



# Montana Department of Corrections Correctional Signpost

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## DOC developing reentry plan

By Bob Anez  
DOC Communication Director

Every year, about 2,100 offenders leave Montana correctional facilities and return to communities to continue their efforts to develop lives free of crime. The ability of the Montana Department of Corrections to provide the programs and services necessary to prepare them for that time and help them after release is the focus of new multi-agency effort.

Corrections officials are working with Gov. Brian Schweitzer's office, the Department of Labor and Industry, court officials, Department of Public Health and Human Services, Montana State University Billings, and the Board of Pardons and Parole on developing a comprehensive state reentry plan.

The goal is to create a more seamless system of effective services for offenders, beginning with their arrival in correctional facilities and extending through the day they complete their sentences and leave state supervision.



Members of a team charged with developing a comprehensive offender reentry plan for the Department of Corrections at their first meeting.

Reentry refers to that time when offenders transition from correctional facilities – including prison, prerelease centers and drug or alcohol treatment programs – to the community. The effort recognizes that the assistance offenders need to have a better chance of success begins long before they walk out the door.

Montana has long had an array of programs designed to help offenders before and after they reenter their communities. Corrections officials have long understood that the better prepared an offender is to leave a correctional facility the better his or her chances of success in the community.

But department leaders also recognize that an analysis of the existing programs and services, along with development of a formal statewide reentry plan, has the potential to improve delivery of services, increase the benefit to offenders, reduce recidivism and increase public safety.

“Reentry is a critical piece of the corrections puzzle and we are making improvements in what we provide offenders a top priority of this department,” says Corrections Director Mike Ferriter. “We believe we are doing a good job of assisting offenders in their return to communities, but we also think we can

### Inside

Pine Hills horses.....	3
MCA awards.....	4
Data center move.....	8
Alsbury profile.....	10
Health & Wellness.....	14
P&P Roundup.....	16
Culinary arts program.....	19
Governor's award.....	22
National honor.....	25
Communication fair.....	28

# Reentry

FROM Page 1

do better.”

A 22-member task force has started work on assessing programs, policies and procedures that are in place to assist offenders in reentry. The group’s ultimate purpose, as explained in its vision, is to ensure every offender released from a correctional facility “will have the tools needed to succeed in the community.”

Members established seven priorities at its first meeting in August:

- Establish a comprehensive, standardized, objective and validated intake procedure that assesses each offender’s strengths, risks and needs.



**Dennis Schrantz, a public management consultant, provides advice to corrections officials on a process for developing a statewide reentry plan.**

- Develop for each offender in a correctional facility an individualized plan that explains what programming should be provided during the period of incarceration to ensure a successful

and safe return to the community.

- Develop for each offender in a correctional facility a similar plan that explains what programming should be provided following incarceration.
- Review and prioritize what the releasing authority has established as terms and conditions of release and develop a community supervision and treatment strategy that corresponds to the resources available, reflects the likelihood of recidivism and encourages compliance with release conditions.
- Help offenders maintain, establish, re-establish, expand and strengthen relationships with their families and make services and support available to offenders’ family members.
- Connect offenders to employment before their release into the community.
- Facilitate access to sustainable housing upon return to the community.

The group concluded that development of a standardized risk and needs assessment must be the first and most critical step toward improving the reentry process because it forms the foundation for all planning needed to meet offenders’ individual needs.

“Effective planning means successful returns to communities and that means fewer failures and more safety for Montanans,” Ferriter says. “That’s the over-arching goal here.”

The reentry initiative is an outgrowth of a pilot project that has been under way in Billings since 2009 when MSU Billings used as federal grant to provide educational services to inmates at Montana Women’s Prison. The efforts expanded to also address employment, family and housing issues. The Billings Area Reentry Task Force was formed.

The following year, the college obtained another federal grant to continue the effort with focus on high-risk inmates leaving the prison. Last month, The task force received two more federal grants totaling \$443,000 to expand the program to additional inmates and to create a mentoring program for female inmates. The task force has the option of seeking another \$150,000 to continue the mentoring program for a second year.

Sam Casey, reentry program coordinator for the Department of Corrections, is director of the statewide project.

Other members of the team are Ferriter; Ross Swanson, interim warden at Montana State Prison; Jo Acton, warden of the women’s prison; Pam Bunke, administrator of the Adult Community Corrections Division; John Daugherty, Information Technology Division administrator; and Gayle Lambert, Montana Correctional Enterprises administrator.

Also, Kim Gillan and Shaun Hoover, MSU Billings; Anna Whiting-Sorrell, Department of Public Health and Human Services director; Lesa Evers, state director of Indian affairs; Beth McLaughlin, court administrator for the Supreme Court; Fern Osler, executive director for the Board of Pardons and Parole; John Williams, regional probation and parole administrator; Adrienne Landreth, DOC policy specialist; Sally Hilander, DOC victim programs manager; Steve Olson and Adam de Yong, Department of Labor and Industry; Jessica Rhoades, governor’s office; and Bob Anez, DOC communication director.

## Montana Department of Corrections Mission

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

# Pine Hills adds horse program

*EDITOR'S NOTE: The following article was published in the Aug. 25 edition of the Miles City Star. Reprinted with permission.*

**By Amanda Breitbach Ragsdale  
Miles City Star**

There's something special about working with horses. Equine professional Cathy Stewart has known that for years, and now she is sharing the experience with student inmates at Pine Hills Youth Correctional Facility.

"I really like it. You get to get out during school and do something you like to do," said one student.

Being with the horses "helps relieve stress" and "relieves the monotony" of life at the facility, said two other participants in the pilot program.

All three say that grooming the horses and just spending time with them is their favorite part of the program.

"So far I've been very, very pleased with the bonding that's taking place," said Stewart.

Stewart approached the facility about starting the program and found an eager reception.

"(Superintendent Steve Ray) was so proactive about it," she said.

Facility staff completed all the required paperwork, including insurance and certifications, and counselors Jeff Lee, Brenda Kneeland and Chris Barstad, with the facility's chemical dependency unit, worked with Stewart to develop a six-week pilot program. With documentation from this first effort, they hope to secure grant funding for continued sessions.

Each of the three student participants has been paired with one of Stewart's personal horses for weekly sessions with activities that range from simple grooming to saddling and bridling the horses and exercises that challenge the boys' communication and leadership skills.

During their second session, the students learn how to pick up the horses' feet and are challenged to move them into a designated area without using a halter or a rope. Together, the three are asked to saddle and unsaddle one horse; to add to the difficulty of the task, they must do it with linked arms, and only one boy is allowed to speak.

It is important that each boy works with the same horse each week, Stewart explained, so they can develop knowledge and trust of each other.

"It was neat, just two weeks into it, to see the difference in the kids," said Kneeland. "For a lot of these kids, I think it's the first time in a long time they've had something like that ... to trust."

The students and horses paired up naturally during the first session, Stewart explained. Students read short biog-

ographies of each horse, describing their training and background, before meeting them face to face.

One horse with a history of neglect and abuse found his match in a student with similar experiences. Both now seem to be growing more comfortable and relaxed with each other.

Watching another student work with his horse, Kneeland commented, "That is the first time he has looked like a kid to me. It's fun to see."

"We are in such a controlled environment (at Pine Hills)," Lee explained. "This allows them to be a little more free."

Working with the students and horses in a temporary corral inside the facility's fence, Stewart leads them in activities that build their confidence and help them learn new



**An offender at Pines Hills Youth Correctional Facility works with a horse. (Photo by Brenda Kneeland)**

skills.

These three initial participants were chosen from within the chemical dependency unit because staff thought they would benefit most from the experience, said Lee, who manages the unit.

"For them to have that experience, to have something to love," Kneeland added, "we are just beyond excited to have this opportunity for the kids."

Tuesday, when they have the weekly sessions, is now a day to look forward to, she said. And beyond the enjoyment that the boys get from being outside and working with the animals, they are learning new skills to work with others and meeting positive role models. The ongoing sessions also provide an incentive for good behavior.

"I think we're making healthier kids that will be healthier adults," Kneeland concluded.

Lee agreed, "It's exciting stuff."

# Staff receives MCA awards



From left: Cheryl Mustain, probation and parole officer of the year; Mike Aldrich, outstanding member of the year award; and Vicki Schiller-Long, outstanding support services employee.



John Bromberg, who works at the Montana Women's Prison, holds the Correctional Officer of the Year Award. From left: Steve Ette, MCA president; Bromberg; Bob Paul, deputy warden; and Gary Bishop, MCA vice president.

Photos by  
Ken  
McElroy



Dawn DeVor, mental health specialist at Montana Women's Prison, receives the significant Contribution Award. Steve Ette, MCA president, is at left, and Bob Paul, deputy warden at the prison, is at right.



Jeff Christofferson, administrative officer in the Youth Services Division, received the correctional employee of the year award. At left is Steve Ette, MCA president, and Cindy McKenzie, acting division administrator, is at right.

*Not pictured: Mike Mahoney received the John Pardis Lifetime Achievement Award, and Brian Callarman, Board of Pardons and Parole analyst, received administration employee of the year award. Mahoney also received the Western Correctional Association's Professional Development Award.*

Rae Forseth, past MCA president, holds a rock commemorating her 20 years as an MCA member.



## Three MSP warden finalists interviewed

Three finalists for the position of Montana State Prison warden participated in formal interviews and toured the Deer Lodge facility on Sept. 30, final steps in the selection process that has been under way for 2½ months.

The three candidates were chosen from among almost 60 applicants for the job, which had been held for 16 years by Mike Mahoney until his retirement Aug. 12.

Director Mike Ferriter said a decision on the next warden will be made as soon as possible after Friday's interviews.

The three finalists are:

- Paige A. Augustine, warden at the Federal Correctional Institution and Prison Camp in Marianna, Fla. She has had that job since 2009. She has worked for the Federal Bureau of Prisons since 1989, most recently as associate warden, deputy warden and warden at facilities in Georgia and Florida. Augustine obtained a bachelor's degree in political science from the University of Wisconsin-Oshkosh in 1980.
- Karen L. Cann, former business development manager for a company that engineers and installs electronic security systems. A Florida resident, she worked for Montgomery Technology Systems for 5½ years. Cann also has worked in a juvenile justice program at a Maine community college, and was a county jail administrator, regional chief of juvenile detention services for the state of Florida, a court counselor, project manager for a corrections management corporation, and a superintendent, warden and unit manager for the state of New Hampshire. She earned a bachelor's degree in psychology from Salem (Mass.) State University, a master's degree in business administration from Southern New Hampshire University and a master's degree in information technology from American InterContinental University in Florida.
- Leroy Kirkegard, a captain with the Las Vegas Metropolitan Police Dept. since 2009. He has worked for the department since 1992, rising through the ranks as a corrections officer, sergeant, lieutenant and deputy chief for detention services. Before joining the police department, he spent about 10½ years in the U.S. Air Force. He received an associate's degree in criminal justice from New Mexico State University in 1990 and a bachelor's degree in criminal justice from the University of Nevada-Las Vegas in 1999.

In addition to the formal interview with a six-member panel, the finalists also participated in a less-formal interview process with selected prison staff members and a representative of the MEA-MFT. The finalists earlier underwent a four-part screening process that included preliminary background checks.

## Mobile computing raises security concerns

*EDITOR'S NOTE: Mobile devices are becoming more prevalent in our culture each day. Some Department of Corrections personnel use them make phone calls and to monitor and send emails related to their jobs. Unfortunately, popularity does not equate to security. Here's some tips to help keep information secure.*

Mobile computing devices include mobile phones, IP phones, pagers, BlackBerry devices, iPhones, smart phones, and portable storage devices, such as USB drives. Some of these devices are multifunctional and may be used for voice calls, text messages, email, Internet access, and may allow access to computers and/or networks

Some also include Near Field Communication (NFC) capabilities, which allows the user to perform activities such as debit/credit card transactions or utilize the device as a car and/or house key. Mobile computing devices have become indispensable tools for today's highly mobile soci-

ety. Small and relatively inexpensive, these multifunction devices are becoming as powerful as desktop or laptop computers.

While increased productivity is a positive feature for any organization, the risks associated with mobile devices can be significant and include issues stemming from human factors to technological issues.

A significant amount of personal, private and/or sensitive information may be stored or accessed via mobile devices. The portable nature of mobile devices makes it more difficult to implement physical controls. Additionally, the fact that some employees are increasingly using their personal mobile devices for business purposes have resulted in heightened risks.

Ironically, many of the risks associated with mobile devices exist because of their biggest benefit: portability.

# Grant-seeking requires advance work

By Carolyn Blasch  
Federal Grants Manager

The Montana Department of Corrections has been fortunate in obtaining several grant awards over the years.

Some recent grants have helped by providing:

- Healthy foods at Pine Hills and Riverside youth correctional facilities, and teacher salaries and supplies at the two facilities and Montana State Prison.
- Funding for positions that specialize in new methods of supervising offenders in the community. For example, the community corrections intervention grant

allowed the hiring of new probation and parole officers with smaller caseloads that enable them to focus on offenders with co-occurring issues (mental illness and chemical dependency) as well as the Native American offender population.

- Equipment such as bulletproof vests, as well as professional development opportunities like conferences such as the Comprehensive Approach to Sex Offender Management Conference held last month.
- Funding for programs that help the department com-

*GRANTS, Page 7*



## Passages Alumni

The Annual Alumni Celebration at the Passages facility in Billings occurred in mid-August, with about 60 former residents of the program and their guests attending the event. The celebration is an opportunity for alumni to share their success stories with staff, fellow alumni and current prerelease residents. The event featured an ice cream social, guest speakers and a professional magician. Passages, which combines a pre-release center, drug treatment and assessment and sanction center, is operated by Alternatives Inc., under contract with the Department of Corrections.

# CCCS staffer gets state award

Linda Rogers, clinical treatment supervisor at the Connections Corrections program in Butte, received the counselor of the year award from the Montana Association of Alcoholism and Drug Abuse Counselors.

Rogers, who has worked for Community, Counseling and Correctional Services Inc. since 1992, has been at the drug treatment program since March 1998. She has a bachelor's degree in science and technology, with an emphasis in human values,

from the Montana Tech Butte, and is a certified chemical dependency counselor.

Before joining the Connections Corrections staff, Rogers worked as a chemical dependency counselor at the Butte Prerelease Center. Both programs contract with the Department of Corrections to provide services for Montana offenders.

She began her counseling career 30 years ago in Minnesota and moved to Montana 1987. She became a chemi-

cal dependency counselor at Montana State Prison and worked there while completing her degree.

In 2005, she received the Shari Johnson Recognition Award from the staff and board of directors of CCCS.

The nomination for her latest honor stated: "Linda has been an inspiration to all she has come in contact with (due to) her courage, positive attitude, flexibility, and problem solving ability along with her gentle spirit."

## Grants

FROM Page 6

ply with federal mandates such as the Prison Rape Elimination Act.

Grants not only allow the department to expand programming that assist offenders and promote public safety, but also address needs that would not otherwise be met and help save state tax dollars.

A grant submission can take from several hours to several months to prepare. Many times grantors, such as the federal government, have short submission timelines that may only be a few weeks. Preparing a program or a project beforehand can help ensure the submission is ready by its due date.

The first steps toward obtaining a grant is identifying a need and a possible solution that fits within the department's mission. However, that can be more difficult than it sounds. Keeping track of best-case practices can help determine what's working in corrections. Websites like <http://www.crimesolutions.gov/evaluate-program's-effectiveness-in-similar-correctional-settings>.

Utilizing a best-case practice is wise because often funding sources that believe in the strategy and know that the strategy works are already known.

Once a potential best-case practice has been identified, the grants manager should be contacted. Filling out the "grant research and request form" and discussing the idea comes next. An employee also should talk with his or her supervisor to seek approval of the idea.

These steps trigger the grant manager's effort to search for grant funding, but a person pitching a proposal may have a funding source in mind.

One of the most practical approaches to obtaining grants is development of applications months before they must be submitted. Building partnerships and getting letters of support cannot be left until the deadline.

Lastly, it's important to realize writing and receiving grants take time. A perfect funding source is not always available, so it is in the department's best interest to keep other windows of opportunity open in order to fund a project. Patience and creativity are important.

# From the director



Mike Penita

On page 25 in this edition of the *Signpost* is an article about the 2010 Leadership Innovation Award from The Pacific Institute. I wanted to take this opportunity to address the significance of innovation within all divisions of the Montana Department of Corrections.

I focus on the word innovation for two reasons. First, the recent honor from The Pacific Institute makes it a timely subject. Second, it is a topic that has long been a major part of my vision for the department. Corrections employees will remember when I was appointed director by the governor in July 2006 that I cited innovation as one of the four key ingredients for our agency to be successful.

Obviously, all involved with The Pacific Institute project succeeded in the call for innovation. While the award was handed to me last month, it was given to the department in recognition of what was truly a team effort to provide offenders with a unique opportunity to change.

I am hopeful that this recognition will serve as an incentive for DOC staff throughout the department to continue their creative work, maintain an openness to new ideas and pursue fresh approaches to corrections.

Additionally, I am optimistic that the teamwork exemplified by staff of Montana Correctional Enterprises and Montana State Prison, the inmate mentors, and hundreds of inmate participants will remind all of us that an innovative approach ultimately can lead to enhanced public safety, offender accountability and better outcomes for crime victims.

When I think of some of the creative approaches all divisions in the department have embarked upon, it reminds me of why so many of us have chosen corrections as our vocation. We all know that there never is a dull moment when you work in corrections and that providing opportunities for a safer Montana is a very unique opportunity with far-reaching benefit to all Montanans.

I think corrections employees will agree that performing our functions with an emphasis on innovation makes our career choice even better.



LEFT: Darrel Wilcox, network systems unit manager, installs the fiber switches that control access to all Department of Corrections data.

RIGHT: The DOC's equipment is fully installed amid a web of wiring. (Photos by John Daugherty)



## DOC's data center moves to state facility

By John Daugherty  
IT Division Administrator

The electronic heart of the Montana Department of Corrections has a new home.

On a mid-September Saturday, the central office data center was successfully moved to state government's new data center.

Planning for the move began shortly after the central office moved last year and included efforts by department's information technology staff, the Department of Administration's IT staff, and the Department of Environmental Quality (DEQ).

Darrel Wilcox, network systems unit manager, was the project lead and coordinated the efforts between his staff and the other agencies in the planning, testing and final move.

The state data center is a \$7.2 million facility built to house state government's data systems in a secure environment.

The building is designed to resist earthquakes with minimal impact to the servers housed there. In the event of a quake, the rack holding the DOC equipment will move freely in all directions eliminating jarring of the equipment. The data center also contains redundant data and electrical connections that provide greater reliability of service than has been available before.

The servers receive electricity from two different sources, so a power failure in one grid still allows the servers to be fully powered from the other. Loss of both power sources would cause a switch to batteries and a large generator will automatically take over providing power.

The center was built to be as green and energy-efficient as possible. DEQ spent several months measuring the power consumed by DOC's equipment as well as the power utilized in keeping it cool. The agency estimates the electrical costs to operate DOC equipment will be \$14,948 less than it was in the old location. While this cost savings is not passed on directly to the DOC, the department will get a one-time energy rebate of approximately \$12,000 that can be used to pay rent at the state's data center or to purchase replacement hardware if needed.

"The move by DOC is an example of agencies taking advantage of the facilities provided by the state to better enhance and protect the strategic assets of Montana," said Dick Clark, chief information officer for the state. "Information technology in state government is a valuable, strategic asset and we have got to work together to secure and make it more efficient for the benefit of the state of Montana."



Kim Tuttle, network systems analyst, and Darrel Wilcox, network systems unit manager, work on installing the DOC equipment.

# Family Day 2011



Annual family day at Montana Woman's Prison drew 112 visitors and 46 inmates. The event allowed families to share a meal with inmates and included children's activities such as bounce houses, basketball, ring toss, fishing, face painting, arts and crafts, and relay races. The prison's Eagle Spirit Drum group and Women of Praise choir performed, and the Hope crisis-response therapy dogs also made an appearance.



Photos by  
Pamela Elliott



A graphic of a spotlight shining down, with several starburst light effects scattered around it.

# Spotlight

## *P&P chief discovered career path as intern*

By Bob Anez  
DOC Communication Director

Ron Alsbury remembers well that morning in 1974 when he woke up and a flash of uncertainty swept over the 19-year-old junior at the University of Montana. Graduation day was creeping up on him and he still had no clear idea what he intended to do with the remainder of his life.

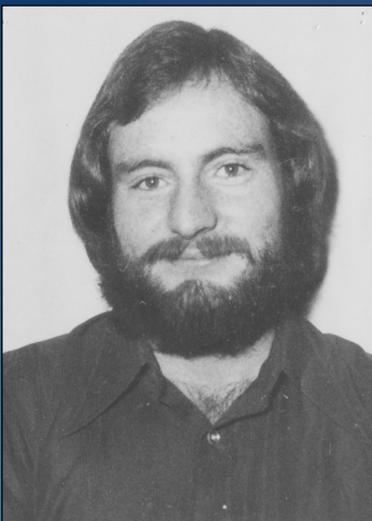
“I thought, ‘What’s my plan?’”

Alsbury had an inkling about where his interests lay. “When I got into human service classes, it just felt like a comfortable niche. It felt like a meaningful place to serve.”

The answer to his searching question came shortly after it was asked. He spotted a Peace Corps ad in the student newspaper seeking applicants for an internship at the probation and parole office in Butte. He applied and began his 15-month stint as intern on Dec. 20, 1974.

“At the P&P office, it just felt like a comfortable place to be,” he says, as a broad smile stretches his face. “My first day, I thought, ‘This is the greatest job!’ That was when I was 20, and probation and parole has been a part of my life ever since.”

*ALSBURY, Page 11*



**LEFT:** Ron Alsbury when he started work at the Butte probation and parole office as a 20-year-old intern in 1974.

**RIGHT:** Alsbury today as chief of the Probation and Parole Bureau.



# Alsbury

FROM Page 10

Now chief of the Department of Corrections' Probation and Parole Bureau, Alsbury harbors no regret when he looks back on his nearly 37 years in corrections. If he wasn't in corrections, he believes, he still would be working with offenders – probably helping them combat their drug and alcohol addictions.

"I have a real passion for recovery," he says.

Pam Bunke, administrator of the Adult Community Corrections and Alsbury's boss, marvels at his ability to maintain an even disposition in what can be a frustrating field.

"Ron's approach is always caring, gentle, kind and peaceful with everyone he comes into contact with," she says. "I don't think I've ever seen him angry or even very upset."

"He always has an ear for his staff to talk about anything," Bunke adds. "Ron is always looking out for the best interests of his bureau and improving the work PO's (probation and parole officers) do with the offenders on their caseload. He's passionate about working with offenders and doing so in a respectful, kind manner. He consistently is there for his staff as they need direction or advice."

At the end of his internship and armed with a bachelor's degree in sociology, Alsbury had made such an impression that the department offered him a job. He accepted and promptly moved to Forsyth to run that one-person office.

He was there for five years.

"I was pretty well-trained," Alsbury recalls, in explaining why the department trusted a new kid to run one of its field offices. "I had been working 40 hours a week. I knew all the policies. I was as close to being a (regular) P&P officer as I could be."

Alsbury, 57, remembers how his career fit so well when he slipped it on.

"I liked the diversity of the job," he says. "I had good people to work with. We wore multiple hats – law enforcement and social worker."

But he also found surprises along the way, particularly when he came to recognize the extent of the challenges presented by the offenders he supervised.

"I thought I really understood, that I was really able to handle everything," he says. "Then I worked with impoverished people and with the chemically dependent."

After five years in Forsyth, he transferred across the state to the Polson office where he worked for nine years. During that time, he married a woman he had met in Forsyth; he and Marsha have been a team ever since.

He met Mike Ferriter, now department director, while stationed at Polson. Ferriter was a field training officer for juvenile parole officers at the time and later ran the Mis-soula prerelease center.

"Mike Ferriter had an influence on me – the way he treated offenders and his desire to create innovative services for probation and parole," Alsbury says.

From Polson, he moved to Helena as a regional administrator and held that post for 13 years before becoming bureau chief in 2003.

Nearly four decades after he started supervising offenders, Alsbury says the work remains the same at its core.

"It's still about influencing people to do good, helping staff to tap their creativity," he says. "It's enjoyable being part of a team, working with people who have a passion for probation and parole."

"It's an exciting time to be an administrator; we have specialized approaches and techniques," Alsbury says, while acknowledging that he misses working directly with offenders.

The diversity that excited him about the work in 1974 still has him hooked. "What's most satisfying is the daily anticipation of what's going to happen. There's lots of pretty exciting stuff."

"I can't remember a single boring day in the job."

On the other hand, Alsbury finds frustration in having to accept limits, especially when it comes to the pay for staffers, and the lack of time to explore more innovative means of supervising offenders.

"I just visited 11 field offices and came back with a thousand ideas," he says. "Now what do I do with all that? I don't control the world."

"But we have people who are committed to the cause of influencing offenders and their families to do better," Alsbury says with conviction. "We have people with really good hearts who care about offenders."

In the end, he finds himself as grateful for what his career has done for him as much as he is for what he has done for offenders.

"If there is some peace in all of this," Alsbury says, "it's that these experiences in life help me get better."

***“We have people who are committed to the cause of influencing offenders and their families to do better. We have people with really good hearts who care about offenders.”***

# A note of thanks.....

EDITOR'S NOTE: This letter was written by a juvenile offender to the Youth Services Division in July. The name was removed to protect the girl's identity. Her request for early release from parole was approved.

To whom it may concern:

I am currently on parole until the age of 18. I was sent to Riverside correctional facility last April (2010) and have been out since early October. My life has undergone many drastic changes throughout this duration that have initially benefited me today. My parole officer's name is Landy Petria. My parole team had set a series of goals for me to reach by the time I turned 18. Some of these goals included getting a job, staying in school and building positive relationships with my parents and authority figures. My mother and I struggled hard to agree with each other, and it became difficult to live together, so I was sent to live with my father in February.

These past months have given me multiple opportunities. I managed to make it through my junior year of high school successfully, get a job (including a promotion within the last month), and rebuild the relationship with my mother. Although it has been extremely beneficial, my dad has a hard time letting go of my past and it has started to hold me back in my career and future. I am now living with my grandparents and mother together.

I am eternally grateful for everything that my parole team has done for me. I was provided with a fantastic counselor who has helped me overcome every struggle that I have experienced. Landy has taught me so much that I could not include it all within this letter, including the importance of setting priorities and learning to take things in from a different perspective. She has helped far beyond what her job requires to see me become successful. (I cannot thank her enough.) I came into this situation narrow-minded, but I am leaving it with an open heart and open mind. This is why I am requesting to get off parole early.

I feel that parole is no longer what is keeping me in line, and my sturdy decisions are made entirely with my own concerns in mind. I have made the decision to move to Phoenix, Arizona, where I will be residing in order to finish high school and start in college. (I have included the paperwork for the schooling in which I was accepted.) This way, I will be able to receive a one-year residency, which will cost a lot less. I plan to study cardiology within time, and become a specific study (SS) nurse. It will be a fresh start for me on a new journey. I feel as though parole is only holding me back from reaching my full capabilities.

With these thoughts in mind, I truly hope you will grant my request. Once again, I can't thank you enough for what the whole parole department has done for me.

# FACELIFTS FINISHED



Renovation of two of the oldest buildings at Montana State Prison concluded in mid-September. Nine months of improvements to the low-support building (above) included installation of an elevator for disabled access to second-floor classrooms and library; improvements in existing classrooms; a remodeled inmate library (right); new inmate classrooms, staff and inmate meeting rooms; energy-saving enhancements; a revised inmate hobby area and additional staff offices.



A building once containing antiquated cells and security problems was remodeled into the Security Services Building (below) during 2010 and early 2011. Improvements included a new low-side visiting room, inmate property office, a satellite infirmary and transportation department. The new design meets federal requirements for disability access. The two projects cost \$3.1 million.



*Photos by  
Linda Moodry  
and  
Carl Nelson*

# Health & Wellness

By  
April Grady



It's not important how fast you run, how high you jump, or how long you workout – what matters most is that you just get out there and get it done!

**Commit for Thirty Days** – Make a commitment to add a healthy activity to your lifestyle every day for one month. Try a healthy recipe, get out and exercise (even for just 20 minutes), volunteer or do something nice for the environment. This will solidify the healthy lifestyle habit.

## November Lifestyle Makeover Calendar

### American Diabetes Month/Lung Cancer Awareness Month

November Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
		<b>1 Diabetes Friendly Breakfast</b> Combine ½ c. vanilla yogurt with dash of nutmeg, top with 2 tbsp granola, layer with 1/3 cup vanilla yogurt and ¼ c. applesauce	<b>2 Wake Up Blast</b> -do 3 sets of 10 each. push-ups into squats followed by jumping jacks.	<b>3 National Men Make Dinner Day</b> - <a href="http://www.menmakedinnerday.com/">http://www.menmakedinnerday.com/</a>	<b>4</b> Donate money to your favorite charity through the State Employee Charitable Giving Campaign- Today is the last day!! <b>secgc.mt.gov</b>	<b>5</b> Bake mini loaves of pumpkin bread and take to elderly neighbors or a local retirement home.	
	<b>6</b> Scramble 4 eggs w/chopped Canadian bacon and onions, serve in whole wheat pitas for a quick breakfast or lunch.	<b>7</b> Take 10 min to burn 150 cal. Min 1-2 Jump rope Min 3-4 Pushups Min 5-6 Jump rope Min 7-8 squats Min 9-10 Jump rope	<b>8 Recycle Craft</b> Glue painted popsicle sticks to a bathroom tissue roll to make a unique pen/pencil holder.	<b>9</b> Volunteer to be a narrator for the Montana Talking Book Library 2-4 hrs/wk and help provide library services to nearly 3,000 blind Montanans.	<b>10</b> It takes 3500 calories to gain a pound. If you want to lose a pound per week, reduce your calorie intake by 250 calories and incorporate daily physical activity that will burn 250 calories.	<b>11 Veteran's Day</b>	<b>12 S.A.V.E.'s Nov. Plastics Drive</b> Nov 11-14 <sup>th</sup> 8am-6pm 1100 N. Last Chance Gulch, Helena,
	<b>13</b> Turn old calendar pages into gift wrap. Personalize a birthday present by taking a page from that month and circling the special day	<b>14 To maintain a healthy heart,</b> do a fat-burning cardio workout — like running, biking, or using a treadmill, a stair-climber, or an elliptical machine — three times a week for at least 20 minutes.	<b>15 America Recycles Day</b> -Eat an <b>Odwalla Blueberry Swirl</b> bar, save the wrapper and go to <a href="http://www.teracyclene.com">www.teracyclene.com</a> to find out how to save up wrappers to earn \$ for your favorite charity.	<b>16</b> Saute 3 garlic cloves, 2 cups frozen corn, and 1 cup chopped tomato in olive oil. Toss with cooked ravioli, season with salt, pepper, and basil.	<b>17 Great American Smokeout</b> - <a href="http://www.cancer.org/Healthy/StayAwayfromTobacco/GreatAmericanSmokeout/index">http://www.cancer.org/Healthy/StayAwayfromTobacco/GreatAmericanSmokeout/index</a>	<b>18</b> Take a lunch time Yoga class like Power Flow Yoga at Crossroads in Helena 11:05am	<b>19 Family Volunteer Day</b> Help at a soup kitchen, clean up garbage along the highway, whichever volunteer opportunity you choose, make sure you do it together!

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<p>20 Take a 20 minute walk after dinner at night to help you digest your food and have some quiet time</p>	<p>21 <b>Pulled Pork</b> Put a 4lb pork roast in the crock pot. Cover with 2 onions (sliced) and 1 cup ginger ale. Cook on low for 10 hours. Shred meat, add 18 oz. BBQ sauce, cook 2 more hours.</p>	<p>22 Oranges , grapefruit, and other citrus fruits are loaded with Vitamin C which helps you heal faster. <b>Put an orange in your lunch today.</b></p>	<p>23 <b>Lunch Run</b> Run 1 min./walk 1 min. for 10 min. Run 2 min./walk 1 min. for 10 min. Run 1 min./walk 1 min. for 10 min.</p>	<p>24 Thanksgiving Day <b>Celebrate Your Unique Talent Day</b>  Try the <b>Sweet Potatoes and Roasted Bananas</b> recipe below for a healthy addition to a traditional Thanksgiving meal.</p>	<p>25 <b>Buy Nothing Day</b> I know it's Black Friday but really those sale prices last until Christmas so there is no rush-Sleep in and have a big family breakfast instead.</p>	<p>26 <b>Mindful Relaxation</b> Sit in a quiet place, and close your eyes. Take a deep breath through your nose, and let it fill your abdomen; hold it for 5 seconds, then exhale. Repeat for 10 minutes.</p>
<p>27 Add 1 head cauliflower, chopped, 6 medium potatoes, chopped, and 2 TBS curry powder to 2 TBS olive oil in a pan. Saute, covered for 20 minutes. Yum!</p>	<p>28 <b>Become a commercial crunch Queen (or King)!</b> Crunches take less effort than a full sit up, but they help tone your abs a lot better. See how many crunches you can do during commercials</p>	<p>29 Fill Styrofoam egg cartons with dirt and use them to start plant seedlings in the house.</p>	<p>30 Whole grains, bananas, avocados, chicken, spinach, and broccoli all contain vitamin B, which can boost your sense of well-being.</p>			

**Sweet Potatoes and Roasted Bananas** (mayoclinic.com)

**6 servings**

**Ingredients**

- o 1 1/2 pounds sweet potatoes, washed
- o 2 medium bananas, peeled and halved
- o 2 tablespoons orange juice
- o 1/2 teaspoon ground cinnamon
- o 1/4 teaspoon ground cardamom
- o 1/4 teaspoon ground nutmeg
- o Red pepper flakes, to taste
- o 3 tablespoons brown sugar
- o Chopped parsley, for garnish

**Directions**

Preheat the oven to 375 F. Lightly coat a baking dish with cooking spray.

Poke several holes in the sweet potatoes and microwave on high power for about 3 minutes. Turn and cook another 3 minutes or until tender.

Place the banana halves in a lightly oiled baking dish. Bake uncovered until the fruit is soft and juicy, about 15 minutes. Remove from the oven and pour the orange juice over the bananas. Stir to scrape the drippings and mash the bananas well.

In a large mixing bowl, add the bananas, sweet potatoes, spices and brown sugar. Using an electric mixer, blend until smooth.

Transfer to an ovenproof serving bowl and return to the oven. Bake until warmed through. Garnish with chopped parsley and serve.

**Nutritional Analysis**  
(per serving)

**Serving size: About 3/4 cup**

Calories	156	Cholesterol	0 mg
Protein	2 g	Sodium	64 mg
Carbohydrate	37 g	Fiber	5 g
Total fat	trace	Potassium	542 mg
Saturated fat	trace	Calcium	43 mg



*Items in the roundup are contributed by the regional probation and parole staffs.*

### Region 1

Brian Callarman is the newest supervisor (POII) in the Missoula office. This position was vacated by Tanner Gentry when he was promoted to regional administrator in May. Callarman comes to Missoula from the state Board of Pardons and Parole, where he was a parole analyst. He brings with him a wealth of experience as a former juvenile and adult probation officer. Callarman's first day in the Missoula office was Oct. 3.

Other personnel position changes expected within the next month include Officer Landee Holloway moving to the intensive supervision program (ISP) and Officer Lynn Erickson transferring to Missoula from the Hamilton office.

The region has been on short-staffed for a while with vacancies throughout the region and hopefully will soon have these positions staffed. In the last four years, the region has had three regional administrators, three rotating acting regional administrators, seven POII changes, 11 ISP officer changes and numerous other officer and support changes. Through all this change, the region's officers and support staff have remained strong and have shown what it means to be an effective team.

On a more personal and exciting life change, Officer Katie Burton Hedrick and her husband, Matt, are expecting their first child in February. Gentry and his wife, Tami, are expecting their first child in April. Congratulations!

### Region 3

The region kicked off national Probation, Parole and Community Supervision Week with a region-wide food and school supply drive. Each office collected non-perishable food items or school supplies for donation to charitable organizations in Cut Bank, Shelby, Havre, Lewistown and Great Falls. The drive ran through the end of August and was very successful. Supervised offenders and staff were encouraged to give back to the communities in which they live. The Havre office was able to collect more than 600 pounds of food that was donated to the local food pantry. The Great Falls office decided to collect school supplies to be donated to the local rescue mission and the Great Falls

Children's Receiving Home.

In other news, the Great Falls office recently filled a vacancy left by Timothy Allred, who accepted a position with the state Board of Pardons and Parole. Our new hire, Brian Stromenger, is slated to start work Oct. 31, and he should prove to be a great asset to probation and parole. He is moving to Montana from Cincinnati.

### Region 5

This spring, the Kalispell probation and parole office embarked on the ever-short Montana growing season by planting a vegetable garden at Flathead Valley Community College using the school's community garden plots. Lead by its fearless leader and head green thumb captain, Dave Castro, the Kalispell staff wanted to use the garden to give back to the community by donating the harvest to the local food bank. In the end, more than 35 pounds of fresh vegetables were provided to the Flathead Food Bank.

The Kalispell office is welcoming two new officers: Andrea Jensen and Brian Julian. Jensen comes from North Dakota, served in the U.S. Army and worked at a state correctional facility. Julian is from Colorado, and worked on an U.S. Air Force base as a game warden and as a police officer in Utah.

Meet Carol Moran Patton. She joined the Polson probation and parole office in January 2010. She was hired as a Native American specialist, as one of eight officers added throughout the state to help reduce recidivism in high-risk Native American and offenders with co-occurring mental health and chemical dependency issues. She brings a wealth of knowledge of tribal government and customs.

Patton is an enrolled member of the Turtle Mountain Band of Chippewa/Metis Tribes. She and her family have traveled extensively throughout the United State and Canada as Metis cultural presenters. She has a very strong social work background, and has worked for the federal government and on numerous reservations throughout her ca-

# Roundup

FROM Page 16

career. She has been invaluable in assisting offenders, including help in applying for housing, working with tribal health agencies and pursuing educational opportunities. Patton also holds her offenders very accountable but believes in a strength-based model of case management. She incorporates tribal belief systems into her work with offenders as part of their self help. Patton says she gives this advice to those with whom she works: "You have to know where you come from to know where you are going."

## Region 6

Regional Administrator Emery Brelje and Officer Lloyd Dopp in Sidney have teamed up to provide some training in self-defense/office safety for each office. This training is invaluable because it points out the safety issues inherent in each office environment. Dopp and Brelje were at Fort Harrison in Helena in early October for firearms

training. This is Dopp's first time assisting with the 40-hour training.

Glendive Officer Karla Grimes has left for points south. Her last day in the office was Sept. 16. We wish her all the best. Sue Drivdahl will be handling Grimes' duties until a replacement is hired.

The fall regional meeting was Sept. 21 in Glendive. Ron Alsbury, Probation and Parole Bureau chief, was present for part of the meeting and led part of a policy review. It was helpful to have him here to answer questions that arise during the review. Presenters for this meeting were offenders formerly on our caseload who had asked to share their experience with "bath salts," a new highly addictive designer drug. They wanted to make sure that probation and parole officers are aware of just how closely the effects of that substance resemble those of methamphetamine.

Darrell Vanderhoef and his family recently left for Libby, where he will continue his job as probation and parole officer after working in the Glendive office.

# Mobile

FROM Page 5

Many of these devices can store vast amounts of data, making them vulnerable to unauthorized access to the information from either interception of data in transit or theft or loss of a device.

In addition to data loss, mobile computing devices carry the risk of introducing malware. Certain types of malware can infect the devices or can be used as a platform for malicious activity. Devices with onboard microphones and cameras are also vulnerable to unintended activity through publicly available tools, possibly resulting in eavesdropping or tracing the device's location. Cellular and voice-over IP (VoIP) technologies also have vulnerabilities that can be easily exploited, resulting in intercepted calls.

The protection of mobile devices must be a primary task for organizations. The following steps can help you protect your data and your mobile computing device.

- Organizations should have a policy to address the storage of information on mobile devices, including the use of personal devices for business purposes.
- Keep your mobile device physically secure. Millions of mobile devices are lost each year.
- Control what data is stored on the device. Do not store unnecessary or sensitive information.
- Use a secure password or PIN to access your device. If the device is used for business purposes, you should follow the password policy issued by your organization.
- Disable features and services that are not needed (Bluetooth, WiFi, GPS, etc). If the Bluetooth functionality is used, be sure to change the default password.
- Enable storage encryption. This will help protect the data stored on your device in the event it is lost or stolen, assuming you have it password protected.
- If available, consider installing anti-virus software for your mobile device. This may prevent or detect/quarantine malware specific to mobile devices.
- Keep all system and application software patched and up-to-date. Many manufacturers frequently provide updates to address known vulnerabilities.
- Download applications only from vendor-authorized sites. Sites offering "free games" or "ring tones" are sources for distributing malware. If used for work, follow your organization's policy on downloading software.
- Do not open attachments from untrusted sources. Similar to the risk when using your desktop, you risk being exposed to malware when opening unexpected attachments.
- Do not follow links to untrusted sources, especially from unsolicited email or text messages. As with your desktop, you risk being infected with malware.
- If your device is lost, report it immediately to your carrier or organization. Some devices allow the data to be erased remotely.

# TV news team appreciates MWP's help

*EDITOR'S NOTE: Department of Corrections facilities receive frequent requests from news media to interview inmates in Montana prisons. The requests are passed on to the inmates for a decision and prison officials attempt to accommodate news crews in a timely manner, taking into consideration staffing and security factors. A Dateline NBC crew interviewed inmate Justine Winter at Montana Women's Prison and the producer later sent the following note to Warden Jo Acton.*

*Aug. 10, 2011*

*Dear Warden Acton,*

*I want to thank you and your entire staff for your kindness, consideration, and accommodation during our visit to your fine facility last week.*

*Your C.O.'s (Darlene) McCracken and (Martin) Scheeler were wonderful to work with. They made it all so easy; and trust me, we've been to enough jails and prisons to recognize outstanding work by the guards. Bob Paul took the time to give me a personal tour and also to explain the therapeutic community model in use at your facility. I know you know this, but he's a good man. I truly enjoyed my time with him and the impressive tour.*

*Finally, Annamae (Siegfried-Derrick) was a joy to work with. Her attention to detail and willingness to communicate regularly made everything go smoothly on our end.*

*As a Conrad native, it was a special treat both to come 'home,' and to see the fine work being done at the Montana Women's Prison.*

*Again, our thanks to you all. I'll be in touch to tell you when our report on the Winter case will air.*

*Best,*

*Shane Bishop*

*National Producer*

*Dateline NBC*

*EDITOR'S NOTE: The following article and photos were published in the May 2011 edition of Magic Magazine. Reprinted with permission.*



## starting fresh: self-esteem for inmates

### Passages Culinary Arts Program

Inmates Joette Small, left and Erinn White prepare sandwiches in the kitchen of Passages, a residential pre-release center in Billings. Both are enrolled in the Culinary Arts Program, a pre-apprentice training program certified by the Montana Department of Labor and Industry. (Photos by James Woodcock)

**By Virginia Bryan  
Magic Magazine**

For those who don't like gardening, the planting, weeding and harvesting of a large, unfenced flower and vegetable garden on an open lot on Billings' south side might sound like a colossal chore.

But to Erinn White, serving a 10-year prison sentence for forgery, and Joette Small, serving a 10-year sentence for assault with a weapon, it's a big deal. Erinn and Joette quickly identified their favorite part of the expansive garden behind Passages, a residential pre-release center located in the former Howard Johnson Hotel on South 27th Street. They both said, almost in unison, "There's no fence! We're outside! There's no fence!"

#### **A Montana first**

Before entering Passages, Erinn and Joette were inmates at the Montana Women's Prison (MWP). Any outside time at MWP was in a confined, barricaded area. But now, they are part of Passages' Culinary Arts Program (CAP). Learning to garden, store and prepare the food they grow is part of the curriculum.

Since 2007, Passages has provided correction options for women under the auspices of Alternatives, Inc. In 2010, the Montana Department of Labor and Industry certified Passages' CAP as a Pre-Apprentice training program. It's the first of its kind in Montana.

For Erinn and Joette, CAP Pre-Apprentice certification means that, upon graduation, they'll be employable in a commercial food service. Their CAP training could apply to further study and examination for professional chef status. Studies show a direct correlation between the ability to support oneself at a living wage and lower rates of recidivism. Simply, trade certification and vocational training translate into marketable skills at living wages.

Meanwhile, it's the garden time that Erinn and Joette love. They consider hoeing, raking and weeding in the fresh air under the open sky to be hard-earned, highly-valued privileges.

I met Erinn and Joette recently in the office of Carlee Johnson, CAP's program manager. Carlee's office is a converted



Carlee Johnson, CAP manager, with Erinn White and Joette Small.

## Starting

FROM Page 19

motel room with linoleum floors, a stainless steel counter with bar stools and steel shelves lined with cookbooks, homemade preserves and canned vegetables. As we chatted, I could see the three of them and Head Chef Allan Maust at the same counter another day, in their chef coats and caps, discussing recipe conversions from metric measurements and common substitutions for alcoholic ingredients.

### It's no cakewalk

Carlee created a curriculum based upon the classic *Le Cordon Bleu Professional Cooking* text and on-the-job training. Carlee and Allan teach Erinn, Joette and others the finer points of a good pie crust and other pastries, how to make a tomato sauce from scratch without it tasting like ketchup, French cooking terminology and the importance of presentation and food safety.

"It's no cakewalk," said Carlee, adding one part seriousness and one part jest to the conversation. CAP plans, prepares and serves 1,000 meals daily. Sometimes edible pansies and zucchini blossoms make it to the table as garnish. After Erinn and Joette put in eight hours a day in the kitchen and classroom, they have homework, exercise, chores and recovery classes to attend. Their days are rigorous. CAP women volunteer their time making food baskets for the YWCA basket auction, preparing banquet fare for the annual P.E.A.K.S. cancer fundraiser, serving Thanksgiving dinner at the Billings Food Bank and baking treats for four-legged residents at the Billings Animal Shelter.

"We're happy to have an opportunity to give back to our community," Erinn said. Carlee is quick to acknowledge the Billings community for the job opportunities, financial and educational support given. The Billings Soroptimist Club

holds bi-weekly meetings at Passages with lunch fare provided by CAP. Soroptimists have also underwritten specific CAP projects. Members of the local cooks and chefs association have called with job openings at their restaurants and worksites.

### A long road

For Erinn, the community's support has met a very basic need.

"They have believed in us," she said. Giving back is an emotional subject for Erinn. The skin on her neck turns pinkish-red and her eyes get moist. "Before CAP, I lost it all. My family, my self-worth, my dignity. This program has given me a chance to want to be myself again."

Not unlike many others, Erinn's story began in a small, Montana Hi-line town, with a supportive family, a couple years of college and a good job. It all imploded when her gambling addiction led to serious, criminal behavior.

Joette never enjoyed the early life stability Erinn had. Born on a Montana Indian reservation and the oldest of 12 siblings, Joette was her mother's kitchen and child care assistant at an early age. She married young and soon found herself with children of her own. "To numb the pain" she turned to drinking, she said. For Joette, CAP provides "a structure and stability" she's never experienced.

Joette, older than Erinn, with beautiful brown skin and salt and pepper hair pulled into a long braid, was in and out of jail and alcohol treatment before she landed in the Montana Women's Prison (MWP). While only a few blocks separate the MWP from Passages, for Joette, it was a long road. It took three classes in behavioral management, a year of good behavior and permission from the Parole Board before she was allowed to enroll in CAP.

Joette is determined. "I won't give up. No matter what," she says. "This will lead to a better life outside."



Allan Maust, head chef of CAP, works with Erinn White on food preparation.

*CAP plans, prepares and serves 1,000 meals daily... After Erinn and Joette put in eight hours a day in the kitchen and classroom, they have homework, exercise, chores and recovery classes to attend.*

## Starting

FROM Page 20

### Looking on the bright side

Addiction therapy is a big component of the Passages curriculum. Drugs, alcohol, gambling and other addictions have played a role in the crimes leading to incarceration for most women there. Other factors include limited education, sexual, physical and emotional abuse. Journaling and reading are two tools used in recovery. One therapist requires students to write a daily haiku, a form of Japanese poetry with a specific phrasing and syllabic structure. It is never easy to share one's story, let alone a poem you've written. Erinn is one courageous woman:

*Today, I'm lucky.  
The choppy waters are calm  
And I can swim free.*

When we met, Joette had started her day on the 4:30 a.m. shift. Erinn's work day started a few hours later. They don't mind the long days and early morning hours. Both women, identified by their black and white skull caps as juniors, are looking at another 12 months of training before graduation and life "on the outside."

"Every day is a day closer to home," Erinn said. "Every day I'm healthier and headed in the right direction."

Joette also looks at the bright side. "I like to be busy," she said. Joette has a reputation for leaving the kitchen spotless and Erinn couldn't resist some light-hearted teasing. Apparently, Joette expects the same from her classmates.

And despite restrictions and the underlying seriousness of their situations, the women are in good spirits. "I don't have to drive to work," Joette said. "It's not far to go. I don't have to buy car insurance. If you have any more questions, you know where to find us. We are always here!"

**Policy News!!**

Several "Restricted" Department Policies are currently under revision and will become unrestricted and available for public access including DOC 3.2.1, Facility Security Manuals; 3.1.4 Perimeter Security; and 3.1.6, Control Center Operations

Stay up to date on DOC Policy changes with the Intranet "Policy News" webpage!

3.3.8 Offender Visiting now designates "contact" and "noncontact" visits and includes section IV.F. outlining "Sex Offender Visiting."

5.5.4 Hobby Programs has been revised to reflect current practice.

Policy training on Intranet!!

1.1.6 Research & Evaluation & 1.6.2 Statistics & Data Quality Activities have been rescinded.

1.3.52 Workplace Family Relationships is a new policy to mitigate perception of preferential treatment.

# 14 get governor's award



Three individual Department of Corrections employees and a team of 11 Montana State Prison staffers that led the successful effort to obtain accreditation for health services at the prison are recipients of the 2011 Governor's Award for Excellence in Performance.

The statewide award is given each year to recognize outstanding state employees. Agency directors nominate individuals or teams who, through exceptional achievement and innovative ideas, improve the quality and productivity of state government programs, save the state money or demonstrate significant leadership. A total of 114 state employees received awards in a Helena ceremony Sept. 19.

The MSP team of dedicated professionals worked for more than five years to qualify the

*AWARD, Page 23*

ABOVE: Flanked by Gov. Brian Schweitzer (left) and Lt. Gov. John Bohlinger, MSP health services accreditation team members are front row, left to right: Geri Everson, Melissa Scharf, Jill Buck, Todd Boese and Heidi Abbott; and back row, left to right: Cynthia Sparing, Cathy Redfern, Rebecca McNeil and Cindy Hiner. Not pictured: Dr. Daniel Hash and Dr. Elizabeth Rantz.

RIGHT: Lt. Mark Hartman from Montana Women's Prison with the governor and lieutenant governor



ABOVE: Curt Swenson, chief of the Professional Development Bureau, with the governor and lieutenant governor.

RIGHT: Kelly Speer, facilities program manager for community corrections, with the governor and lieutenant governor.



# Award

FROM page 22

prison infirmary for accreditation by the National Commission on Correctional Health Care.

The commission team reviewing the operation and the care it provides for nearly 1,500 inmates used terms like “phenomenal,” “excellent” and “ground-breaking” in describing operation of the Deer Lodge facility’s health care services.

The team members honored are Heidi Abbott, discharge planner; Todd Boese, assistant director of nursing; Jill Buck, mental health program director; Geri Everson, administrative support; Dr. Daniel Hash, dental director; Cindy Hiner, director of nursing; Rebecca McNeil, assistant director of nursing; Dr. Elizabeth Rantz, medical director; Cathy Redfern, health services administrator; Melissa Scharf, chronic care nurse; and Cynthia Sparing, registered nurse.

Accreditation, formally achieved in June, means the prison’s health services are in compliance with all of the 36 essential standards established by the national organization and with all of the 29 important standards.

“The standards are NCCHC’s recommended requirements for the proper management of a correctional health services delivery system,” the commission said in notifying the prison of its accomplishment. “These standards have helped correctional facilities improve the health of their inmates and the communities to which they return, increase the efficiency of their health services delivery, strengthen their organizational effectiveness, and reduce their risk of adverse patient outcomes and legal judgments.”

Nearly 500 institutions nationally are accredited by the NCCHC, a program started by the American Medical Association in the 1970s.

Accreditation is a process of review by outside experts that results in public recognition for correctional facilities that meet the organization’s nationally accepted standards for health services. Accreditation brings prestige to a program, increases staff morale, helps in recruiting health care workers, reduces the potential for losses in health care litigation, and provides assurances to the public, inmates and staff that incarcerated offenders are receiving adequate and appropriate health care.

The other award winners are Mark Hartman, Kelly Speer and Curt Swenson.

Hartman is a lieutenant at the Montana Women’s Prison. He has worked for the department for 15 years. He is responsible for operation of the therapeutic community in all the prison’s pods. Hartman, 40, also oversees the disciplinary infractions system at the prison, is involved in rehabilitation programs, manages other staff members and fills in for lieutenants on leave.

His nomination said he has brought “a standard of work ethics and performance to a level for all to model. He has taken on projects for the facility and ensured all that could be done has been done for the program and/or event to succeed. His leadership allows him time to answer questions for all staff or inmates especially about the dog program” and the therapeutic community initiative.”

Curt Swenson, chief of the Professional Development Bureau, is an exceptional leader who has developed a highly motivated and performance-oriented staff. His bureau has developed and implemented correctional computer-based training and blended learning models for staff “basic” training.

Under the leadership of Swenson, the department acquired a learning management system that automates the tracking and recording of employees’ computer-based training, which is available to staff who work in distant facilities and programs. These initiatives have reduced staff development costs and increased access and quality of training.

Swenson, 38, has worked for the department since 1997.

As Facilities Bureau Chief in the Adult Community Corrections Division, Speer is responsible for overseeing the contracts for all community corrections facilities, including prerelease centers and treatment programs.

Speer was described in her nomination as someone who “goes above and beyond to meet the extensive demands of her position. She is essential to the department’s success in maintaining public safety, providing responsible care for offenders and efficient population management.

Kelly’s work ethic sets an example for the department; she promotes a respectful and effective leadership style and her group participation makes her a valuable team player in carrying out the objectives of Adult Community Corrections.”

Speer, 34, has worked for the department since 2000. The Butte native spent four years as a probation and parole officer and four years as corrections manager for community corrections before assuming her current role in 2007. She earned a bachelor’s degree in public relations from Montana Tech in 2001 and a master’s degree in communication from Tech in 2003.



*Questions and answers about issues affecting corrections in Montana*

# Reentry planning

## **What is reentry?**

This term applies to the broad array of strategies, programs and services designed to assist offenders in successfully returning to their communities after release from prison or community corrections facilities.

## **Why is reentry important?**

Effective reentry programs and services that help offenders reintegrate into society can result in lower recidivism and return rates, less crime, fewer new victims, safer communities and reduced growth in corrections spending.

## **What are typical elements of reentry?**

Reentry usually includes a comprehensive case management approach that begins with an offender's placement in a correctional facility. Case management plans are developed after determining offenders' needs. Reentry programming is intended to help offenders acquire life skills needed to succeed in the community and become law-abiding citizens. Reentry services include prerelease centers, drug treatment programs, vocational training, education, work programs, employment and housing assistance, and mentoring.

## **What is the goal of the Montana Reentry Initiative and the implementation team?**

This project will analyze existing reentry strategies, programs and services in Montana and develop a comprehensive plan that improves coordination among those elements in order to create a more seamless and effective network of reentry assistance that benefit offenders and society alike. It also is intended to educate public and private stakeholders on the importance of successful reentry as an issue for communities to address, since about 95 percent of offenders eventually return to their communities.

## **What is the history of this initiative?**

In 2009, MSU Billings began working with female offenders after the college obtained a federal grant from the U.S. Department of Justice to provide educational services to female offenders at Montana Women's Prison and Passages Prerelease Center. A partnership between MSUB and the Department of Corrections led to development of a

strategy to provide additional services. The Billings Area Reentry Task Force (BARTF) was formed. Representatives from the MSUB, the Department of Corrections, Passages, Billings Job Service office and the Billings community began meeting to discuss better ways to coordinate reentry efforts for female offenders in the Billings area. The group, with 23 members from 16 local organizations, meets monthly to share information and resources to better coordinate reentry efforts. BARTF's focuses on employment, families and relationships, and housing issues that are identified as offender needs. <http://www.msubillings.edu/BARTF/index.htm>

## **What happened next?**

In spring 2010, MSUB and BARTF applied for a federal grant through the Montana Department of Labor and Industry. The agency received a \$165,000 award in September 2010. The "New Path New Life" project targets the high-risk female offenders leaving Montana Women's Prison and entering the Billings community. The project, with an emphasis on Native Americans, focuses on offenders meeting at least one of these three criteria: more than return to prison, at least 26 years old or within three years of release. The goal of the project is to reduce recidivism by 50 percent in the targeted group <http://www.msubillings.edu/BARTF/Templates/BARTF%20Fact%20sheet.pdf>.

## **How does "New Path New Life" work?**

Offenders are assessed to determine their risk in four key areas: housing, employment, relationships and healthy living. Those considered high risk in three of these areas and meeting at least one of the criteria are offered the chance to participate in the program. Each develops a reentry plan with the help of a case management team and a reentry navigator. The team and navigator remain with the women through incarceration, prerelease and community supervision. The team is made up of an institutional probation and probation officer, Job Service representatives, reentry manager, prerelease staff and others. Once the offender reaches prerelease, the institutional probation and

# Ferriter, DOC get national honor

By Bob Anez  
Communication Director

Montana Department of Corrections Director Mike Ferriter and the agency received the 2010 Leadership Innovation Award from The Pacific Institute on Sept. 21.

The Pacific Institute, based in Seattle, is a nationally recognized motivational institute that works with government and private corporations to improve performance and encourage professional growth of employees, change management and promote development of leaders.

The national award, presented in a ceremony at the state Capitol, recognizes Ferriter's efforts to bring the institute's programs to many of the department's employees and offenders under its jurisdiction.

Ferriter was unaware of the honor until he walked into the governor's reception room and saw correctional staff, family members and Cabinet officers gathered.

"I'm a little bit overwhelmed and surprised, but I'm not surprised by the fact that our department has been recognized," he said. "I think this has been an incredible effort by a lot of people.

"It's just amazing that we have been recognized for our innovation," Ferriter added. "What an honor for the state of Montana and the Department of Corrections. It's nice that I get to represent the department, but it's truly the team effort and the inmates that agreed to do this, some real commitment on our staff's part."

The Pacific Institute's "Investment in Excellence" curriculum has been a staple on the department's professional development menu for several years and has reached 622 corrections employees. Ferriter led the effort to extend similar programs for male offenders two years ago.

"Steps to Economic and Personal Success" (STEPS) and "New Directions" teaches offenders how to change



Corrections Director Mike Ferriter, right, accepts the Leadership Innovation Award from Mark Schlosser, senior project director at The Pacific Institute.

their way of thinking about themselves, their lives and their criminal background. While it is too early to determine the effect of this effort on recidivism rates among participating offenders, the program already has had a positive impact on their behavior while incarcerated. Graduates of the program have had more success at parole hearings, better production in work assignments and demonstrated a greater sense of cohesiveness. More than 450 inmates have participated in the programs so far.

"Director Ferriter has been the engine driving the use of these programs and expansion of the courses to offenders, because he realizes the potential impact of this effort to make Montana a better place to live," said Curt Swenson, chief of the department's Professional Development Bureau. "Without his leadership and unwavering commitment, scores of corrections professionals and hundreds of offenders would not have a chance to experience these life-changing programs."

*FERRITER, Page 26*



Corrections staff, family and friends attended the surprise award ceremony at the Capitol.

# Ferriter

FROM Page 25

Gov. Brian Schweitzer, who appointed Ferriter director in July 2006, praised him for his leadership and dedication.

"I have given a great deal of trust to Mike," he said. "I wouldn't have given that trust to someone else necessarily. I trust Mike. He's got a great track record and you all have a great track record.

"I wish we could multiply you times fifty," Schweitzer told the corrections staff in the room. "I wish we could

spread you out across this country and in a unique way change our corrections system in this country and also change the hearts of the people that live in our communities so that they understand what it is that you do."

"The Innovative Leadership Award is a relatively new concept at TPI," said Mark Schlosser, senior project director at The Pacific Institute. "Our goal is to honor those leaders in our world-wide markets that show creativity and innovation above and beyond normal.

"When we saw how Mike's use of our curriculum was not only changing the culture at Montana DOC, but impacting the lives of inmates, we said, 'Wow! This is really making a difference for every citizen in the state of Montana.'"

The award given Ferriter contains the following inscription:

*"You have demonstrated tremendous leadership and ingenuity in providing three Pacific Institute curriculum to your staff and the inmates. Your inmates have been mentored by other inmate graduates and empowered to choose growth and excellence in their new life, as have many of your staff. As a result, The Pacific Institute is bestowing the Innovative Leadership award for 2010 on you, your department and the inmates who have made significant changes in their lives. You are making Montana a safer place to live and work."*

An accompanying plaque cites the department's "creative ability to facilitate The Pacific Institute's curriculum to staff and inmates alike. The results of this comprehensive implementation speak for themselves. From increased productivity to fewer offenses in prisons, this different way of thinking and visualizing a new future, has given inmates hope and a new perspective. A new perspective that is making Montana a safer place to live."

This is the second time the award has been given. Alabama Coach Nick Saban, whose team won the national championship in 2009, received the first award last year.

Also recognized for their contribution to the STEPS and New Directions initiatives were Mike Mahoney, former warden at Montana State Prison; Gayle Lambert, Montana Correctional Enterprises administrator; Gail Boese, MCE administrative officer; Curt Swenson, Professional Development Bureau chief; Lisa Hunter, organization development manager for the bureau; and 18 facilitators.



From left: Jack Fitterer, president and chief operating officer for The Pacific Institute; Mike Mahoney, former Montana State Prison warden; Gayle Lambert, Montana Correctional Enterprises administrator; Montana Corrections Director Mike Ferriter; Lt. Gov. John Bohlinger; and Mark Schlosser, senior project director for the Seattle-based institute.



Gov. Brian Schweitzer talks about the trust he places in Corrections Director Mike Ferriter to maintain public safety.

# Q&A

FROM Page 24

parole officer is replaced by a community officer.

### What is the status of BARTF now?

In September 2011, BARTF received two more grants, one an extension of the initial demonstration grant in the amount of \$293,000 to continue providing reentry services to an additional 30 offenders, and a \$150,000 mentoring grant for which another \$150,000 can be sought to continue the program into a second year.

### How does BARTF relate to the Montana Reentry Initiative?

It is seen as a pilot project for what hopefully can be duplicated statewide. The Billings community understands the importance of successful reentry for their community. Information obtained from the Billings project can be used in other communities to explain the importance of reentry, the impact on the communities and how the Department of Corrections, other state agencies and local officials and

organizations can work together to build safer communities.

### What is your role on the implementation team?

To bring your expertise from within and beyond corrections to this important effort, creating a collaboration of state agencies and offices that will ensure all offenders leaving a correctional facility have an opportunity for the kind of assistance that will make the difference between success and failure, and between being an asset and a threat to their communities. Members are expected to identify resources state agencies have to assist in the reentry process.

### What is the process the team will use to achieve its goals?

The team, at its first meeting in August, prioritized it seven top goals. Members will begin assessing what is needed to achieve the goals in order of priority. In the end, the team anticipates developing a plan for implementing all of the goals by identifying the assets and barriers that exist, how to measure success and the resources needed to reach each goal.

## Helena prerelease gets OK to add 12 beds

The Helena City Commission on Oct. 3 gave Boyd Andrew Community Services approval to expand its prerelease center by 12 beds.

The unanimous decision clears the way for the 98-bed facility to house an additional seven state offenders under terms of an expanded contract with the Department of Corrections. Two of those seven slots will be reserved for sex offenders, should the center's screening committee choose to approve placement of a sex offender in the facility.

The commission's action approved a change in the property's conditional use permit requested by Boyd Andrew. This marks the fourth expansion of the center since it opened in 1999. The additional beds will not require enlarging the existing building.

Mike Ruppert, chief executive officer for the non-profit corporation, said the expansion request allows the center flexibility to maintain an average daily population of 105.

The center is designed to help offenders transition to communities after time in a correctional facility. All offenders must have jobs and are offered treatment options during their stay, which is usually about six months.

Helena Police Chief Troy McGee told the Helena Independent Record that he has been involved with the prerelease center since it started and has served on the screening committee. He said he had been adamant about not taking sex offenders,

mostly because of public sentiment, but now he thinks it may be time to take a few.

McGee told the newspaper that numerous Montana towns have sex offenders in the community, including Helena, and the prerelease center is capable of taking care of them.

"This is a very tough issue, obviously, but it's been a very successful program," Commissioner Matt Elsaesser said.



Helena Prerelease Center



The Professional Development Bureau had a popular booth at the fair.

# Pine Hills Communications Fair

*Pine Hills Youth Correctional Facility hosted its first communications fair Oct. 5. The goal was to increase awareness and communication among staff members at the Miles City facility and between Pine Hills and the community and the rest of the Department of Corrections. The event featured displays by area community colleges, local businesses and various department divisions.*



Barb Hunziker, a registered nurse at Pine Hills, takes the blood pressure of Pine Hills Superintendent Steve Ray.

Ken McElroy, Human Resources Bureau chief, and Adrienne Landreth, policy specialist, assemble a display for the Staff Services Division.



Staff Services Administrator Steve Barry tries to walk a line wearing goggles that simulate a level of intoxication.





**HR** vision  
HUMAN RESOURCES



**By Tom Terez**  
**President**  
**Tom Terez Workplace**  
**Solutions Inc.**

*EDITOR'S NOTE: The following article was printed in the January 2003 edition of Workforce Management magazine. Reprinted with permission.*

Kenny Moore could win the Nobel prize for being nice. Inspired by Somebody Loves You, Mr. Hatch, a children's book that shows how simple kindness can transform lives, he began giving flowers to people in the workplace. The arrangements would arrive anonymously, with a thank-you balloon and a note: "Don't ever think your good efforts go unnoticed. From someone who cares."

Flowers went to males and females throughout Keyspan, where Moore is corporate ombudsman and director of human resources. People started buzzing about the mystery, and wherever they arrived, the flowers added joy to the workday. One manager even followed suit and sent flowers to congratulate a colleague on her promotion.

If only we could clone Kenny Moore and sprinkle his like throughout the work world. Being nice is powerful stuff, and here's why: (1) The alternative stinks. Who wants to spend eight or more hours a day in a den of incivility? (2) When people have to deal with low-grade incivility and high-grade bullying from colleagues, their work suffers big-time. (3) The bottom line suffers, too.

Over the years, I've received an increasing number of calls and e-mails from people who can't stop venting about their non-nice bosses and coworkers. "My manager is riding her broom again," wrote one person. "This guy I work with is just like Snape," wrote another, referring to the Harry Potter character who's an expert potion-mixer and schemer. Yet another went on and on about the small daily indignities inflicted upon him by his boss. "He never lets anyone speak up at meetings. When I tried, he plastered a smile on his face until I finished. Then he asked, 'Are you done now?' What a jerk."

Admittedly, there's nothing nice about calling someone a witch, a Snape, or a jerk. And that's part of the problem. Call it negative reciprocity. When people are on the receiving end of someone's incivility or bullying, they want to dish it back. You wanna slam my idea? Alright, Einstein, let's see what happens the next time you come up with something.

You forget to send me that advance report? Fine, guess who just got deleted from my distribution list?

According to various studies on the subject, people are deeply concerned about our behavior toward one another. In a 1996 poll conducted by U.S. News & World Report, 89 percent of respondents described incivility as a serious problem; 78 percent said it had worsened in the past 10 years. Another study, concluded this year by the research group Public Agenda, found that four out of five Americans think that the "lack of respect and courtesy" has become "a serious problem and we should try to address it."

In the workplace, incivility can spiral down into outright bullying. Included in this category are verbally harassing someone on a regular basis, withholding resources to guarantee failure, and spreading stories to undermine a person's reputation in the workplace. One credible study, conducted by two researchers from Wayne State University, found that one in six workers in the sample group had suffered through destructive bullying in the past year.

On the one hand, it's tempting to tell people to buck up and just deal with it. You've heard the rallying cries: When the going gets tough, the tough get going. If you can't stand the heat, get out of the kitchen. To which I say: hogwash. Show me one credible study that shows that pushing people around is good for their psyches and good



Heather King is the new administrative assistant at Treasure State Correctional Training Center. She previously worked two years at Montana State Prison in the classification and placement office. Before that, she spent 15 years as a law enforcement dispatcher.

## DOC's work comp rates drop due to lower number of claims

The Department of Corrections' annual premium for insuring employees against on-the-job injuries is expected to decline by \$278,000 in this fiscal year due to lower claims, according to Rhonda Schaffer, administrator of the Administrative and Financial Services Division.

In an Oct. 6 letter to Lance Zanto, chief of the Workers Compensation Bureau in the Department of Administration, she said the number of medical claims through the first nine months of fiscal year 2011 was down 16 percent.

The decrease in premium for the past fiscal year dropped \$349,000, resulting in a combined two-year decrease in the department's workers compensation cost of \$627,000.

"The department utilizes an agency-wide risk management safety committee which consists of representatives from all divisions," Schaffer told Zanto. "This group continues to meet quarterly to monitor goals and objectives, review safety plans and funding requests."

Schaffer also noted that the department conducts routine ergonomic assessments to ensure that employees' work stations are properly established to avoid job-related physical problems.

She said the department received a portion of its workers compensation savings as early-return-to-work funding last fiscal year. That \$112,760 was used to promote safety in the work place for employees by addressing maintenance issues, purchasing equipment to ensure proper ergonomic working conditions and to maintain adequate emergency equipment.

## Vision

FROM Page 29

for long-term productivity, and I'll personally sit down and eat every page of this magazine.

The only studies worth their salt say just the opposite. One of the best is from Christine Pearson, a management professor at the University of North Carolina's graduate business school. She did in-depth research involving 775 people who had been on the receiving end of incivility at work. These employees had been demeaned in e-mails, falsely accused of trying to undermine projects, verbally taken apart by their bosses, and so on. (We're not talking sexual harassment, racial discrimination, bullying, or workplace violence—just low-grade lousy behavior.) The aftershocks went right to the bottom line.

- 28 percent lost work time trying to avoid the instigator.
- 53 percent lost work time worrying about the incident or future interactions.
- 37 percent reported a weakened sense of commitment to their organization.
- 46 percent thought about changing jobs to get away from the instigator.
- 12 percent did change jobs—to avoid the instigator.

To a large extent, fixing the problem begins with a brutally honest look in the mirror. In the Public Agenda study, 41 percent of the respondents fessed up and said that they're at least occasional instigators of incivility in their workplace. That's a promising statistic, in a way. It shows a level of awareness that's necessary to start making things better.

Where are you in all of this? Are your actions creating a kinder workplace, an environment where all people are treated with deep respect day after day? Or are you among the 41 percent who are making things a bit rough for your coworkers? If you take time to think about it—if you rewind the tape and mentally replay some of your interactions with people — you'll make big discoveries about yourself.

# The Training Times



## Motivating change is vital communication skill in corrections

By Rae Forseth  
Professional Development Specialist

Communication is vital in our organization and is one of the top training needs identified in our staff survey.

How we say what we say can impact others. Sometimes we get caught in a trap, an argument or a “discussion” that we didn’t mean to, and we struggle with conflict, challenges and resistances. And when we are dealing with the offender population, it becomes even more vital that we work on our communication skills.

Professional Development Bureau Chief Curt Swenson and Rae Forseth, professional development specialist, recently spent four days with the Billings Area Re-Entry Task Force teaching communication techniques that can help lower offenders’ resistance to change, have an impact on a person’s motivation to change and lead to a successful outcome in reducing recidivism. All of this works in harmony with the Department of Corrections’ mission, values and goals. One of those goals is especially relevant to this effort.

*“To operate correctional programs that emphasize offender accountability and rehabilitation, staff professionalism and responsibility, public safety, and efficient use of taxpayer dollars.”*

The effective communication course provides training on the following basic skills in order to help in reducing recidivism with our offender population:

- Asking open-ended questions
- Reflective listening
- Affirmations
- Summarizing
- Eliciting self-motivating statements

These skills are not easy to develop; they take practice. The group spent time each day in role plays to learn a technique, then build on it and practice, practice, practice.

By the end of the week, task force members were more confident about how they can communicate clearer with the offenders, hear and understand what is being said, hold offenders accountable for their actions and ultimately guide them to a more positive outcome.

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# Comings

These lists of new and departing employees cover the period from July 30 through Sept. 23. If you notice errors or omissions, please contact the *Signpost* editor at [banez@mt.gov](mailto:banez@mt.gov).

**Central Office**  
Tanya Wilkerson

**Montana State Prison**  
Noel Anderson  
Margaret Beyers

Natasha Cameron  
Stewart Garrett  
Cornelia Graves  
Dustin Hanson  
Kyle Harmon  
Skyler Hildreth  
Drew Hines  
Terrance Johnson  
Paul Kersten  
Justin Morin  
Chad Salle  
Dawn Smith  
Jake Starr  
Howard Wigert

**Montana Women’s Prison**  
Scott Johnson

**Pine Hills**  
Jamaal Benton  
Amy Zehms

**Probation and Parole**  
Andrew Garmer, Livingston  
Suzanne Smith, Bozeman

**Riverside**  
Heather Reeves

**Treasure State**  
Paul Burnett

# Goings

Pamela Allen  
Robert Allen  
Andrew Badgero  
Kelsey Bahr  
Mark Bearrow-R  
Jamaal Benton  
Dominic Borrelli  
Stephanie Boudreau  
Julie Cook  
Denise Cummins  
John Dell

Tanya Dickinson  
Daniel Falcon  
Lisa Fetters  
Theresa Finlay  
Sharma Gochis  
Joseph Jerrel  
Ronald Kennedy  
Steven Kuhn  
Carrie Lange  
Randi Larson  
Mike Mahoney-R

Andela Maurer  
Timothy Meagher  
Brad Minster  
Daniel Moses  
Tammy Munly  
Henry O’Donnell  
Loren Osler  
Connie Pfeiffer  
Heather Ryan  
Anthony Scharf  
Jessie Schwartz

Jeffery Sciarra  
Jacob Sparks  
Kalleigh Stafford  
Mike Taylor  
Larry Tindal  
Amy Wright  
Patricia Wright

R=retired

## Training Schedule

(For more information, contact Geri Miller: [gerimiller@mt.gov](mailto:gerimiller@mt.gov))

Nov. 2-4	CP&R Facilitator	Video Conference	Billings, Great Falls, Missoula, Miles City, Helena & Shelby
Dec. 5-9	Essential Skills	DOCTC	Deer Lodge

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