of The Billings Gazette. Reprinted with permission.*

## McGraw takes over managed care post

The Department of Corrections spends about \$4.6 million a year to provide outside medical care for offenders in various correctional programs, and it's Wilda McGraw's job to ensure the money is spent right.

McGraw joined the department as its managed care registered nurse in early January, replacing Cynthia Sparing who transferred to Montana State Prison.

"It's about managing care," Laure Janes, chief of the Health Services Bureau, said of McGraw's responsibilities. "She makes sure there is proper authorization for off-site procedures and makes sure offenders received appropriate and timely care."

McGraw's duties also include monitoring pharmaceutical practices of health care providers dealing with offenders needing care beyond the walls of correctional facilities and ensuring that medication provided is appropriate in a correctional environment. She monitors charges from providers to detect any duplicative or unnecessary expenses.

She also helps offenders as they re-enter society from prison to help them obtain the necessary medications and

arrange appointments with health care providers.

"She's a gatekeeper," Janes summarized.

The overriding goals are to make sure inmates receive the appropriate medical care and to control costs to the taxpayers.

McGraw, 59, considers those obligations very important.

"It's about providing quality, appropriate care for inmates in Montana in the most cost-effective and appropriate manner," she said. "The challenge is how to meet the needs that need to be met without providing a Cadillac when a Chevy will work just fine. There is not a bottomless pit of money."

McGraw comes with a long list of credentials that make



McGraw

## Communications Plan

# Health, Planning and Information Services

*EDITOR'S NOTE: This is the third in a series of division communication plans to be published in the DOC newsletter, as part of an effort emphasizing the importance of improved communications among DOC employees.*

1. The administrator will conduct standing meetings with bureau chiefs and direct reports both together and individually that include:
  - a. Monthly bureau chief meetings scheduled on an annual basis
  - b. Bi-weekly individual meetings with each bureau chief and direct report
  - c. Individual meetings when needed based on current issues or concerns
  - d. An understanding that phone call availability is not a disruption and if something should be shared, do so. Communication is a priority.
2. A division staff meeting will be held twice yearly to share information on department and division goals, objectives & activities; provide social networking and teamwork; and celebrate employee and department successes.
3. The administrator will meet quarterly with each direct report to obtain progress reports on bureau or function goals/objectives and provide feedback on activities.
4. Staff will utilize the department Internet feature, "What's New," and other areas to communicate division activities, opportunities and news.
5. The administrator and bureau chiefs will coordinate to ensure at least one article regarding division activities or topics of interest is contributed to the department newsletter, "*Correctional Signpost*."
6. The administrator or bureau chiefs will pass on, through meetings, e-mail forwarding, phone conferencing or other means, information from management team or other meetings that division staff needs to know to be informed of department activities.
7. The administrator will schedule a staff member to attend each management team meeting to observe, listen and gain understanding of the issues, needs and difficulties involved in managing a complex and diverse department.

## McGraw

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her ideal for the job, Janes said.

She has a solid background in corrections and public health. McGraw began her career in 1975 as a registered nurse at St. Peter's Hospital in Helena. She was clinical manager at the Mountain View School (now Riverside Youth Correctional Facility) and then worked for the Department of Public Health and Human Services for 12 years.

A Belt native, McGraw obtained her bachelor's degree in nursing from Montana State University in 1972.

## Population

FROM Page 1

community supervision has declined by almost 11 percent in that time.

Although average non-prison sentences have generally decreased a little in those four years, the typical prison sentences for new convictions have increased by 8-22 months. That would explain why the prison population continues to grow, while probation and parole does not.

Johnson said the number of offenders entering probation or parole decreased by nearly 7 percent since 2006, while discharges jumped by 12 percent.

# Billings schools bring classes to inmates



Rick Whitman teaches the GED classes at the Montana Women's Prison. Here he helps inmate Alicia Arthur with a math problem. (Photos by James Woodcock, Billings Gazette)

**By Rob Rogers**  
**The Billings Gazette**

A room full of prisoners might be as far away from a Montessori school classroom as you can get.

But Rick Whitman, a former Montessori teacher who conducts GED classes at the Montana Women's Prison, said the two aren't so different.

Like pupils at a Montessori school, students at the prison choose their own coursework and study at their own pace, he said.

"It's wonderful," Whitman said. "It's a great job. I love my job."

Whitman is one of 14 Billings School District 2 teachers who work far from the traditional classroom. Their assignments include teaching at the women's prison, the Yellowstone County Jail, Tumbleweed Runaway Program center, the Billings Clinic Psychiatric Center and the homes of students who are too sick or frail to get to school.

The district's philosophy is to meet students where they are.

"All kids are good, I truly believe that," said Jack Copps, the district's superintendent.

At Tumbleweed, the district runs a program called Framework, which serves students who have been suspended from class at the district's middle or high schools. Most students there have a history of discipline problems and Framework is their last chance to improve before expulsion.

"They understand that, and we make that clear," said Drew Haws, Tumbleweed's high school teacher.

Some are in the program for a semester; others stay for the entire school year.

Before Framework, Haws was Senior High's at-risk student coordinator. He has a small group of high schoolers he teaches in the morning and a second group in the afternoon, about a dozen in all. Toni Hale, Tumbleweed's middle school teacher, teaches along with Haws in the same upstairs classroom.

While in class, the students use computers, completing assignments and taking tests on the district's network, which allows students to move at their own pace. And with the smaller classes, Haws and Hale are able to work more closely with the kids.

"They appreciate the closer, one-on-one contact," Hale said.

Michael, whose last name is being withheld because of a district policy regarding students who have been disciplined, is a sophomore from Skyview. He said Framework has been positive.

"It's a lot easier in some parts," he said. Then he added with a smile, "and a lot harder in some parts."

Suspended last fall until January for bringing a knife to school, he said being away from some of his friends has been a good thing. In Framework, he's able to concentrate better on his schoolwork and gets a lot of help from Haws. However, he said, it's harder to be anonymous in the classroom.

David, a sophomore from West High, will be at Tumbleweed until the end of the school year. He was suspended for "harassing kids," he said.

He and Michael sat at computers in Tumbleweed's upstairs classroom working through math and history programs. David said he's working hard to improve — he's

# Eakin joins legal staff

The Department of Corrections legal staff has a new face.

Ira Eakin, with 27 years of experience as an attorney in Montana and Texas, joined the agency in early January. Moving from Laurel, he spent the first month learning about the department and correctional issues.

Eakin (pronounced Ay-kin) began practicing law in 1982, immediately after graduating from the University of Montana School of Law. He was in private practice in Baker and Billings for more than 16 years before joining the Yellowstone County attorney's office in 1998 where he worked for almost four years.



Eakin

He returned to private practice in Roscoe, a small town southeast of Billings. In May 2006, he joined the legal staff of a management services company in his hometown of Forth Worth, Texas. At the urging of his wife, a native Montanan, they returned to

Montana in April 2009, and he spent the remainder of the year completing improvements on the family cabin in Roscoe.

Eakin brings to his new job extensive experience in the criminal justice system as both a defense attorney and prosecutor. He has been involved in more than 60 jury trials and handled cases before supreme courts in Montana, North Dakota and South Dakota, as well as the 9<sup>th</sup> U.S. Circuit Court of Appeals.

Eakin, 53, said the vacant attorney's job in corrections seemed like a perfect fit for his qualifications and experience. His work on both the prosecution and defense sides and track record of dealing with human resource and contract issues fit well with the demands of his new position.

He also noted that, in the Yellowstone

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## From the Director

*Mike Perita*



**T**his start of a new decade once again will be a year of change for those of us in the Montana Department of Corrections. Some of that change will be good and beneficial; some change will be difficult and challenging.

We, like other state agencies, will be coping with a severe revenue shortage facing government and that will mean cuts in our budget. The governor's budget office asked all affected departments to submit a list of proposals for reducing budgets by 5 percent. For us, that amounts to \$8.6 million.

For an agency unable to control the flow of offenders into the corrections system, cutting an already tight budget presents a dilemma. How do we decrease spending in a way that will still allow us to provide the services and programs necessary to safely manage Montana's offender population?

The 2009 Legislature gave us about \$11 million less than we had requested in this two-year budget period. We said then we would do everything possible to avoid requesting additional funding from the next Legislature and to get by with the money we had.

While we're not sure how much more government revenue will drop or how much the department's budget ultimately will be cut, it's safe to say some reduction will occur in the coming fiscal year.

This means money will be more scarce and spending will be scrutinized closer than ever. It means travel will be limited, contracts and hirings will be reviewed, and some initiatives may be delayed. For example, the Corrections Advisory Council and the Crime Victims Advisory Council are suspended, plans for a new Youth Treatment Center building were put on hold and money for continued corrections planning will not be spent.

When funding becomes tight and we're not sure what the future will bring, we all feel the stress.

The best answer is to continue to work hard and recognize that what we do every day can make a difference in people's lives and safeguard public safety. Always look for ways to save money, to do more with less.

Montana's been fortunate, as one of only two states still operating without red ink. Other states are much worse off. During a recent trip to Minnesota on personal business, I read news stories about the state suspending payments to school districts to save money and that those schools were having to borrow money to make ends meet.

During this difficult financial time for the department and the entire state, it will be more important than ever to support each other

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# Classes

FROM Page 6

eager to get back to West.

"I want to graduate with my class," he said.

For students who have fallen behind in credits or missed too much school to keep up in a regular classroom, the district uses Transitions, a program administered on the fourth floor of the Lincoln Center in downtown Billings.

These students are pulled from their high school and work with teachers and counselor to get caught up, said Scott Anderson, executive director of secondary education at the district.

Depending on their age and how far behind they've become, some students may be placed in the district's adult education program to earn a GED, he said.

Either way, Anderson said, "it gives them some value, some hope."

Like traditional schools, Framework and Transitions are funded by the state according to student enrollment, roughly \$7,000 per student annually.

For the district's home-visit program, retired teachers return to work part time, tutoring students who have a

chronic illness, debilitating disease or a serious, long-term injury, said Monica Witten, the district's head of special education.

Currently, four teachers are working with 14 students throughout the district. But the numbers can fluctuate through the school year as kids become healthy or recover from injuries.

The district works with a family to set up a homebound teacher. Typically, they meet several times a week with the student, working through the class curriculum. While Witten prefers students to be in school, considering that to be the best learning environment, she said sometimes the home visit is the only option.

Back at the women's prison, Whitman teaches a GED class. In the next room, Jerry Beagley is conducting a computer skills class. Both are district teachers but paid for by the state, which has a contract with the district to educate its inmates.

"We equip it, we run it, we design it," Woody Jensen, the district's director of adult education, said of the prison program.

In many respects, Whitman said teaching at the prison is no different from the adult education classes he

conducts at the Lincoln Center. The inmates are good students, motivated and dedicated.

"The people here are just folks," he said.

Alicia Arthur, 23, has been in and out of drug treatment facilities and prisons since she was a teenager. She's in the women's prison for criminal possession and earned her GED last month. She said she needed prison to get clean and needed Whitman to get her GED.

"I don't think I would have (earned it) without him," she said. "If you try to quit, he won't let you." Sitting at a computer last week, she was working on algebra equations, preparing herself for college admittance.

"I want to go to school to be a nurse," she said.

A lifelong teacher, Whitman said his eight years teaching at the prison have been the most rewarding.

"This is a lot easier than junior high," he said, laughing.

*EDITOR'S NOTE: This story appeared in the Dec. 21, edition of The Billings Gazette. Reprinted with permission.*

# Eakin

FROM Page 7

County attorney's office, he handled cases involving offender complaints about jail conditions and other issues that are familiar to lawyers in the correctional world.

"The Department of Corrections is like a medium-sized corporation," he said. "There's a lot of similarities in the wide range of issues that come up."

In addition to his law degree, Eakin earned a bachelor's degree in political science from UM in 1979, with minors in geography and journalism.

Eakin and wife, Kari, have six children and two grandchildren.

## Advisory councils suspended

The Department of Corrections Advisory and the agency's Crime Victims Advisory Council will not be reappointed as part of an effort by the Schweitzer administration to save money in the face of declining government revenue.

The councils, each composed of 13 members, were appointed for two years at a time. Those terms expired last fall. Suspending the councils will save the department about \$18,500 during the current two-year budget period.

"These councils have been a valuable resource for the department in providing advice, ideas and feedback on important correctional issues and policies," said Corrections Director Mike Ferriter. "But we understand the need to make difficult decisions in order to save money at this time."

He said past members of the councils are encouraged to maintain communication with the department by providing input on an informal basis.

Suspension of the councils is one in a series of steps taken by the administration since late last year to address dwindling state revenue projections.

## Committee studying DUIs

# WATCh graduation draws lawmakers



*Members of the Law and Justice Committee toured the WATCh program that provides treatment to felony DUI offenders, as part of the panel's study of drunken driving laws, enforcement and solutions. Committee members also attended a graduation of 13 participants in the Warm Springs program. At their meeting the following day, lawmakers discussed the desire to get drunken drivers into treatment before they get their fourth DUI, which is a felony. Although no decisions were made, the committee members said they were impressed with the WATCh (Warm Springs Addictions Treatment and Change) program and its success, measured by 90 percent of those who complete the program not getting another DUI.*

ABOVE: WATCh graduates sing "He's Got the Whole World in His Hands" at the conclusion of the ceremony.

RIGHT: A graduate follows tradition by signing his name to a large "Tree of Life" wall mural.



BELOW LEFT: From left, Corrections Department Director Mike Ferriter, Adult Community Corrections Division Administrator Pam Bunke and Alex Vukovich, director of the WATCh program, listen to a discussion of the program.

BELOW RIGHT: Left to right, Rep. Shannon Augare, D-Browning, and Sen. John Esp. R-Big Timber, listen to a description of the WATCh treatment program.



Authored by prison sergeant

## Book offers correctional officers advice

*EDITOR'S NOTE: This is an excerpt from Sgt. Barry Evert's book entitled "Scars and Bars: The Survival Guide for Correctional Officers and Their Families." It was published in the January edition of "Correctional Oasis" and is reprinted here with permission of the author. Evert is a correctional officer in California. This e-book sells for \$9.99 and is available in PDF format at <http://store.corrections.com/products/scars-and-bars>. Some chapter titles are Prison Hierarchy, Hell on Earth, Battle of the Sexes, Unconventional Force, and Keeping Your House in Order.*

The first two years as an officer will shape your career and your life. How you deal with situations will dictate your ability to grow and learn.

You will start this process by making mistakes, lots of mistakes. If you pay attention to the senior officers, your mistakes will be minor and harmless. If you choose to ignore these senior officers and try to "wing it," you will likely get yourself, or someone else, killed or injured. So pay attention!

You are now officially a "rookie", a "fish", or the ever-popular "new booty." Let me pause there for a minute. Do not misunderstand any of these terms as a negative reflection on your personality, gender, or ability. They are common terms

that have been used for a long time, and even with a great effort to make us "more sensitive," we continue to use them. The terms are a quick way for officers to identify who is new and who isn't. I found it easiest to introduce myself as a rookie. This breaks the ice with senior officers as it shows that you understand your place in this new environment. I always tell people, even now as a supervisor, that if I make a mistake, tell me. This does not mean that a senior officer should ever yell at you in front of another officer or inmate, as this is unacceptable.

Having said that, you need to be aware that you will be yelled at several times early on in your career. Correctional officers are usually passionately aware of their duties, and tend to get pretty frustrated when someone goof. I do not encourage any officer to yell at new officers, but I have done it myself. In my defense, it was in the privacy of an office, and always after a mistake that could have gotten, or did get, someone hurt. This doesn't make yelling the right thing to do, but it drove my point home. I have never corrected an officer I did not care about though. If you notice that everyone is critiquing you, it means that people see potential in you, and want to help you. If your supervisor writes you up on a weekly basis, it means you

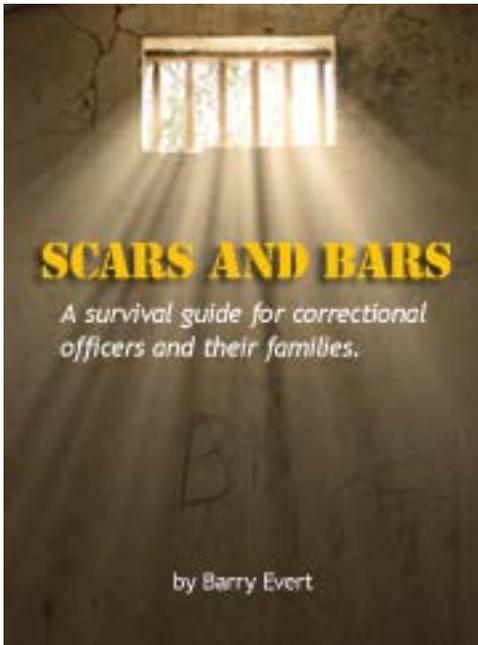
are not learning properly, and you need to adjust your attitude.

Your number one priority through your first week of work will be to avoid messing up too badly. Here are some tips for your first week:

- Come to work dressed in proper uniform. Show pride in your appearance.
- Introduce yourself as a "rookie" to every officer you work with and ask them for their help today.
- Thank every officer that offers you help or critique.
- Even if you think you didn't do anything wrong, apologize for your mistakes.

Remember that you do not understand the procedures yet, and you may have violated them trying to do the "right thing" in your mind.

- Walk with a purpose, stand tall and give clear directions to inmates, in a loud, confident voice and a smile on your face.
- Do not respond to inmates jeering you about being new. Ignore them and keep talking to your partner instead.
- DO NOT lose your temper, especially with inmates.
- Show respect to the inmates. At least give the appearance of showing respect. This may sound strange but many inmates, particularly gang members, feel that the whole world has disrespected them. You can show respect while remaining stern in your duties as an officer.



Evert

# Questions & Answers

## Contracts

### **How many contracts does the department have?**

*Approximately 230, including memoranda of understanding, lease agreements, contracted services, etc.*

### **How much money is spent through contracts in a year?**

*Payments made under these contracts total roughly \$74 million dollars annually.*

### **Who are the contracts with?**

*The Department of Corrections contracts with a wide range of providers from both the public and private sector. We have contracts with county governments; private, non-profit organizations; medical professionals; property-leasing companies; and construction contractors.*

### **What do contractors provide?**

*Contractors provide a wide variety of goods and services. They supply such things as food, clothing, gasoline, drug and alcohol dependency treatment, county jail space, prerelease centers, mental health services, transportation, automated victim notification, medical care, education, prescription drugs, office space, and counseling.*

### **Why does the department have so many contracts?**

*Generally speaking, it's due to the nature of our business and the ability of a contractor to quickly address our needs. Many of the services we provide to offenders require specialized staff that existing non-profit corporations have or can easily hire. In government, only the Legislature can approve a department's request for additional staff and lawmakers meet only every two years. But hiring contracted personnel can provide a service much more timely. Also, if a new building is needed to begin operations for a new program, then the long-range building program would be involved and that is part of each biennial legislative session. Long-range building projects usually take years to become reality. Therefore, beginning a new program utilizing state employees and a state-owned building is very time-consuming and cumbersome. In contrast, a contractor may already have the employees and/or operate a program that we're looking for, and they can more quickly address the needs and become operational.*

### **Who is responsible for drawing up contracts?**

*This is a cooperative effort between the Contracts Management Bureau and the requesting division. The*

*bureau continually works with department attorneys to maintain a contract boilerplate that should be used for most contracts. This boilerplate contract contains most of the basic terms that should be addressed in every contract. However, many contracts require additional terms be applied to address a specific contracted service. The primary responsibility of the requesting party is to provide an accurate description of the work to be performed and that is included in a contract under "duties/responsibilities of the contractor." Depending on the situation, the requesting party will usually be responsible for negotiating compensation terms with the proposed contractor. This information will then be included in the compensation section of the contract. Bureau staff is available to assist with contract development at any time.*

### **Who is responsible for keeping track of the contracts?**

*Department policy states the Contracts Management Bureau is responsible for routing and tracking all contracts in excess of \$5,000. As part of this process, the bureau obtains the necessary insurance documents and appropriate workers' compensation certificates or exemptions from a contractor before routing a contract for signatures. Contracts are entered into the department's contract database and significant dates are flagged in order to provide a notice before expiration of a document or contract. The bureau works directly with the contractor to obtain current documentation, as required by the contract. Trained contract liaisons are responsible for day-to-day monitoring of contracts. The liaisons and division administrators receive contract expiration notices not less than 90 days prior to contract expiration. Often times, the only action required by the liaison will be to confirm the need to continue with the current contractor. Once the bureau receives that recommendation, it takes the necessary actions to amend the contract and continue the services.*

### **What are the duties of contract liaisons?**

*The general duties of a contract liaison include: day-to-day oversight of the contract and the contractor, as appropriate; contract compliance (ensuring services are provided in accordance with the contract terms); review and approval of invoices for goods/services provided under*

## Q&A

FROM Page 11

*the contract; and, working with the Contracts Management Bureau to suggest contract modifications that may be necessary.*

### **What are the functions of the Contracts Management Bureau staff?**

*The Contracts Management Bureau's primary functions include coordination and facilitation of the contracting process, management of all contracts exceeding \$5,000, department-wide oversight of the procurement process, oversight and issuance of state purchasing cards and fueling cards, management of cellular telephones and data devices, management of state owned and leased vehicles assigned to the department, and facilitation of all office building leases.*

### **Why is it important to closely monitor contracts?**

*Closely monitoring contracts is necessary to ensure contract compliance by all parties. In addition, monitoring is used to verify contract needs and that the contractor is providing services in accordance with the contract terms. One of the most important reasons to closely monitor contracts is to detect and address potential contract deficiencies before they become a major issue. By staying on top of contract monitoring activities, we can work with the contractor and amend the contract, as necessary, thereby avoiding a potential legal process.*

### **Can contracts be changed after they are signed?**

*Yes. This is called a contract "amendment." Amendments are necessary when a specific contract term must be modified. Contract modifications can be proposed by the contractor or department staff. Most contracts are written for a specific period of time, but allow the contract to be extended for an additional period of time upon mutual consent. The contract extension requires an amendment be issued to acknowledge, in writing, that both parties agree to continue with the contract terms for the additional period of time.*

### **What happens if terms of a contract are violated?**

*The severity of a violation is dependent upon the term being violated. Many contract terms are a reflection of statute, administrative rule, or state or department policy. Therefore, such violations could seriously jeopardize the operations of the department and may require us to defend agency action or inaction in court, or to another department that may have oversight of the particular law or rule. Any violation of contract terms can quickly place*

*the department at risk, both financially and legally and should be avoided at all times.*

### **Where can DOC contracts be found?**

*All contracts are available through the department's Web site at this address:*

<http://www.cor.mt.gov/Resources/Contracts/default.mcp>

## Ette leaving P&P for court job

Steve Ette, an 11-year veteran of probation and parole, has taken a job as Gallatin County Court Services director in Bozeman. A probation and parole officer before becoming a supervisor, he assumes his new role March 1.

Ette also is president of the Montana Correctional Association.

"I've been really active in the county for the last 10 years," he told The Bozeman Daily Chronicle. "It seemed like the logical next step for me."

The job involves overseeing county programs to divert people from jail into rehabilitation programs such as pretrial services, a prerelease center, misdemeanor probation, electronic monitoring and treatment court.

Ette told the Chronicle his biggest challenges will be dealing with a sluggish economy, a growing county population and a new jail expected to open next year.

"I want to be sure we don't overuse" the jail, he said. "That's a huge concern for me. We don't need to keep people there just because we have the beds. We need to keep them working, meeting their responsibilities and providing for their families."

## Column

FROM Page 7

and work harder than ever to improve outcomes for offenders. It also will be more important to ensure we continue providing offenders with the skills needed to find and keep jobs.

Keeping recidivism and return rates low will be critical when state revenue is unpredictable, because the last thing our state needs is an explosion in our corrections population.

I know our employees can be counted on to stay focused on our mission during these challenging times ahead. The citizens of Montana are counting on us.

# DOC helps develop mental illness field manual

It's 2 a.m. Sunday morning. The 911 caller says a man is outside screaming. The caller, wakened from sleep, is scared.

You're the responding officer and your mind is filled with questions.

Have there been any past incidents? Is there a suicide risk? Has a crime been committed? Who provides medical services if needed? Why does the person have the prescription drug Inderal?

These questions and more are answered in the new Mental Illness Intervention Field Manual.

Produced by the Montana Law Enforcement Academy (MLEA), the guide was created to address the questions and concerns that law enforcement officers face every day in the line of duty.

The project was funded through a partnership between Adult Community Corrections Division in the Department of Corrections, the Addictive and Mental Disorders Division in the Department of Public Health and Human Services and MLEA to meet a growing demand for information.

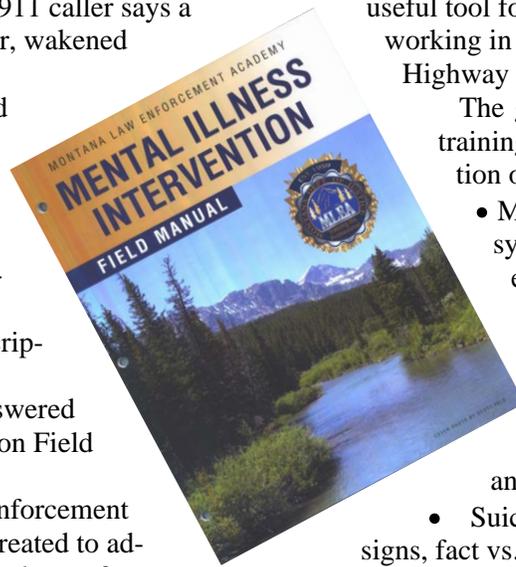
It was developed with input from officers, attorneys, and mental health providers, consumers and program staff. Used together with training programs like "crisis intervention team and mental illness intervention," this guide is a

useful tool for officers across Montana including those working in probation and parole, police, sheriff and Highway Patrol.

The guide is available in conjunction with training events and includes valuable information on topics including:

- Mental illness and mental health: signs, symptoms and major diagnoses, facts about eating disorders, personality disorders and autism
- Law enforcement response: dispatch, en route, arrival, crisis intervention, protective custody, arrest, post-incident evaluation, dispositions and report writing
- Suicide prevention and intervention: warning signs, fact vs. fiction, being helpful, intervention tools and community resources
- Psychotropic medications: names, uses, common medications and generic versions
- Guide to Montana laws: definitions and guidelines related to emergency situation, detention, and jail diversion
- Resources: state facilities, mental health providers, veterans services, advocacy organizations, drop-in centers, crisis response teams, local contacts

To request a training event and copies of the Mental Illness Intervention Field Guide, contact the Montana Law Enforcement Academy at (406) 444-9500.



## Book

FROM Page 10

- Be fair at all times.
- If there is an incident in your area, be the first one there, and the last one out. Learn as much as you can about how your institution handles emergencies, and show you are not afraid to be there.
- Don't worry if you're scared. It is completely normal, just don't show it. Stand tall and walk with a purpose.
- Do not run anywhere unless there is an emergency.

Like I mentioned above, don't be discouraged by your natural fear. My first real incident was also one of the biggest riots in decades in the United States. It was an awakening for me.

My first assignment was at a prison in Northern California notorious for inmate violence. On February 23, 2000, my job assignment was that of an administrative segregation property officer. I had a different position every day, covering for officers who were out due to illness, vacation, or other personal reasons.... As I crossed the yard to get supplies for the officers, I heard the yard next to us explode into violence. I could not see what was happening as my view was obstructed by walls, but could hear the unimaginable screams coming from the other side. Eventually I made it to the other yard, and saw stuff I still have difficulty talking about today. I can't get into what I saw or did, but I assure you it had a profound effect on me.

This incident made me realize that

our prisons were not only dangerous to work in, but could slowly, methodically, break someone down emotionally and mentally. I had never been so scared in my life as when I walked onto that yard that day, but walk onto it I did.

This fear is what keeps us all alive, as long as we can hide it well enough to go undetected. This fear helps our training kick in automatically as we react to danger.

Sometimes this fear creeps up within us before we have hard evidence that something is about to come down. Some call this kind of fear, this warning, a "sixth sense." Others call it intuition. Whatever you call it, it is that part of your brain that tells you to be careful and that something is not right. Listen to it and you'll be a survivor.



## *Duncan sees life as full of choices*

By Bob Anez  
Communications Director

**K**aren Duncan laughs when recalling her mother's response after announcing she wanted to be a doctor. "A woman can't be a doctor," Mom told her second-grade daughter in the 1950s.

Duncan knows that wasn't true then and isn't true now. Had she chosen to pursue a medical career, she could have done so.

When it came time to choose a profession, she opted for social work and that began a process that landed her in corrections where she is chief of the Youth Community Corrections Bureau. She has had the job since 2001 and finds it rewarding work.

"I really feel like we make a difference in kids' lives," she said.

Duncan points to a picture of a boy on her office wall. He was an offender at Pine Hills Youth Correctional Facility when she worked there. He used to send her a card twice a year – for Christmas and Mother's Day to tell her he's OK. Although the cards stopped coming some time ago, the fact that the young man remembers her is meaningful. So are the calls or letters from others who recount the difference she made in their young lives.

"It's a sign that something connected if they send that message," Duncan said.

Her roots are in rural Montana. Born in Billings, she grew up on a small farm south of Ryegate. She attended a one-room school and was the only student in her class for a time.

"The teacher couldn't keep me busy," Duncan said. "She would give me poems to memorize and crocheting to do. Finally she said, 'Why don't you just be in the grade with your brother?'"

That impromptu promotion in elementary school allowed her to graduate from Ryegate High School at 16.

"I didn't like school," Duncan admits. "I was glad to be done early. It was boring. We learn all we need to know by third grade."

While she acknowledges the need for a full education because successful careers require the necessary credentials, she still thinks that the tools for learning and the knowledge they bring arrive early in life.



Duncan working in her Helena office

# Hislop honored for safety efforts

Wanda Hislop, human resource specialist at Montana State Prison, was recognized in January for her “courage and efforts in initiating a vision of a safe workplace culture” at the Deer Lodge facility.

Hislop serves on the safety committee for the prison and Montana Correctional Enterprises (MCE) and represents the two programs on the Department of Corrections’ safety committee.

In the past year, she has completed training and become certified as a “worksafe champion.” This was achieved through a 12-month program, covering such topics as workers compensation, motivating workers, return to work, and safety training.

Hislop works aggressively with managers at MSP/MCE to meet safety goals through ensuring that investigations are conducted into all accidents and near-misses and that issues identified in those investigations are addressed by the safety committee and management.

She is trained to do ergonomic assessments and helps staff follow best practices relative to ergonomics. She also manages all early-return-to-work cases at MSP/MCE and recently completed the Department of Corrections’ early-return-to-work plan.

Hislop has designed a safety committee bulletin board and safety training for staff, and ensures that all safety funds are expended wisely and for the best benefit for staff safety.



Hislop in her office at Montana State Prison (Photo by Linda Moodry)

## *Duncan*

*FROM Page 14*

Duncan earned a bachelor’s degree in family services (now called social work) from Montana State University in Bozeman. She got married and the family traveled a lot – to Texas, California, Nevada and New Hampshire. She worked in a fast-food restaurant and as a teacher before becoming a stay-at-home mom to her two sons. She volunteered to counsel newly divorced and abused women, and the family operated an at-home dog training business.

“I learned to sleep standing up,” she said of those hectic days.

She became a single parent in 1979 and moved back to Montana and her family. She spent a year looking for work without success, collecting a large stack of rejection letters from employers.

When her mom told her no one should save that much rejection, Duncan offered a practical explanation: “I needed to know where I had been so I wouldn’t go back there looking for work.”

She finally landed a job with the Human Resource Development Council in Miles City where she coordinated a youth employment program that included boys from Pine

Hills for four years. She joined the correctional facility in 1984 as a social worker and case manager – ironically the job her eventual boss, Steve Gibson, had just left.

Duncan changed jobs and took a pay cut because she tired of traveling among 17 counties while trying to raise her sons.

She took her current job in 2001.

“I’ve known Karen for 25 years, and have found her to be one of the most dedicated employees that I have had the acquaintance of in my 36 years of public service,” said Gibson, administrator of the Youth Services Division. “Karen is bright, resilient and hard-working.”

The world of youth corrections has changed a lot in the past 26 years, she said. Those in the field have better training and use methods of dealing with juveniles that are based more on solid research showing what is most effective.

“Before, everyone went in with their own little theory,” she said. “Now, using the approaches we know work, we deal with them (youth) as individuals and there’s more focus on alternatives to incarceration than before.”

When asked the greatest lesson she has learned, she doesn’t hesitate. It is a lesson that she hopes all youths recognize in their lives. She learned it in pursuing a college degree, a single mother’s life and a career in corrections.

“I do have a choice,” she said. “I learned there’s always a choice. You may not like the choices, but you have them. You always have a choice.”

# Writing for the Signpost

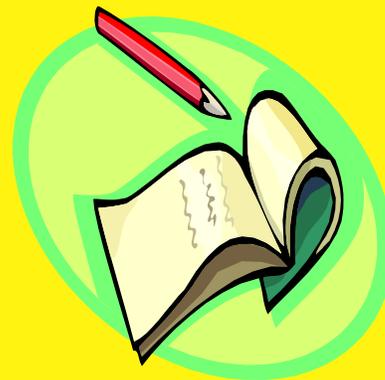
*EDITOR'S NOTE: The basis for the following article was written by Sally Hilander, the former public information officer for the Department of Corrections and now victim programs manager. With more and more DOC staff members volunteering to write for the Correctional Signpost, we thought these guidelines for submitting articles might be helpful. We like entries from every program and facility, including probation and parole offices and our contract prisons. If you have an idea for an article, but are not sure if it's right for the Signpost, call and discuss it with the editor Bob Anez at (406) 444-0409, or email him at [banez@mt.gov](mailto:banez@mt.gov).*

**We want to make it as easy as possible for employees to have articles and photos published in your DOC newsletter. Every employee is a potential reporter and photographer.**

## Who reads the Signpost?

*Correctional Signpost* is an important link between the Montana Department of Corrections and the public. Many of our readers are DOC employees, but our "audience" also includes other state DOCs, the Montana Legislature, the governor's office, other government agencies and members of the judicial system. The newsletter is posted on our public website at [www.cor.mt.gov](http://www.cor.mt.gov).

The *Signpost* contains 15-24 pages and is published six times a year. The purpose of articles is to keep readers informed about what is going on in the Department of Corrections. We are a large and widely dispersed agency with a lot happening. Articles should answer the basic questions of who, what, where, when, how and why. One of the most important questions to ask yourself in suggesting or writing an article is why is this important to readers and then help explain that with the information contained in the article. Remember that many reading the *Signpost* are not very familiar with corrections, so avoid acronyms and fully identify individuals by title.



## What will we print?

We are willing to work with you in preparing to write an article to ensure it has focus and the right people are interviewed for the story. We also will work with you in writing and editing your articles. We will always recognize the value of individual writing styles and will edit mostly for sentence structure, clarity and grammar.

Generally we avoid personal (first person) articles that talk about "I did this," but those that can be useful to others in their daily lives or in understanding how corrections works are considered.

Photos are always welcome, and will be used as space permits. Color is preferred and the photos should have good contrast and exposure (not too dark or light). With digital cameras, photos should always be in focus. Pictures should be e-mailed in a jpeg format or, if that not possible, they can be sent by regular mail. In a good photo, the people are easily recognizable. If your photo is bad, grab someone's digital camera and take another one. Don't forget to identify any people in the photo, usually left to right.

Here are some examples of the kinds of articles we use:

- Awards and rewards: Full names and positions of the recipients, when the award was made, and a brief description of why. Photos of the award winners alone are preferable to group photos. Keep the focus on the award winner rather than those who presented the award.
- Employees of the quarter: Same criteria.
- Notable retirements (20 years or more): How long did the person work for DOC? Positions held, accomplishments, etc. Brief mention of retirement plans is OK.
- New and departing employees: Central Office provides this information to us.
- Special weeks recognizing correctional professions

# Writing

FROM Page 16

- New, expanded or changed DOC programs. What is the program? What is it intended to accomplish? When did it start? Why is it important to DOC and the public we serve? Who are the main “players” involved?
- DOC programs or initiatives featured elsewhere in other publications. If you know of a positive local newspaper article or TV story about a DOC endeavor, please let us know. We usually can get permission to reprint.
- Features about unusual developments involving staff or facilities.
- Staff profiles. If you know of a co-worker with an interesting past, hobbies or contributions to the workplace, let us know.

- Conferences and seminars. If you participate in such an event, think about writing a short summary of your experience with an emphasis on what you learned. This is an opportunity to share with those who did not go.

Other ideas are welcome. Those with the broadest interest are the best.  
 Keep articles as brief as possible; they are the most likely to be read and will not require cutting.  
 Make sure your supervisor is OK with you submitting something for the newsletter.

**IMPORTANT: E-mail the article as a Word document in “Times New Roman” – 11 pt. font. Use single spaces between sentences. Send photos as a separate attachment; do not imbed in an article.**

## Thennis moves to P&P from interstate

Helena probation and parole has a new officer, but she is not new to the Department of Corrections.

Christin Thennis has worked in the Adult Interstate Unit since January 2008, first as administrative support and then as an Interstate Compact specialist.

A Helena native, she obtained a bachelor’s degree in criminal justice from Washington State University, with a minor in sociology, in 2007.

Thennis began her new job Jan. 25 and attended probation and parole basic training at the Montana Law Enforcement Academy.

“I loved working in interstate,” Thennis said. “I really learned a lot and it gave me the opportunity to get to know a lot of people I will be working with out in the field. Cathy (Gordon), Janet (Erb) and Whitney (Hall) are awesome to work with, and I really look forward to working with them as a probation and parole officer. I am really excited to advance my career and have the opportunity for new experiences at Helena probation and parole.”



Thennis

## DOC staffers earn project management associate certificates

Two Department of Corrections employees were among six state government workers to receive associate’s certificates in project management.

The certificate program was developed by the state’s IT project management office, ESI International and The George Washington University.

This first-level certification requires students to study project management methodology, business analysis, risk management, scheduling and cost control. A master’s certificate is the next step.

The DOC employees awarded their certificate were Kara Sperle, chief of the Budget and Program Planning Bureau, and Lena Havron, budget analyst.

Both intend to pursue a master’s certificate through the program.



Havron



Sperle



A composite picture of the atrium in the State Fund building, seen from the third floor

## Planning under way for office move

For 35 years, the Montana Department of Corrections has had its headquarters at 1539 11<sup>th</sup> Ave. That will change this summer when the agency's Central Office moves to the building being vacated by Montana State Fund.

The Department of Administration decided in December that the corrections staff should move to the State Fund building, once the workers compensation program moves to new quarters in June. The newer, more roomy building will allow consolidation of corrections staff again and provide a more secure and functional work environment for the 103 Central Office employees.

A project team was formed in late December to head the planning effort for the move.

Garrett Fawaz, DOC's emergency planning and preparedness manager, is the project manager. Other members of the team are Myrna Omholt Mason, executive assistant to the director; Rhonda Schaffer, administrator of the Administrative and Financial Services Division; Ken McElroy, acting administrator for the Human Resources Division; Sharon Smith, safety specialist; and Bob Anez, communications director.

Don Merritt represents the Board of Crime Control on the team. The board, with its 20-member staff, will occupy a portion of the state-owned building's first floor.

DOC will use the earth level and the second and third floors.

The current DOC office building originally was Mills Hall, a dormitory for Intermountain Union College. Shortly

after a 1935 earthquake caused extensive damage to many of the college's buildings, the school moved to Great Falls and then to Billings, where it eventually became Rocky Mountain College.

Corrections moved to the building in the fall of 1975. In 2005, the aging building developed mold in the basement and employees vacated that floor for offices on the second



The front entrance of the building that will house the Department of Corrections

floor of a strip mall across the parking lot. The human resources and information technology staffs moved to that building.

The main DOC office building has recurring problems with leaky pipes, no fire sprinkler system, no cooling system and less-than-desirable security.

The State Fund building offers an "open-office" design

# DOC photos available nationwide

## Montana one of only three states to offer service

A trooper with the Florida Highway Patrol stops a motorist and a quick background check turns up a criminal history and arrest warrant in Montana. The driver says the trooper has the wrong guy. The officer returns to his car and retrieves a photo from the Montana Department of Corrections showing the driver is indeed the wanted offender.

The ability to obtain Montana correctional photos of offenders is a new feature that puts the state on the cutting edge of a national effort to increase access to information for law enforcement officers and agencies.

The Department of Corrections has long provided offender information through the Criminal Justice Information Network (CJIN). This communications system gives local agencies access to state criminal history files, state vehicle and driver's license files, and other records. CJIN is not only a record exchange system but also an identification tool providing real-time information to law enforcement officers operating in the field. The system is visible to the public as the tool that officers use in their cruisers to identify people and vehicles. For example, a law enforcement officer may access CJIN through a radio or mobile data terminal when making a traffic stop.

To provide expanded public safety information to a larger audience, the departments of Corrections and Justice are part of a national effort to share correctional photos with law enforcement agencies nationwide.

This project is part of the International Justice and Public Safety Information Sharing Network's (NLETS) state, regional and federal enterprise retrieval system. Montana is only the third state to provide photos in response to law enforcement inquiries. South Carolina was the first state and Oregon the second to include this information.

With this in place, any law enforcement agency in the United States will be able to use its NLETS interface to get the Montana correctional status, a current photo and basic demographic information on a person in DOC files.

This effort was a major undertaking for the DOC. Not only does the project involve Montana's disparate systems, but also it works with national systems in a way that

allows everyone to communicate with one another.

On Jan. 20, the project had a successful test run when Oregon retrieved the photo of a Montana offender.

Following implementation, several jurisdictions outside Montana expressed gratitude for being able to obtain Montana correctional photos.

This achievement was due largely to the work of Kelly Churchill, application developer, whose effort to bring the vision to fruition was above and beyond expectations. DOC is the only agency that has relied solely on in-house resources for the development of the system.

Others involved in the project were Jason Nelson, application developer, and Anita Pisarsky, development unit manager.



A mobile data terminal in a police cruiser can access Montana DOC offender photos.

## Move

FROM Page 18

where work stations are provided to employees rather than individual offices. No staffers, including the director, will have private offices. The building has numerous conference rooms for meetings and confidential discussions.

"We're going to try it; no one is going to be behind closed doors," Ferriter told a meeting of DOC employees.

"That's where change is going to be hard because we're all used to closing our doors. We've always had our own little boxes, but the design of this building is all open."

He predicted the layout of the building will encourage more communication, collaboration and information sharing among staffers.

Ferriter said the department will pay the same rate per square foot as it does in its current location.

State Fund plans to be completely moved from the building by June 1,

and corrections is likely to move in sometime in July.

The tentative time for the DOC move is the final week of July. However, that depends on State Fund meeting its June deadline and the work in the vacated building that needs to be done by General Services Division. The tasks will include carpet cleaning, minor wall repairs and painting.

The late July time frame also will give the department's budget personnel time to close out the books after the end of the fiscal year June 30.

*DOC partners with DPHHS, nonprofit*

# Effort targets special-needs offenders

By Mike Norvelle

**Institutional Probation & Parole Officer  
Missoula Assessment and Sanction Center**

A Department of Corrections program has formed a partnership with nonprofit corporation and another state agency to deal with the challenge of placing special-needs offenders.

The Missoula Assessment and Sanction Center (MASC) is working with Opportunity Resources Inc. and the Developmental Disabilities Program in the Department of Public Health and Human Services to address the issue of hard-to-place offenders – those with developmental and/or medical disabilities that are beyond the ability of community correctional programs to address.

The effort, which began a year ago, explored the possibility of placing some of MASC's difficult-to-place offenders in community-based programs. Since then, two have had the opportunity to live and work in the community within Opportunity's sex offender treatment program. They are provided housing, a job and treatment designed to fit their specific needs.

The transition of two offenders into community services reflects a changing attitude toward individuals with disabilities by putting greater emphasis on community integration.

"The objective of MASC is to place as many offenders into community-based programs as is appropriate, instead

of the prison," said Dan Maloughney, MASC administrator. "This objective directly supports the department's target of having 80 percent of DOC offenders in community supervision.

"However, at times it is very difficult to find placements for some offenders," he said.

The disabilities program supports choices and opportunities for people with developmental disabilities in their communities. Shaye LaMunyan, case manager in the program, said this mission supports a belief in human dignity and that all individuals have the capacity for growth. The program works closely with service providers such as Opportunity provides effective and therapeutic services to adults with disabilities in the community.

The Missoula-based Opportunity Resources has provided community-based services and support to adults with disabilities since 1955, said Ken Brown, director of services.

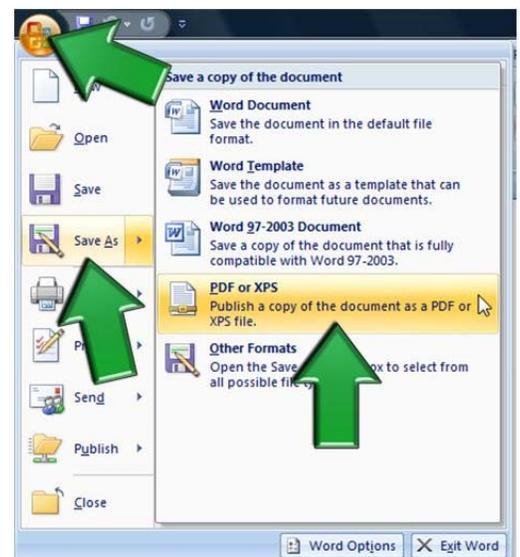
Primarily funded through DPHHS and revenues from its own local businesses, Opportunity provides a broad spectrum of individualized services to Missoula and communities throughout western and central Montana.

Three of its programs are of special interest to DOC and were critical in terms of placing the two MASC offenders. The residential services program provides supervised housing to a number of people with developmental disabilities

*PARTNERS, Page 21*

## Have a large Office document to send in an e-mail?

Please consider converting your attachment to a PDF which will shrink the size. In Microsoft Office 2007 you can do this by selecting the office button, then save as, then the "pdf or xps" option. Following that, select the size. There are two sizes - the standard size (for those documents that must be printed) and the minimize size (online publishing), which is usually the preferred for emailing.



# Partners

FROM Page 20

and brain injuries, the woodshop offers jobs for 40 disabled people in Missoula, and sex offender treatment serves that challenging population.

This combination of programs enabled Opportunity to provide the appropriate package of services and treatment to the MASC offenders and give them the opportunity to reintegrate back into the community while keeping community safety concerns paramount.

The first offender to receive this program assistance was a sex offender who came to MASC from one of Montana's 59 Hutterite colonies. Consequently, he had few daily living skills appropriate for living outside such a closed community.

In addition, a MASC assessment found that he was developmentally disabled and the staff was concerned that he would not have the capability to succeed in a typical prerelease program.

The Developmental Disabilities Program was contacted initially because it works with such clients and has programs to accommodate their disabilities. Through testing, the program determined that the offender qualified for its programs.

With the cooperation of the disabilities program, Opportunity, Missoula probation and parole, and Anne Harris, a sex offender therapist, a program was developed to provide the combination of community safety, treatment and rehabilitation that community corrections officials said were required before a program for him would be approved by the department.

His program includes direct supervision around the clock by Opportunity's staff, close supervision by his probation officer, Michelle Puerner, a strict treatment schedule by his



The Opportunity Resource Inc. woodshop in Missoula employs about 40 developmentally disabled adults, including two offenders under supervision. (Courtesy photo)

therapist and weekly staffing meetings attended by all involved in his program.

Results, so far, are very encouraging. He is working at an Opportunity job site, progressing in therapy, and working on his GED in a balanced program providing life skills and job credentials.

The second offender placed had been sentenced for failing to register as a sex offender. He was another equally challenging test of the DOC's ability to reach outside its normal limits to find a program to meet his particular needs as well as those of the community.

The offender had originally been accepted by one of the prerelease centers before he came to MASC. However, when he was transferred to the center, officials decided that his needs, both medically and developmentally, exceeded their scope of service.

He returned to MASC so staff there could look for an alternative placement. The disabilities program agreed to provide sex offender treatment and found him housing and a job. The two state agencies found the money to cover the cost of the offender's placement.

These programs speak to a terrific combination of effort and creative programming by all concerned. Unfortunately, the funding for such inventive types of programs has run out. The need for such programs to be available for special-needs offenders continues despite the lack of money.

## Prison staff, inmates donate time, money to toys drive

Montana State Prison played a big part in the success of the 2009 local Toys for Tots program.

The prison's veterans group organized a fund drive among inmates that raised more than \$4,100, prison staff helped fill toy boxes in the community and Warden Mike Mahoney approved use of a van for collecting and delivering toys, said MSP Sgt. Raymond

Worthey, coordinator of the local effort.

More than 250 families were helped in Powell, Granite and Beaverhead counties, even though toy donations were down this year because of the economy.

The mayor of Deer Lodge donated use of the old fire station as a toys workshop and distribution center,

which made a nice warm and dry location for volunteers.

The Toys for Tots program, spearheaded nationally each year by the U.S. Marine Corps Reserves, has been active at the prison for more than 12 years. The program's mission is to not leave one child without a Christmas toy, and every year volunteers strive to meet this goal.

# Regional Roundup



*EDITOR'S NOTE: Items in the roundup are contributed by probation and parole staff in each region.*

## Region 1

Institutional probation and parole officer positions are an often overlooked component of Region I. Two of these staffers at Montana State Prison are moving to another region. Tim Meloy, who started his career with the department as a correctional officer 25 years ago and has been an IPPO for the past 10 years. Meloy is moving to Anaconda to try his hand as a traditional P&P officer. Our other IPPO is Roland Smather, who began his corrections career more than 20 years ago as a correction officer. He became an IPPO about two years ago. He is transferring to the Butte as a P&P officer. The two men's expertise and knowledge will be missed sorely in this region. We wish them both luck and success in their new positions.

The newest addition to the IPPO crew is Candice Anderson, a graduate of the University of Montana who brings a lot of enthusiasm to the position and should have a long and successful career with the DOC. Region 1 also welcomes back from maternity leave IPPO Cathy Johnson.

Since turnabout is fair play, the Missoula office welcomes Bozeman transfer, Tanner Gentry. He was promoted to POII from his officer position in the Bozeman office. Tanner is an Idaho native and a graduate of MSU. Coming back from maternity leave to her Missoula officer duties is Abby Gruber.

The Missoula office was sad to lose a valuable member of our team when Gayla Kukes, administrative assistant, resigned to move with her husband to Billings. The entire regional staff expresses its sincere condolences to Kristina Besseney, POII in Hamilton, for the loss of her mother.

## Region 2

The stork has been busy in the region. Four staff members have become parents in the past six months or so, and all of the deliveries were girls. Adam Silverness, administrative support in Bozeman; Annette Carter, PO II in Helena; Landon Lamb, probation/parole officer in Helena; and Eric Ohs, an officer in Bozeman, all welcomed additions to their families since June.

January marked Monty LeTexier's first anniversary as regional administrator and he sees it an enjoyable challenge! "I've come to realize what I've always known – that Region II's staff are the best in the state," he says. "The pride they

take in their work is evident! Thanks to all who have helped me during this first year!"

Congratulations to one of Bozeman's ISP officers, Art Gonzalez, who was selected as the region's employee of the quarter for the final three months of 2009. He is known and respected by all for his professionalism and conduct. He exemplifies the highest standards of the Department of Corrections and the Probation and Parole Bureau. Gonzalez is a true team player and the energy and initiative he has invested in his work – including ISP and particularly the ISP sanction group – has helped make it a model for all other probation and parole sanction programs statewide. He has had training on security threat group activities and has been sharing information concerning local gangs and gang-related activities. His nomination said he is someone who is "supportive, mature, conscientious, respected, level-headed, knowledgeable, adaptable, and performs his duties in a professional manner."

The region has seen a lot of turnover recently. Bozeman P&P Officer Bill Thurlow is taking the position as a specialized officer in Livingston, focusing on offenders with addiction and mental health issues. Lavinia D'Abrea-Quesnal was the successful applicant for the same job in Butte. Both are funded by a federal grant. D'Abrea-Quesnal comes from New York where she practiced as a licensed addiction counselor. Congrats to each of them and good luck on this newest adventure. Welcome to Patrick Boyle, a former Montana State Prison correctional officer who is a new P&P officer in Helena, and Christin Thennis, who comes from the Interstate Compact office.

Levi Knott and Tina Sander are new officers in the Bozeman office. Knott worked in juvenile probation and Sander had worked in hotel management and as a supervisor for the Transportation Security Administration. Tim Meloy transferred to the Anaconda office and is dividing his time between an institutional probation and parole officer at MSP and a P&P officer in Anaconda. He will be fulltime in Anaconda when an IPPO is added at the prison. In March, Roland Smathers will transfer from his IPPO job at MSP to the Butte P&P office. He replaces Don Kelley, who is a new POII in Butte.

# Roundup

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Regional employees have a lot of talent beyond their regular duties. Tom Chvilicek, is an international artist and created the eagle on the back of the P&P Bureau's "challenge coin." The coin was conceived by Dawn Handa and LeTexier, regional administrators looking for a unique way to acknowledge and reward staff. The P&P badge was a natural choice for the coin face and LeTexier asked Chvilicek to come up with an idea for the back side to complement the P&P vision statement. Each regional administrator purchased a cache of the coins and this region's intention to give coins as a thank you to both employees and people outside the department who assist the agency. A side effect will be spreading our vision statement and sending out a gentle reminder that probation and parole is out there, assisting the community.



The region is moving forward in training our officers with Simunitions, which are exercises based on simulated P&P scenarios and weapons. The Helena and Bozeman offices recently had joint exercises at the Montana Law Enforcement Academy. Trainer Lee Blazer led this training and was impressed by the professionalism displayed as well as how seriously the participants approached the training. Each officer was confronted by real-life situations and required to make split-second decisions. This training will be mandatory for the region and will be conducted twice yearly.

A special thanks to Ed Foley, IPPO at the state prison, and his crew. Tim Meloy and Jenny Stephens have handled all the conditional release discharges from facilities within the region. With those IPPO's exclusively handling this task, consistency is ensured and all questions are funneled to one office. Conditional releases are a time-consuming task and Foley's team is a big help. With Meloy transferring to Anaconda, Cathy Johnson will be taking on the duties.

## Region 4

It has been a busy couple of months. Dan Taylor was promoted to POII (supervisor) in December. Before coming

on as an officer in October 2008, he worked in Washington, D.C., as a program manager in a federal program that supervises offenders awaiting sentencing in federal courts, and was a master sergeant in the U.S. Marine Corps. He also is a licensed addiction counselor.

John Frost has been named employee of the quarter. He was nominated by his fellow officers because of his great attitude, investment in his peers through training and support, and his work ethic. As employee of the quarter, Frost received a reserved parking spot, a framed certificate of achievement and a gift certificate to a restaurant, which was courtesy of the management team.

The holidays were marked by a visit from Santa Claus, (ISP Officer Dave Comfort). Santa and his elf (Officer Tammi Reimer) visited the Billings probation and parole office to spread Christmas cheer and hand out presents to the children and grandchildren of officers, administrators and contractors. The day was marked by lots of good food, good company and fun for all.

The regional officers have been busy conducting and attending training. Charlie Martin, Jayson Baxter, Rita Frost, John Frost and Chris Evans put together a very dynamic two-day Simunition scenario training in Billings. Twelve officers completed the training and took away a lot of useful information and skills. The trainers' goal is to get every officer in the region through the program and to offer it on an on-going basis.



Left to right: Marj Nash, John Frost and John Williams of Region 4

The region is participating in several task forces. ISP Officer Melanee Emmett continues her work with the FBI Internet Crimes Against Children Task Force. P&P Officers Reimer and Mary Aggers worked very hard to secure a grant from the Yellowstone County DUI Task Force. The grant covers overtime for officers to conduct bar checks and home contacts on DUI offenders in Yellowstone County.

Security Threat Group Coordinators Charlie Martin and Lea Werhonig have started a gang task force, which includes representatives from state, federal and local law enforcement and corrections from around the region. The task force meets monthly to exchange information and assists in

## Roundup

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field contacts on known gang members and affiliates. We have also started a pilot program with the U.S. Marshals Service Violent Offender Task Force in Billings. Evans has been assigned as a task force officer in addition to his regular duties.

POII Marj Nash has been working with District Court Judge Ingrid Gustafson and other stakeholders in exploring the creation of a felony drug court in Yellowstone County. It's a time-consuming endeavor for which Nash is passionate about and invested.

### Region 5

The Thompson Falls office has experienced the highs and lows following the recession. Sanders County had the state's highest unemployment rate for several months of 2009. The mining, wood products and construction trades had been on a decline since 2007. The majority of the Sanders County population has retirement, disability or social security income and only 35 percent have part- or full-time jobs. Offenders with upper-level skills moved out of the county to areas where work was still available. It took a lot of creative supervision for those first 10 months, but it has worked out well with employment placement.

As of early February, none of the offenders were in trouble. Currently, only three of 58 offenders are unemployed. They are new to supervision and were unemployed when sentenced so we are spending a lot of time trying to find them jobs or get them trained to be more employable. Offenders without a GED have used this time to earn one, so when jobs are available they have a better chance of getting one. The staff spends a lot of face time with local employers thanking them for hiring offenders and making rehabilitation possible by allowing them to attend

treatment groups. Contact with new possible employers is also pursued. Staff acts as crisis mediators when offenders and employers are having issues. In Sanders County, a team approach is used to supervise offenders. All treatment providers and P&P Officer Sandy Van Skyock meet monthly to plan each offender's path to rehabilitation. When an offender has major violations, Skyock accepts input and recommendations from all the providers to come up with a plan focused on rehabilitation and community safety.

The region welcomes three new employees. Melinda "Lynn" Bierwagen joined in November as a part-time probation officer technician. She studied psychology and substance abuse at Boise State University and facilitated group treatment while working at the Salvation Army Alcohol & Drug Rehabilitation Center in Boise. She worked with survivors of domestic violence and sexual assault in both the criminal and civil justice systems. Bierwagen has been a member of the Sanders County Sexual Assault Response Team for eight years.

Ed Todd joined the Polson office in December. A Western Montana native, he obtained an associate's degree in law enforcement from North Idaho College in 1981. That same year, he became a detention officer for the Lake County sheriff's office in Polson and rose through the ranks to eventually become captain. Todd retired from that job in December.

Carol Moran Patton is the region's new Native American specialist. She will be working with the Indian offender population to reduce recidivism. She is an enrolled member of the Turtle Mountain Band of Chippewa/Metis Tribe from North Dakota. She graduated from the University of Great Falls in 1993 with a bachelor's degree in human services. Patton recently worked for the Bureau of Indian Affairs at the Northern Cheyenne Reservation as a

social services representative for child protective services.

### Region 6

Jim Anderson joins the regional staff as a specialized probation and parole officer. He has a varied background that spurred his interest in the position, primarily working the Native American offender population in the Fort Peck Reservation area. A former educator in Wolf Point and Frazer, Anderson also worked on three other Montana reservations, one in South Dakota and spent two years in rural Alaska as a principal at a Native village. As an enrolled member of the White Earth Chippewa Tribe of Minnesota, Anderson has had personal and professional experiences growing up both on and off the reservation. He understands and can discuss challenges that need to be addressed through this program.

After graduation from Glasgow High School, Anderson obtained a bachelor's degree in education from MSU-Northern. Returning years later, he earned a master's degree and went on to summer school at the University of Montana to complete his school administration requirements.

Due to his generosity in the charitable giving campaign, Gary Flakker received a \$300 gas card donated by Diamond Construction Inc. of Helena. Flakker and his family are active supporters of Boys Scouts of America.

Joseph M. Drivdahl, husband of regional probation and parole supervisor Sue Drivdahl, has published his first novel, *Murder in the West Bottoms*. The hero of the book is Sage Chandler, an interesting character with a variety of behaviors we would all recognize. Sue wants everyone to know that despite the similarity in names, she in no way operates like the probation and parole officer in the book.

## ADMINISTRATOR'S CORNER

### Gary Hamel Health, Planning and Information Services Division



Thousands of books have been written about how leaders should spend their day. Leading, directing and motivating, mentoring and coaching, all come to mind.

Thousands more books have been written about how to get out of the cycle of “putting out fires.”

However, the reality is that most leaders spend their time reacting to problems. Sitting back to really think about how to tackle the next problem or how you could have approached it differently is a luxury that most do not have.

One way to tackle work problems is to use a formal strategic planning process and get ahead of the fires. Strategic planning comes in all shapes and sizes, but ultimately is a formal process that brings us from where we are now to where we want to be at some time in the future. When such a plan is used, we will collectively benefit. I believe these benefits are relevant whether it is a comprehensive department-wide strategic plan or a small project that will help us achieve our vision.

#### **Is it really all about the plan?**

As most know, our central office is moving to a new building. To accomplish this move with a minimal amount of disruption, the management team agreed that the move would be handled as a formal project. For some, move-associated planning documents, meetings, expectations, decision-making authority, accountability and deadlines that may be new or not-often used tools in their daily jobs are becoming routine parts of their day.

Work is getting done in an impressive, organized way.

Although I have placed lots of emphasis on the process, the planning process we are using to move is not what will ultimately create our success.

I believe we have opened up lasting channels of communication and empowered many people to achieve a clearly articulated goal with minimal resources. Thus, the planning process has created power with people, rather than power over people.

Since everyone is involved in some way, our formal process is allowing people to bring ideas forward and own a piece of the Montana Department of Corrections’ future. Known as an intrinsic reward, the sense of pride and satisfaction that comes along with creating and shaping your work destiny through a plan that you have developed is very motivating. That is success.

#### **One Size Fits All Some**

There will never be a plan we develop that will meet every need. I do not believe we should try.

Although we have a common vision, everyone throughout the department has a different perspective on how we achieve that vision. With each perspective of the vision, it is beneficial to have formal, written plans to document how we will each achieve success. Through your plan, you will think through and apply the right strategy and learn from your mistakes and produce a better result the next time around.

# Work continues on NW prerelease

**By Katie Noctor**  
Prerelease Unit Manager

Work continues on development of a prerelease center in Northwest Montana, despite opposition to the first proposed site surfaced last year.

The working committee of local citizens has agreed on a new area of Flathead County as a possible location for the 40-bed facility. The initial site was at the south edge of Kalispell; the latest choice is a six-mile long strip of land northeast of Kalispell near Columbia Falls.

Given the new location, the working committee will seek involvement of representatives from Columbia Falls and Whitefish as it proceeds with repeating a process it used in addressing the first location. Administrative rules require the committee to start over.

First the committee will educate the public on what a prerelease center is, what it does and why one is needed in Flathead County. The Department of Corrections will hold a public "open house" at some point that will allow the public to get answers to their questions about the project.

A survey will be conducted to measure public support for a prerelease center in the area. Once sufficient public support is found, the contractor awarded the project can choose a specific site in the geographic area on which to build a new facility or use an existing building for the new center.

The project has been in the works for several years.

In 2008, the department determined the need for a prerelease center in Northwest Montana, the only region of the state without such a program. This

decision was based on the fact that Flathead County is the fourth-largest contributor to Montana's correctional population. From 2001 to 2008, about 900 offenders sentenced from the county spent time in prerelease centers at Billings, Bozeman, Butte, Great Falls, Helena or Missoula. About 84 percent of such offenders return to the county after release.

An additional factor in deciding to pursue a center was the department's conclusion that more prerelease capacity will be needed as the offender population continues to grow.

The working committee took many things into consideration when determining a geographic location, ensuring it is not close to a school or day-care center and that the offenders would have access to resources and services that will help them be successful.

## **Grant aids mental health programs**

It could be said that the "bad guys" don't have many friends. Add mental illness, addiction, physical health ailments and other challenges to an offender's profile, and it can be enough to ward off even the most fearless. But Montanans are a tough bunch.

For several years, Montana has worked to transform its mental health system to better meet the needs of justice-involved individuals and to strengthen its criminal justice system. The state developed diversion alter-

natives, evidence-based treatment and coordinated re-entry for offenders with both mental illnesses and substance use disorders.

In December 2009, Montana was recognized for its solid working relationship through the award of a \$236,000 Transformation Transfer Initiative grant from the National Association of State Mental Health Program Directors, a division of the Substance Abuse Mental Health Services Administration.

Montana's application was submitted with a joint letter of support from Mike Ferriter, Department of Corrections director; Anna Whiting-Sorrell, Department of Public Health and Human Services director, and Attorney General Steve Bullock. Only 11 states received this grant and Montana was recognized as visionary for the elements of its proposal.

This annual grant provides funding to expand programs initiated through a 2008 partnership between the Adult

Community Corrections Division at DOC and the Addictive and Mental Disorders Division of DPHHS, and the Montana Law Enforcement Academy. These include crisis intervention team and mental illness intervention training.

In addition, the grant finances development of mental health curricula for county attorneys, public defenders and judges. To support this training expansion, the grant also will offer sub-grants to some local law enforcement jurisdictions for data collection related to the demand for law enforcement response to mental illness-related crises.

For more information, please contact Deb Matteucci, behavioral health program facilitator for DPHHS and DOC. She works as a liaison between the two agencies to coordinate programs, policies and services for this challenging population of offenders.

# MSP employees of quarter



Myotte

Montana State Prison and Montana Correctional Enterprises announced their employees of the quarter in February.

Correctional Officer Buddy Myotte was honored as security employee of the quarter. He was nominated because he has demonstrated he can handle any type of situation that comes up. He knows the inmates in the unit and knows procedures. He always signs up for training and is constantly looking for more efficient ways to do his job.

Myotte contributes to the security of the institution through his diligent adherence to prison policies and procedures. He is very observant of his surroundings and does a great job on searches and investigating problems or incidents. Myotte is very professional and strives to be the best officer he can be every day.

Jane McMahon, who handles scheduling of inmates for outside medical appointments, is employee of the quarter for support.

She is professional, dependable and enthusiastic, and can always be counted on to have a smile and a positive word for everyone. Her job involves coordinating and planning for

more than 100 inmate medical appointments each month.

She works with the prison transportation office, doctor's offices and hospitals in various Montana communities to arrange medical care. Despite the challenges, McMahon manages to accomplish her task and build good relationships with co-workers.

It is not unusual to receive a call from a doctor's office complimenting McMahon on her positive, professional attitude. Her dedication does not stop with her regular duties; she has been an active member of the communication committee, helping organize the annual fair as well as spearheading employee appreciation events within the infirmary.

McMahon willingly donates her time and energy for her co-workers and community causes. She took it upon herself to take charge of the prison's Relay for Life team and raise money for cancer research through bake sales, raffle tickets and donations. She truly is a good representative of the prison, both at work and in the community.

Denise Anderson is management employee of the quarter.

She is manager of the Martz Diagnostic Intake Unit, which is the admission center for male offenders entering the prison system and can house up to 200 inmates for various assessments and evaluations.

Anderson was honored because of her efforts to address shortfalls within the unit, looking at alternative activities and maintaining a safe unit conducive to both staff safety and inmate well-being. She has shown a genuine interest in her staff's personal happiness and affords employees the ability to pursue professional interests to enhance their future goals within the Department of Corrections. She models professionalism and has shown integrity when dealing with staff and offenders issues.

To receive this honor an employee must meet specific criteria and be reviewed by a selection committee.

The honored employees receive a plaque, a certificate of appreciation, a special parking space during the quarter, have their photograph posted in the lobby area of the administration building and are eligible for the employee of the year award.



McMahon



Anderson

selves and our stakeholders a disservice.

A formal strategic planning process will help users identify when we have achieved success because we have taken the time to develop meaningful measures of performance. Imagine being able to explore how less traditional measures such as creativity, dedication, innovation, imagination, motivation and knowledge can be cap-

tured and used in new and meaningful ways.

### Get going to get finished

Although it is commonly said, things are rarely always or never. If you have used a formal planning process or are involved with one, you will probably agree that it is not perfect. However, like most things, jump in and start the process and it will fall somewhere between always and never. The key point is to start and improve.

## CORNER

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### Measure it or forget it

How is your work unit performing? We know many things, but the key is to know the right things. If we cannot clearly articulate what success looks like and describe how we achieve that look, we are doing our-

## Study of DUI offenders finds

# Early treatment desired

Montana needs to change how it deals with drunken drivers by relying more on treatment than on incarceration in order to reduce repeat offenses, a study of more than 200 DUI offenders found.

Some of those surveyed as part of the University of Montana School of Social Work project suggested making the third DUI a felony as a means of getting drunken drivers into treatment earlier.

“In this survey, felony offenders indicate that Montana DUI laws and sanctions need substantial revision to prevent recidivism, the authors reported. “The collective opinion indicates that treatment, when adhered to, is the most preventative element.”

The project, the first of its kind in Montana, came in conjunction with a study of DUI laws and enforcement by the Legislature’s Law and Justice Interim Committee. Panel members have focused much of their time on considering expansion of treatment opportunities for those convicted of DUIs. The committee will submit its report and possible legislation to the 2011 Legislature.

The UM study, in cooperation with the Department of Corrections, was conducted at no expense to the agency or the Legislature. Dr. Tim Conley, who spearheaded the project, estimated it cost \$15,000.

The study involved 201 offenders in the felony DUI



Conley

treatment program called WATCH (Warm Springs Addictions Treatment and Change) and in prison. Their participation was voluntary and their identities confidential. The average age of those surveyed was 43 and they typically got their first DUI when they were 26 years old.

The underlying goal was to find out from those convicted of at least one felony DUI what they believe will help prevent Montanans from committing multiple drunken-driving offenses.

Ninety percent of the offenders said treatment is more likely than incarceration to prevent some from drinking and driving again. While the offenders were evenly split over whether a felony should continue to apply to a fourth or subsequent DUI or should apply to a third DUI, those favoring the early felony “generally saw this as the only means to access sorely needed treatment for their alcohol dependence,” the report said.

The offenders generally panned a treatment program that is usually part of the sentence given to those convicted of misdemeanor DUIs. Assessment Course and Treatment (ACT) was no deterrent to drinking and driving, did not hold offenders accountable for their crime, was not available in rural areas, and lacked penalties for not attending, they told surveyors.

Instead, they suggested, more intense treatment should come earlier in the process and that offenders should not be able to avoid undergoing treatment.

“They invariably expressed a collective opinion that a residential treatment program, like WATCH, be required of them earlier in their drinking and driving history,” the study concluded. “They indicated that incarceration and other punitive measures alone were not preventive.”

Some argued for tougher restrictions on drunken drivers after a first or second conviction, including mandatory treatment.

“In my past offenses, I feel that the courts were too lenient, too easy on me,” said one offender. “I don’t think twice about drinking the first day out of jail.”

Some of those questioned recommended WATCH should be required for those getting a third DUI, even though it would not be felony and that a fourth DUI should carry with it a second trip to WATCH as well as prison or jail time.

“The preference seemed to be for a more sustained mandatory treatment that spared them the social burden of a felony,” the report said.

The study found advocates for more education of youth about the dangers of drinking and driving, greater use of tools such as ignition interlock devices, random urinalysis, and alcohol detection devices worn by offenders.

The study’s findings were presented to the Law and Justice Committee in early February.

*‘In my past offenses, I feel that the courts were too lenient, too easy on me. I don’t think twice about drinking the first day out of jail.’*

*-DUI offender*

# Street gangs got start in L.A.

## *Gang issue reaches into corrections*

*EDITOR'S NOTE: This is the first in a series of articles about street gangs and motorcycle clubs, issues for both correctional officers and probation and parole officers.*

**By Don Kelley  
POII, Butte**

This is intended to provide insight into the history, function and hierarchy of some of the most violent of worlds.

This information can help officers recognize some of the risks associated with the supervision of these offender groups and a few real world techniques to reduce risk during and after dealings with them.

To develop an understanding of gang behavior and why street gangs are an issue for many communities across the state, it is important to begin with a history of these groups.

Black Americans have a 75-year history of street gang involvement, primarily in Los Angeles, but their Latino counterparts have a gang history that reaches to the beginning of the 1900s.

Black street gangs began to appear in the 1920s in the downtown area of Los Angeles where they had settled into ethnic neighborhoods. In the years that followed they moved southward to Slauson Avenue. The area between Slauson and Manchester was predominantly white, but the Black influence was growing rapidly.

Many of these gangs were collections of family and friends involved in prostitution, robbery and extortion. These gangs faded into history around 1940. It is believed that the original members had aged and the youth of the era distanced themselves from the gangs. Also, the start of World War II took many area youth into the armed forces.

Shortly after the war's end, the area around Central Avenue and East Los Angeles again saw gangs on the rise. Primary gangs of this era were known as 28th Street and 31st Street.

The 1950s saw a rise in black social clubs in the communities. Some of these were early attempts at developing political organizations. Others had no real purpose other than social gatherings. Most of these clubs were territorial and ethnically organized with visible leadership, and chains of command.

Many of these social clubs soon developed into more violent and illegal organizations, getting involved in petty thefts, robbery and assault.

Murder among gangs still was extremely rare. The weapons of choice were guns, baseball bats, knives – occasionally used to settle territorial disputes.

The Los Angeles Police Department began to identify "street gangs" around 1965. Many of these gangs were car clubs not directly involved in street fighting or territorial disputes. Some of the most popular car clubs of the '50s and '60s were the Coasters, the Highwaymen, Low Riders and Road

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## **DOC reviews fair practices code compliance**

The Governmental Code of Fair Practices is a portion of the Montana Human Rights Act that says a public sector entity cannot discriminate on the basis of a person's protected class status.

The protected classes include race, color, religion, creed, political ideas, age, sex, marital status, physical or mental disability, national origin and pregnancy. The code differs from most discrimination laws in that it contains "affirmative obligations." This means government agencies have to do something – be proactive – to comply with the act.

So how does an agency, such as the Department of Corrections, take action to ensure that it is not violating the code? The department has to analyze all of its operations to uncover any potential lapses in complying with issues the code covers, and then take action to remedy any defect found. The code has provisions in the following areas:

- Employment of state and local government personnel
- Employment referrals and placement services
- Educational, counseling, and training programs
- Licensing

- Governmental services
- Distribution of governmental funds
- Nondiscrimination provision in all public contracts
- Public accommodations laws
- Retaliation prohibited

DOC is currently in the process of completing a self-analysis tool to ensure that the department is in compliance with the code. Because this anti-discrimination law applies specifically to state government agencies and employees, the DOC standards must be high when it comes to guarding against any type of illegal discrimination.

# Health and Wellness



by April Grady

**Quarterly Quote:** Many persons have a wrong idea of what constitutes true happiness. It is not attained through self-gratification but through fidelity to a worthy purpose. - [Helen Keller](#)

In mid-February, the Department of Corrections' budget team and one accounting technician planned to jump into a frozen lake for the second year in a row to support the Montana Special Olympics. The theme of this wellness page is charity and giving to remind everyone how important it is to volunteer or donate to a valuable cause and help those less fortunate than ourselves.



**Eco Tip:** For your next vacation, consider taking a volunteer

vacation or a service trip. Organizations like **Sierra Club**, **American Hiking Society**, and **Global Volunteers** offer vacations where volunteers build a handicapped ramp in the Virgin Islands National Park, repair classrooms and construct playgrounds in Costa Rica, or perform trail work in US wildlife refuges, nature preserves, and state parks. These trips allow travelers to explore exotic destinations while contributing to communities and the earth.

**Pay it Forward Fitness:** Winters in Montana can be hard on a fitness regime. Many of us turn to doing workout DVDs in the comfort of our own homes to avoid frigid temps and treacherous roads. However, after following the same routines over and over it is easy to become bored with exercise and lose motivation.

On **Wednesday March 3**, bring your exhausted fitness DVDs into your work place and hold a lunch-time swap with co-workers for new workouts. A DVD swap will not only rev up a tired fitness routine but may also encourage peers to start up a wellness program of their own, and most importantly, will save everyone money.

## Food Facts:

**Helena Food Share** provides food assistance to over 1,200 households each month. Over 1,100 of these come in for monthly groceries.

- **Helena Food Share programs rely on VOLUNTEER efforts.** In an average month, over 150 people give their time to help those in need.
- **Children live in 50% of the households served** in an average month.
- **Helena Food Share** distributes over 1,400,000 lbs. of food a year, with local stores donating 48% of the food distributed and community members and food drives donating 22%.
- **Over 90% of annual funding comes from local private donors** including United Way.

Helena Food Share also raises funding through annual events like the Holiday Fund Drive in mid December and the Mardi Gras Fundraiser in early February.



**To find ways you can help, visit [www.helenafoodshare.org](http://www.helenafoodshare.org) or your local food share location.**

## Recipes:

The following two recipes are from the cookbook "Delectable Dishes for Less", a recipe collection created by Oregon Girl Scout Mary Catherine Muniz. The recipes are built around inexpensive staples distributed by her local food bank. (Kate Leeper, The Oregonian, Sept. 2, 2008)

### Roast Chicken Thighs with Tomatoes and Herbs

1 medium onion, cut in 1/4-inch slices  
6 to 8 cloves of garlic, crushed but not chopped  
1 (14.5-oz.) can diced tomatoes, not drained  
1/4 cup olive oil

## Wellness

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1/4 teaspoon crushed red pepper flakes or 1/8 teaspoon cayenne pepper  
2 tablespoons dried thyme  
Salt to taste  
3 pounds bone-in chicken thighs (about 12 medium)

Preheat oven to 450 degrees. In a large bowl, combine the onion, garlic, tomatoes, olive oil, pepper flakes, 2 tablespoons herbs and 1 teaspoon salt; toss until everything is nicely mixed. Season the chicken thighs on both sides with salt to taste. Arrange the chicken thighs on two heavy rimmed baking sheets, with space between the chicken pieces. Distribute the tomato mixture and any juices around the chicken so it's in an even layer but not covering the chicken. Roast until the chicken is totally tender when pierced with a knife, 35 to 40 minutes. During roasting check that the tomato mixture isn't burning. You want the vegetables to release juices and brown slightly, but not burn onto the pan. If they're getting too dark, pour in a few spoonfuls of water.

When the chicken is done, transfer to a serving platter. Put a large sieve or colander over a bowl and carefully scrape the tomato mixture into the sieve. Make sure you catch all the juices, which are delicious and will be part of your soup the next day.

After the vegetables drain for a few minutes, reserve about one cup (for the soup) and arrange the rest on the chicken platter as an accompaniment. Serves 4 with leftovers for soup.

### Next-Day Soup

2 tablespoons olive oil  
1/4 of a large onion, chopped  
3 medium stalks celery, cut in 1/4-inch slices  
3 cloves garlic, smashed  
1/4 head of cabbage, cut into one inch pieces (about 2 loosely packed cups)  
1 (14-oz.) can chicken broth  
1 (14-oz.) can white beans, rinsed and drained  
Leftover vegetable juices (about 1 cup), tomato mixture (about 1 1/2 cups), and chicken (about 1 1/2 cups)  
1/2 lemon  
Salt and freshly ground pepper  
Optional: Grated parmesan cheese, for serving

Note: this recipe uses the leftovers from the accompanying recipe for Roast Chicken Thighs With Tomatoes and Herbs.

In a large saucepan, heat the olive oil over medium heat, add the onion, celery, and garlic and cook until the vegetables start to soften, about 5 minutes. Increase the heat to medium-high, add the cabbage and toss until partially wilted, another three minutes. Add the chicken broth and white beans and simmer, smashing some of the beans with a spoon, and continue cooking until the cabbage is quite tender. Add the leftovers: any juices, tomato mixture, and chicken (shredded). Simmer 1 to 2 minutes to heat. Stir in a squeeze of lemon juice and season to taste with salt and pepper. Serve with grated cheese if desired.

### Montana Non-Profit Organizations for Volunteering/Donation Opportunities:

**AWARE, Inc.** Anaconda, MT [www.aware-inc.org](http://www.aware-inc.org) provides community based services to persons with mental, emotional and physical needs.

**Glacier National Park Fund**, Columbia Falls, MT [www.glacierfund.org](http://www.glacierfund.org) supports the preservation of the outstanding natural beauty and cultural heritage of Glacier National Park.

**Intermountain Children's Home**, Helena, MT [www.intermountain.org](http://www.intermountain.org) specializes in **nurturing, therapeutic** environments for children under severe emotional distress.

**March of Dimes**, Billings, MT [www.marchofdimes.com](http://www.marchofdimes.com) dedicated to improving the health of babies by preventing birth defects, premature birth and infant mortality.

**Special Olympics MT**, Great Falls, MT [www.somt.org](http://www.somt.org) provide year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual disabilities, giving them continuing opportunities to develop physical fitness, demonstrate courage, experience joy and participate in a sharing gifts, skills and friendship with their families, other Special Olympics athletes and community.

**Big Brothers Big Sisters**, Livingston, MT [www.bbbsparkcounty.org](http://www.bbbsparkcounty.org) mentors over 600 children in Park and Sweet Grass Counties and provides several in-school programs in Livingston and Gardiner and an after-school program in Livingston in partnership with Links for Learning.

**Butte Food Bank**, Butte, MT [www.buttefoodbank.org](http://www.buttefoodbank.org) operates with the intention that no individual or family in the community experiences the fear and pain of hunger.

# Riverside hosts Christmas party, girls create signs

By Cindy McKenzie  
Riverside Superintendent

Riverside Youth Correctional Facility staged its annual Parents' Day Christmas program in December.

Each year, parents and caregivers are invited to join the staff and girls for an afternoon. The girls present a program they have practiced with Pastor Patricia Harant, Riverside spiritual coordinator. Each girl made a sock snowman, and every visitor cast a vote based on creativity and attention to detail.

Guest presenters provided a wonderful addition to the occasion. For the past two years, a mother-daughter duet from Boulder, Helen Carey and Molly Moliator, has brought its electric keyboard and provided musical accompaniment for the girls to sing Christmas carols. Riverside also has been honored to have the Solider Gulch Drummers join the program for the past two years. They have performed songs of honor and celebration for all, and are always asked to provide an encore song.

After the musical presentation, the girls present thank-you cards to all presenters and invite them to be the first to enjoy the food being served. The girls then take their parents and caregivers through the line and help serve the treats.

While this occasion can be quite emotional, it is also quite joyful. It allows each participating girl to experience the pride of working through her nervousness and being positively acknowledged for presenting in front of a large group of people.



Door signs created by Riverside girls

In addition to singing as a group, girls often will sing as a duet or solo. The sense of accomplishment on their faces when they have completed the songs and are hearing the applause from the crowd is something to see.

Another recent activity occurred because Riverside staff has long wanted to have professional-looking plaques mounted beside office doors indicating the staff position using that office. The thought was the girls could create those plaques.

At long last, through a combined effort of the teachers, particularly Angela Maurer and Principal Ron Fuller, the plaques were completed. Each plaque started from a square piece of wood. The girls practiced their mathematics and woodworking skills in designing, measuring, cutting, routing, painting and staining each plaque according to the size needed for the title.

Most girls participated in this project and were encouraged to recognize the project as a way to give back to the community where they live. The final results are a welcome addition to the Riverside facility.

## Sanction programs address offender dependency

By Steve Ette  
POII, Bozeman

Probation and parole sanction programs in Butte, Bozeman and Helena are four years old and going strong.

The regional offices have had about a 53 percent completion rate among

offenders participating in the programs that are modeled after those elsewhere that resulted in decreased recidivism.

The programs were launched to promptly address offenders with chemical dependency issues. Officers had struggled to address these issues through the available resources in the

community. As with most community treatment programs, an offender was required to make an appointment and then complete an evaluation, a process that could take up to a month before reaching the needed treatment. During

# Gangs

FROM Page 29

Devils. Many clubs were depicted by Hollywood as much more violent than the facts support.

The era of the '60s saw a decline of the car clubs as members again aged and faded into the communities. The attention of the community turned to political organizations that were developing. Many members who were in their teens in the early '60s later turned their attention to other directions and became members and leaders of the Black Panther Party. Escalation of the Vietnam War also may have contributed to the decline in street gang activity then.

Beginning in the early 1980s, El Salvadore experienced a rampant civil war, lasting about 12 years. During this time, some 100,000 people were killed or missing. In the midst of the war, more than 1 million people fled to America.

The Salvadoran refugees, both legal and illegal, began to settle in California and Washington, DC. Individuals with ties to La Mara (one of El Salvadore's original violent street gangs) were among those immigrating to the United States. On arrival, they encountered severe cultural differences and hatred in relation to existing American street gangs. Mara Salvatrucha (MS) quickly asserted itself and became known as a gang indulging in extreme violence.

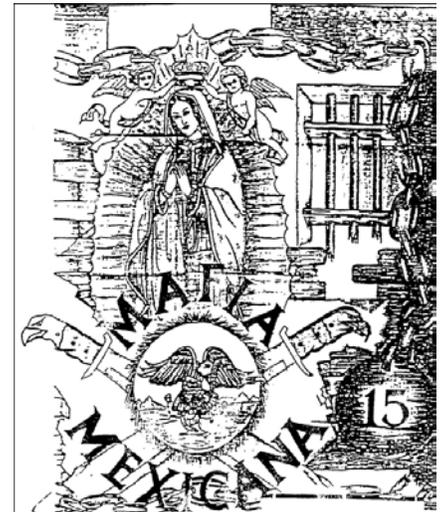
Many of the members are former members of FMLN. (Farabundo Marti National Liberation Front) The FMLN consisted of peasant guerrilla units trained in the use of ex-

plosives and firearms by the CIA in order to fight soldiers of the "Fourteen Families"

The primary difference between MS and traditional American street gangs is the international ties they continue to maintain. The continuing contact between the El Salvadoran military and the South American drug cartels allows for a large amount of easy cash and access to automatic weapons that are difficult for traditional gangs to obtain.

For example, a hand grenade on the streets of El Salvadore sells for \$1 and an M-16 rifle sells for \$225. The supply of handguns, however, is limited, forcing MS to trade them for narcotics.

By 1980, Los Angeles had an estimated 30,000 gang members. Ten years later, more than 300 Blood and Crip sets operated in Los Angeles County, with more than 150,000 members. Crip and Blood sets can be found in more than 100 American cities.



This art work refers to the gang known as the Mexican Mafia.

# Sanction

FROM Page 32

that time, many offenders would continue to use drugs and alcohol or commit a new offense. Before the evaluation was completed, these offenders would end up in jail, court or prison.

If an offender completed the evaluation process and started treatment, traditional probation and parole officers faced the daunting task of monitoring this high-risk, special-needs offender as part of their already large caseloads.

Many of these offenders quickly dropped off of an officer's radar soon after starting treatment. Some of the offenders ended up in a cyclic process of detection, referral and treatment followed by another use violation.

The sanction program eliminated these problems and improved safety for communities, addressed the immediate needs of the offenders and assisted traditional officers.

Offenders can be easily placed in the sanctions program through an administrative hearing and they can start the program the same day or immediately upon release from their jail sanction.

The sanctions groups address an offender's issues by employing a licensed chemical dependency counselor who addresses relapse prevention, criminal thinking and cognitive principles of instruction. The officers not only conduct weekly drug tests, they work on issues such as housing, employment and scheduling.

The use of day reporting and electronic monitoring allows for close supervision and deters offenders from getting into trouble. Working together

with the treatment providers allows for identification and referral of offenders to address other needs such as mental health issues, family counseling or anger management.

The sanctions programs disrupt offenders' criminal cycles, get them back on track and return them to traditional supervision once stabilized.

During the six-month program, all of the offenders meet weekly with the treatment provider, their sanctions officer and a hearings officer.

All violations of the sanctions contract or conditions of supervision are immediately addressed. If it is determined that a higher level of treatment is required, the offenders are referred for evaluations or placement. However, the offenders remain in the program under close monitoring until placed into the higher level of treatment.

# The Training Times



## Training not optional in corrections field

By Christine St. Pierre  
Contributing Editor for *Corrections Forum*

No industry can grow without continued professional training and education. In corrections, products continually improve to help better run facilities and protective gear worn by corrections officers gets safer and stronger.

As situations in correctional facilities become increasingly difficult, such as inmate health concerns, overcrowding and budget cuts, proper training for staff members is crucial. While some facilities still do not place a high importance on education and training programs for staff, many are fully aware that investing in staff development is the best way to run an effective and safe correctional facility.

This country's current economic crisis has indeed affected the corrections industry. Budget cuts loom over many state and county run facilities. Training programs may hit the chopping block, as quickly as pay increases these days, but those dedicated to educating corrections officers know that this isn't a wise decision and continue to stress the importance of continued education.

According to Robert Brown, chief of the academy division of the National Institute of Corrections, when someone states that education isn't a high priority, his response is: "It's like saying to some in the airline industry that pilots don't need training all the time."

### Necessary, Not Optional

Just as pilots, teachers, doctors and virtually all professionals need to train throughout their careers; Brown is quick to point out that there are many ways to train.

"Many jurisdictions can't send people out of state for a considerable period of time to train. They just can't afford it anymore," he says. "If one person is gone for any length of time, you're looking at overtime issues to cover shifts."

To make training more accessible to corrections staff throughout the country, the National Institute of Corrections offers the NIC e-learning Center which provides courses to all levels of corrections staff free of charge.

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# Optional

FROM Page 34

There are currently 10,000 slots available – one person in the corrections field occupies one slot – for training purposes, and when that person is enrolled, they're able to take anywhere from one to 100 courses through the NIC.

The organization is currently offering courses for leadership, management, and specialize correctional topics through Web-based training (WBT) which includes 160 self-paced training courses on an array of topics, as well as virtual instructor-led training (VILT) where colleagues from across the country work together online in a virtual learning community.

"Face-to-face training is one of the most expensive ways to deliver training in the country," Brown adds. "Typically, when someone is off-site for training, anywhere from 35 to 66 cents per dollar is not spent on the course. It's going to travel expenses, lodging, food, etc. But if you turn that

*'We know that training just doesn't happen. You have to plan for it, develop a curriculum and evaluate the staff at the end of the course. It's a lot of work.'*

money around and put it back in the design of the training, you can create more access for more staff."

And that, Brown stresses, is how training can pay for itself. For those that feel that online learning is easier or takes less effort, Brown strongly disagrees.

"I get more time out of people when they are e-learning. There's a subtly

that occurs when you spent more time with self-directed learning," he notes.

"Research shows that e-learning versus face-to-face learning is just as effective. You have to have an exciting instructor for both options, and there's no difference in the transfer of knowledge. But a bad instructor in the face-to-face world or e-learning is why the training fails."

## Risky Business

When facilities don't properly train their staff, whether it's because of budget concerns or they don't see an inherent need for it, Jim Wiseman, regional training administrator for the International Association of Correctional Training Personnel (IACTP), illustrates the "administrative liability triangle."

This consortium of training professionals uses this model to stress the importance of training.

"To support and properly train staff, you need three things: good supervision of staff, good policies and quality staff training," Wiseman explains. "Just as in a triangle, if one side is weak than the entire triangle will collapse. So if we train our staff well, it improves performance and reduces liability."

And Wiseman acknowledges the amount of time that goes into developing the right training for each facility: "We know that training just doesn't happen. You have to plan for it, develop a curriculum and evaluate the staff at the end of the course. It's a lot of work."

To help reduce liability, the IACTP has developed the "six elements of defensible training" that will assist a facility should a lawsuit be filed. According to Wiseman, the six elements of defensible training stress that:

1. Courses must be based upon a specific objective and lesson plan, with formalized training

2. Must be job related

3. Must be from an appropriate source that is qualified in that topic by having attended training for trainers program. "Sure, I can follow the curriculum for a suicide prevention course, but I might not be the one best qualified to teach it,"

*'Training isn't an option. If you don't properly train your staff, you operate at your own peril.'*

he adds.

4. Has to be of sufficient duration with enough hours of training for the topic taught
5. Must be measured with feedback or testing
6. Appropriate staff must attend the training. "For example, you don't want all of your nursing staff to train on proper transport of offenders to hospitals. Corrections officers do that."

To be defensible in a court of law, all six of these elements of training must be present, he stresses. And to do this, a paper trail is necessary. Wiseman explains that all participation must be documented with roster of names, titles and dates.

## Return on Investment

Echoing Wiseman on the importance of proper documentation for training is the superintendent of the corrections training academy for the Ohio Department of Rehabilitation and Corrections, Tracy Reveal.

"If it's not documented, then it didn't happen," she says. "Our documentation includes everything from the lesson plan to the sign in process, but

# Optional

FROM Page 35

now we're requiring a demonstration of proficiency so we know the staff member got something out of the session. We can show that they're not just sitting in the class, but that they actually learned."

Reveal also points to training as an insurance policy against liability: "It doesn't mean we're not going to get sued, but it will surely defray some of the suits. If an inmate sues because of injuries inflicted during a cell extraction and the budget was cut for that training, well, guess who'll win?"

But on the flip side, Reveal adds that training and documentation can eliminate suits where a corrections officer sues the facility for injuries sustained, say during a cell extractions.

"If that CO was properly trained and he received a 100 score on his proficiency test at the end of the course, we'll have the documentation to prove that."

While our current economy may force budget cuts on facilities, Reveal notes another sign of the times – less turnover of staff.

"This presents an opportunity for trainers to really amp it up," she says.

No matter the reason – staff members staying due to fewer options on the job market or facilities not wanting to let go of staff for fear of not filling that position – Reveal's suggestion is to take that staff member and train them to be a better performer.

The structured training initiative in the state of Ohio has perhaps helped to keep staff since its inception in 2005. The turnover rate then was 37 percent and now it's reduced to 21 percent, she adds.

"When you invest in your staff up front, it saves more money down the road when you have less turnover."

## Why Train?

"One thing about corrections is change, and your training has to stay ahead of change," says Reveal. "You have to be in the know and have a process to get that information out to

staff, either through structured classes or e-learning."

Brown has even heard some people say that there's nothing new on the horizon for corrections.

"If all you're doing is locking people up in cells and counting them, then true, you probably don't need training," he acknowledges.

"But you can never be too sharp in many areas, particularly new techniques to diffuse situations and motivational interviewing. If an inmate is having problems at home or was just turned down for parole, there are techniques to help corrections officers better interact with that inmate. We need to better improve the CO's skill set to deal with inmates with problems," says Reveal.

Wiseman agrees. "Training isn't an option. If you don't properly train your staff, you operate at your own peril," he stresses.

*EDITOR'S NOTE: This article was published in the March/April 2009 edition of Corrections Forum. Reprinted with permission.*

## Training Schedule

FEBRUARY	TIME	COURSE TITLE	SITE LOCATION	COST	HOURS
17	6am-9am	Weapons Familiarization	MSP - Large Classroom		3
17	10am-1pm	Weapons Familiarization	MSP - Large Classroom		3
18	8am-11am	Weapons Familiarization	MSP - Large Classroom		3
18	2pm-5pm	Weapons Familiarization	MSP - Large Classroom		3
25	8am-12pm	Non Violent Crisis Intervention Refresher	MSP - Large Classroom		4
<b>MARCH</b>					
2	8am-12pm	Basic First Aid Refresher	MSP - Small Classroom		4
2	12pm-4pm	Basic First Aid Refresher	MSP - Small Classroom		4
3	6am-10am	Basic First Aid Refresher	MSP - Small Classroom		4
3	10am-2pm	Basic First Aid Refresher	MSP - Small Classroom		4
4	10am-2pm	Basic First Aid Refresher	MSP - Small Classroom		4
22-23	8am-5pm	Investment In Excellence - Phase I	Montana Women's Prison - Billings	\$241 + S&H	16
23-25	8am-5pm	Investment In Excellence - Phase I	DOC Training Center - Deer Lodge	\$241 + S&H	24
<b>APRIL</b>					
5-7	8am-5pm	Investment in Excellence - Phase I Management Development for the	DOC Training Center - Deer Lodge	\$241+S&H	24
13-15	8am-5pm	Future - Phase I	DOC E & E Center - Deer Lodge		24
19-20	8am-5pm	Investment in Excellence - Phase II	Montana Women's Prison - Billings		16
19-20	8am-5pm	Investment in Excellence - Phase II	DOC Training Center - Deer Lodge		16
<b>MAY</b>					
3-4	8am-5pm	Investment in Excellence - Phase I	Annex Conference Room - Helena	\$241+ S&H	16
12-13	8am-5pm	Investment in Excellence - Phase II Effective Communication (Motivational	DOC Training Center - Deer Lodge		16
18-21	8am-5pm	Interviewing)	Montana State Prison - Deer Lodge	\$27	32
25-27	8am-5pm	Investment in Excellence - Phase I	DOC Training Center - Deer Lodge	\$241+S&H	24

# Training center offers fitness room for staff

Do you like to save money on health club costs?  
 Want to relieve stress, lose weight and build muscle?  
 Would you like to reduce medical and prescription bills?  
 How about having fun at the same time?

Come join the nearly 200 people that have started exercising at the Department of Corrections Training Center. The facility is open to DOC staff around the clock. Employees can plan visits to fit their schedules. All they need is 20 to 30 minutes. The facility has a variety of exercise machines, including several stationary bikes, a treadmill, skiing machine, rowing machine and a TV and VCR with a

ication and persistence, and you can see the return on your investment. That would include, change in body composition, weight loss, tone, definition, increased muscle mass, strength, flexibility and increased energy and alertness, just to mention a few.”



DOC Training Center

variety of video exercise tapes.

A fun and energetic taeko class is held every Tuesday and Thursday from 4-4:30 p.m. William “Spanky” Sanders, a recreation specialist at Montana State Prison, is available Monday through Friday from 4-5:30 p.m. to assist people with personal exercise needs. He can schedule a meeting at other times and can be reached at ext 2331 for an appointment. Ray Hunt, the prison dietician, is available to assist with nutrition needs. He can be contacted at ext 2479.

Since the opening of the weight room at the DOC Training Center, the response has been high. Although attendance and use of the facility was good in the beginning, it has now leveled off, Sanders said.

“We all would like to get that miracle diet or muscle fix right now. But the reality of this is the quick fix doesn’t work for the most part,” he explained. “What does work is a proper diet, aerobic, weight training exercise prescription plan.

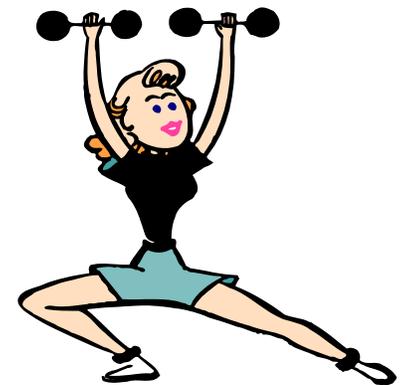
“In three months, one can achieve that desired change,” Sanders said. “I want you to also know that it will take ded-

Those wishing to use the facility outside regular business hours must have a personal identification number. PINs can be obtained from training center staff Geri Miller, Tracy Napier or Lisa Hunter, Monday through Friday, 7 a.m. to 4:30 p.m.

Users must read and sign a liability waiver form and an entry/exit procedure form to enter and use the facility. They will receive a brief tour of the building and explanation of how the keyless entry lock system works.

Some reminders when using the facility and exercise equipment:

- Entry to the building is for DOC employees only. Family or friends cannot use the equipment unless they are employees and have signed the forms and received a PIN number.
- Make sure the door is closed upon entry and exit of the building.
- Clean all machines before and after use to minimize the spread of germs. We provide the cleaning cloths, solution, sanitary wipes and hand sanitizer.
- Put all weights and equipment away in the proper location after use.
- Turn off lights, radio and video equipment after use.
- Do not turn the heater off in the exercise area or the water pipes in the building or the pump house may freeze.
- Do not share PINs with other people. Each number is assigned to an individual and the keyless entry system logs each person in and out by name.



## Comings

These lists of new and departing employees are for the period from Dec. 16, 2009 through Jan. 29, 2010. If you notice errors or omissions, please call the *Signpost* editor at [banez@mt.gov](mailto:banez@mt.gov).

**Central Office**  
Kimberly Kessler  
Kimberly Dallas

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Jeremy Alvarez  
Randy Beaudry  
Golda Beaupre  
Chad Cranfill  
Patrick Dickinson  
Steve Eckels  
Joshua Fields  
Stacey Huston  
Dennis Johnson  
John Kroll  
Thomas Masterson  
Michael Meagher  
Jerold Moses

Andrea Post  
Rae Rowling  
Katrina Shore  
Daniel Smith  
Jeffrey Tierney  
Edward Todd  
Bradley Walter  
Jay Wood

**Montana Women’s Prison**  
Thomas Painter

**Pine Hills**  
Ronald Kiosse

Linda Serafini  
Casey Strub  
**Probation & Parole**  
Craig Falcon. Cut Bank  
Heather Moore, Lewistown  
Carol Moran Patton, Polson

**Treasure State**  
Dan Burden  
Scott Hagen  
Jeff McKean

**Youth Transition Centers**  
Laura Thompson

## Goings

Cindy Ansell  
Shad Barrows  
Leroy Barry  
Gary Black  
Jennifer Black  
Kurt Breithaupt  
Greg Budd, R-29 years  
Stephen Dorociak  
Amber Elfstrom

Ryan Fisher  
David Fogerty  
Phyllis Ford  
Michael Fuller, R-25 years  
Mark Garden  
Terry Janeway  
Edna Jensen  
Terrance Johnson

John “Bobo” Kelly, R-26 years  
Jodi Kilgore  
William Lemler  
David Lewis  
Michael Meagher, R-30 years  
Crystal Mero, R-30 years  
John Monaco

Franki Niemeir  
Charles Philips  
Cassie Puskas  
Gina Rajacich  
John Whitchurch  
James Willett, R-20 years  
Jeannie Willison

R=retirement

# NIC provides free training courses online

Finding something that is both valuable and free is rare. But that’s just what corrections professionals can find at the National Institute of Corrections (NIC) learning site.

After entering this site, starting an account and creating a password, a visitor will see more than 170 online courses available regarding all aspects of corrections, jails and all other law enforcement training.

The site offers classroom instruction courses completely paid for by NIC. It has virtual instructor-led training, a very interactive learning experience.

Many people have a difficult time learning with the use of computer, but once they try this site, they like it. Here’s why. I have participated in four online courses so far and found the interactive nature to be easy and effective. Once given information on a topic, the “student” is asked questions that can be answered with that information.

Students receive a score and a chance to correct the score if they did not get a 100 percent. The courses let students log off whenever they want and continue where they left off when returning. This is a big plus for busy staff members and lets them learn at their own pace.

Most courses last three to four hours and, when finished, students can print a certificate showing they completed the class. This can be submitted for training records to receive credit for the training.

Once an account is created, people can track their training by clicking on the “My Training” link. Here’s the NIC site:

[nic.learn.com/learncenter.asp?&CookieTest=CookiesAllowed](http://nic.learn.com/learncenter.asp?&CookieTest=CookiesAllowed)

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