

Winter Management Team  
Meeting Summary  
January 18 & 19, 2012  
5 South Last Chance Gulch, Helena, MT 59620

**January 18, 2012**

Team members present: Pam Bunke, Bob Anez, Cindy McKenzie, Rhonda Schaffer, Diana Koch, Mike Ferriter, Steve Barry, Leroy Kirkegard, Gayle Lambert, and John Daugherty

VisionNet/conference call: Jo Acton, and Cathy Redfern

Staff: Myrna Omholt-Mason, Mark Johnson

Guests: Fern Osler (conference call), Ryan Lynch

*From Fatigue to Fulfillment* (correctional fatigue) – webinar by Caterina Spinaris Tudor. Webinar began at noon prior to the scheduled meeting.

Mike Ferriter opened the meeting at 1:10 p.m.

The team welcomed Warden Kirkegard to his first Management Team meeting. Mr. Ferriter expressed his appreciation to the warden for taking the initiative to visit the other DOC secure facilities and meeting with the various wardens/administrators.

John Daugherty and Mark Johnson

**Population Management**

Mr. Johnson gave an overview of the Average Daily Population. The year-to-date December, 2011 cumulative totals were: male prison-2,343; female prison-202; alternative to prison-895; prerelease-889; Probation and parole-8,569 for a total offender population of 12,898.

The fluctuating numbers of offenders being held in county jails are impacting the executive planning process projections. Mr. Johnson stated at the end of January he will give an analysis of the population numbers.

Montana Woman's Prison has contracted with the Broadwater County jail to house five female offenders. The facility will be considered a secure facility, the name will be Broadwater County Detention Center, and the population will be tracked separately on the population management reports.

Mr. Johnson reviewed charts that showed recidivism comparison for females vs. males by custody level and age at time of release for fiscal year 2006 through 2008.

## CUSTODY LEVEL & RECIDIVISM COMPARISON

Classification:	Released	Returned	Recid. %	Rtn. in 1 yr.	2 yrs.	3 yrs.
Female:						
Ad Seg	5	2	40%			
Max	8	2	25%			
Close	281	83	30%	53%	33%	14%
Med. 1	72	27	38%	52%	37%	11%
Min. 1	170	47	28%	49%	34%	17%
Min. 2	180	38	21%	39%	34%	26%
Overall	716	199	28%	49%	34%	17%

## CUSTODY LEVEL & RECIDIVISM COMPARISON

Classification:	Released	Returned	Recid. %	Rtn. 1 yr.	2 yrs.	3 yrs.
Male:						
Ad Seg	41	19	46%			
Max	11	7	64%			
Close	349	163	47%	56%	25%	18%
Med. 1	406	183	45%	61%	26%	13%
Med. 2	209	84	40%	50%	32%	18%
Min. 1	1,091	398	36%	43%	37%	20%
Min. 2	1,272	467	37%	41%	35%	24%
Overall	3,379	1,321	39%	47%	33%	20%

## AGE GROUPS AT TIME OF RELEASE

Age	Released	Returned	Recid. %
Female:			
Total < 21	21	13	62%
Total 21-24	89	24	27%
Total 25-39	394	115	29%
Total 40+	212	47	22%
Combined	716	199	28%
Male:			
Total <21	90	59	66%
Total 21-24	583	269	46%
Total 25-39	1,522	618	41%
Total 40+	1,184	374	32%
Combined	3,379	1,320	39%

In Fiscal Year 2006 through Fiscal Year 2008 there were 80 female offenders released from prison to parole. 20 returned to prison within three years with a three year recidivism rate for parole being 25%. During the same time frame there were 60 female

offenders released from prison to probation. 22 returned to prison within three years with a three year recidivism rate for probation being 37%. A total of 716 females were released from prison, 199 returned to prison within three years for a three year overall recidivism rate of 28%.

In Fiscal Year 2006 through Fiscal Year 2008 there were 516 male offenders released from prison to parole. 131 returned to prison within three years with a three year recidivism rate for parole being 25%. During the same time frame there were 547 male offenders released from prison to probation. 253 returned to prison within three years with a three year recidivism rate for probation being 46%. A total of 3,413 males were released from prison, 1,321 returned to prison within three years with a three year overall recidivism rate of 39%.

Public comment: None

Remainder of meeting was a closed discussion relative to personnel matters.

### **January 19, 2012**

Team members present: Pam Bunke, Bob Anez, Cindy McKenzie, Diana Koch, Mike Ferriter, Steve Barry, Leroy Kirkegard, Gayle Lambert, and John Daugherty

Team members absent: Rhonda Schaffer

VisionNet/conference call: Jo Acton, and Cathy Redfern

Staff: Myrna Omholt-Mason, Kara Sperle, Gary Willems, Dewey Hall, David Vaught, and Lena Havron

Guests: Fern Osler (conference call), Ryan Lynch, Greg DeWitt, and Brent Doig

Gary Willems:

#### **Contract Management:**

- In the first quarter of FY 2012, of the 228 departmental contracts, 218 reports were received on time equating to a 95.61% compliance rate. BOPP, Staff Services and Community Corrections did not meet the required timelines for the first quarter

#### **Fleet Management:**

- The department reached 100% on timely reporting relative to the 116 leased vehicles
- Ms. Bunke and Mr. Alsbury will review information relative to state owned vehicles used by P&P officers in the 11 regions and determine if some cars can be turned back due to lack of use (low mileage)

Kara Sperle

**Budget update:**

December FY 2012 budget figures reflected:

- Program 1 - deficit of 1.6 Mil
- Program 2 - surplus of 503 K
- Program 3 - deficit of 1.7 Mil
- Program 4 - surplus of 1.04 Mil
- Program 5 - surplus of 24 K

Net effect is an overall department deficit of 3 million. The October budget status report showed a deficit of 4.1 million compared to December's figure of 3.07 million. The difference is attributed to savings in personal services due to the department's 107 vacant positions that have not been filled.

**Legislative Proposals Timeline:**

- Proposed department legislation due to OBPP by April 16, 2012
- Final draft of legislation due to OBPP by September 15, 2012
- Between Sept. 15 and Dec. 15 OBPP and Governor's staff will work with the department to secure bill sponsors. The sponsor will have to pre-introduce the bill prior to Dec. 15, 2012
- Brenda Elias will be the contact person regarding departmental legislation requests

**Long Range Building Timeline:**

- Submission of anticipated project that exceed 250 K due to AED by Feb. 15, 2012
- Final long range building request must be input into MBARS by July 1, 2012

**Executive Planning Process Timeline:**

- Jan. 17 to Feb. 15 - update division objectives and initial long range building requests submitted to AED
- Feb. 16 to Mar. 1 - each division plan and prioritize all division budget requests
- Mar. 1 to Mar. 31 - each division meet with the director individually
- Apr. 1 to Apr. 31 - Management Team meet to plan and prioritize all budget requests as well as submission to department's Information Technology requests
- May - first EPP submission due to OBPP
- June through Oct. - 5% plans due by Sept. 1 and work with OBPP to finalize requests
- Nov. - EPP requests due to LFD

David Vaught:

Incident management planning power point overview was presented. Staff has completed incident command training. Mr. Vaught will work with central office and DOC facilities to develop incident management plan. Threat assessments need to be completed at each facility and well as increased understanding and applying the Incident Command System process.

Diana Koch:

**Administrative Rules update:**

- New rules for the education for exonerated persons have been drafted and submitted to the Secretary of State on Feb. 13
- Suggested amendments to Dept. of Administration Administrative Rules for inmate drivers have been sent to Mike Manion and Brent Dahl for their review
- Juvenile aftercare rules are completed and were adopted on Sept. 23, 2011
- JDIP rules will be amended as well as repealing most current JDIP sections
- Rules authorizing expansion of treatment facilities are completed and were adopted on Sept. 23, 2011
- Amendments to existing BOPP rules are being drafted to bring the rules into compliance with HB 141
- Rules for sex offender evaluations and evaluators pursuant to 46-23-509(1) need to be addressed through legislation. The department does not have authority to set standards for evaluators. To comply with the legislative mandate, the department will need to repeal the existing rules and draft new rules to comply with section 46-23-509(1)

John Daugherty and Bob Anez

**Social Media:**

- The workgroup met every two weeks and agreed on 3 goals to present to the Management Team: 1) approve implementation of DOC's Social Media policy; 2) agree on use of low-maintenance and valuable social media tools; and 3) determine employee access to approved tools
- 66% of the government workforce utilize social networking with YouTube being the largest search engine for the 18 to 54 year age group
- YouTube points:
  1. Provided training to staff with 24-7 accessibility
  2. Create virtual program and facility tours for the public
  3. Job related and free training resources to staff funded and maintained by other agencies
  4. Increase department transparency
  5. Promote business
  6. Increase the recruiting base
- LinkedIn points:
  1. HR Bureau can update hiring profile and provide agency information
  2. Widen hiring base
  3. Very little maintenance or time requirement
  4. Ability to screen employees initially with profiles
- The department's Social Media policy (1.1.15) will be sent to Team members for review and suggested changes then sent back out for general review. Department of Administration will also review the policy after final comments have been made
- There will be a need to clarify the use of the employee's personal e-mail account vs the employee's state e-mail address
- Employee training utilizing social media sites will comply with existing DOC policy 1.4.1 (Staff Development and Training). Supervisory approval prior to staff taking

training will be required and an independent study form will need to be submitted for training credit

#### Mike Ferriter

##### **Reentry and recidivism:**

- Mr. Ferriter has drafted a reentry proclamation for the Governor's signature which would give the governor's support to the department's reentry efforts
- A request will be made to the Governor's office for a modified reentry case manager position based at MSP to work with Mr. Casey
- At the December national meeting in Washington DC, the emphasis was on states' reentry efforts and each state was tasked with the goal of reducing recidivism by a certain percentage.
- The Team agreed the department will seek to reduce recidivism by a certain percent for a particular subset of people released from prison - team members are to send their ideas to Myrna Omholt-Mason no later than January 27as to what age group of offenders and level of custody upon release that should be targeted.
- \_Mr. Anez and Mr. Ferriter will work together and add reentry to department goals on the web sites.

##### **Administrator's discussion**

John Daugherty:

- All excess leave accrued by his staff has been used with the exception of one employee
- His division's communication plan was reviewed and found to be in compliance
- Montana Interactive contract is current relative to the management of the department's CON site
- The webmaster position needs to be filled and reclassified
- Overview was given relative to Performance Based Measurement Systems (PBMS) and the importance of counting data the same way across the nation.
  - ✓ data entry is based on the premise that the unit responsible for collecting each individual data element would also be responsible for entering the data into the PBMS system
  - ✓ key indicators are broken out into ten categories: general organizational information; public safety; institutional safety; substance abuse; mental health; justice; academic education; health care; fiscal; and personnel
  - ✓ Phase 1 would be data collection and PBMS entry for general organization and public safety information could begin using October, 2011 information
  - ✓ Phase 2 would require all other category information reviewed by management and assigned division/facilities to identify what key indicator information would be collected and entered and who would be initially responsible within each group for collection and entry and what system enhancements might be needed to facilitate collection and entry.

- ✓ a conference call that will include Gayle Lambert, Leroy Kirkegard, Jo Acton, deputy wardens from both MSP and MWP, as well as select IT staff will be scheduled to discuss aspects of implementation
- Four developers have been assigned to the OMIS 3 project with the targeted completion date of Dec. 31, 2012.
- The employee services application is targeted for testing by April 1, 2012.

Lena Havron:

- The unit's name has been changed from Compliance Monitoring Unit to Quality Assurance Unit. Ms. Havron is the compliance monitoring manager.
- There are four main responsibilities under the supervision of the unit: Compliance Monitoring; Internal Controls; Risk Management; and Safety
- The goal for the compliance audits is to make each audit tool facility specific and to complete each facility tool, checklists and audit by the end of 2014.

Jo Acton:

- MWP's medical contract expires March 29, 2012
- A victim impact panel is scheduled for Feb. 13, 2012
- Excess leave balances have not been met due to staff shortages. Two additional correctional officers will be hired the later part of January
- The warden thanked Cathy Redfern and Cheryl Bolton for their input and recommendations dealing with facility offender deaths.
- MWP has quarterly staff meetings as well as every other month informational meetings. Staff is apprised of general facility concerns as well as publishing a facility newsletter.
- Responses to offender kites will be coordinated to keep lines of communication clear and responsive.

Cathy Redfern:

- MSP is contracted with AWARE for telepsychiatric services. Ms. Redfern is pleased with the working relationship.
- Four applicants applied for the MSP dentist position
- There will be a meeting on Feb. 7-8, 2012 in Billings to meet with local providers and Riverstone relative to services for MWP.

Steve Barry:

- Excess leave for staff will be used by the March 31, 2012 deadline
- Each of Staff Services bureaus have been asked to review their communication plans. Bi-weekly communication meetings are scheduled and management team meetings are shared with staff.
- March 16, 2012 is the due date of the hearing office's reply brief dealing with unfair labor practices. Step increments will continue to be paid to staff even though the contract has expired.
- Lisa Hunter is acting bureau chief for the Professional Development bureau. Mr. Barry asked the team if the department needs a planning manager position.

- Rae Forseth and Dave Garcia will be attending curriculum training dealing with correctional fatigue.
- The Montana Correctional Association's June convention will focus on the department's reentry efforts.
- Mr. Barry discussed AmeriCorps VISTA and the possibility of grant funding in the area of disaster services.
- A common inventory site will be established for departmental radios. At present, the department does not have a person to update channel plans and there could be a possibility of using the highway patrol as a technical resource relative to channel plan development.
- Mr. Barry and Leroy Kirkegard will meet and discuss a staff disciplinary plan that includes a matrix level of conduct.
- Greg Schultz is the department's MATIC representative. At a future management team, the topic of intelligence planning will be discussed.

Cindy McKenzie:

- The Youth Services Division's communication plan needs to be revised. Ms. McKenzie has weekly conference calls with Pine Hills and meets with staff every week at Riverside. Biweekly meetings with central office staff are scheduled.
- Ms. McKenzie is not aware of any staff requesting extensions to use excess vacation/comp time.
- Infrastructure issues at Boulder are continuing to impact the Division's budget relative to repair costs and displacement of staff and students while repairs are made.
- Pine Hills has joined the national performance system which will aid in comparing data. The data will be adolescent specific and be compiled every six months to monitor improvement.
- Ms. McKenzie and Diana Koch are working on defining a policy dealing with youth that have been committed to prison. Case records management will be addressed in the policy.

Leroy Kirkegard:

- Post orders will be reviewed and rewritten for consistency
- Deputy Warden Swanson will review entry security procedures at the lobby entrance. Professional courtesy will be extended to Management Team members relative to security checks when entering MSP.
- MSP communication plan is on track with weekly and monthly meetings. The warden the warden walks through the facility three times per week. The MSP newsletter is a good inter-facility communication tool. Staff will be asked to focus on viewing their employment at MSP as a profession, not a job. Interaction and communication with offenders will be stressed on all shifts.
- Mr. Kirkegard will work on developing a mutual beneficial relationship with Warm Springs.

Fern Olsler:

- The Board's communication plan is being followed with monthly staff meetings.

- The staffs' excess vacation/comp time will be used prior to the March 31, 2012 deadline.
- The Ronald Smith executive clemency hearing is scheduled for April. This is generating great media attention. The 250 page application is asking the governor to commute the sentence from death to life without parole.
- Ms. Osler asked Mr. Kirkegard if professional courtesy could be extended to the Board of Pardons and Parole members relative to not being subject to security checks on the days the Board holds parole hearings at the facility. She also asked if offenders and victims could be separated on parole hearing days to eliminate the possibility of visual contact.

Gayle Lambert:

- The excess leave for MCE staff has met the March deadline due to recent retirements.
- MCE will concentrate on following their communication plan as it has been lax in the past months. Ms. Lambert will meet one on one with staff once a month.
- One of MCE's Executive Planning Proposals will be to request that a new office building be built for MCE staff and use the existing log structure as a 15-bed dorm. The log office building has no security and was not designed to be used as offices.
- MCE furniture manufacturing has taken a substantial downturn due to economic conditions.

Bob Anez:

- Requests for information from individuals/outside entities are taking a huge block of staff time to compile the requested information. He explained one request for information that could have resulted in the department having to hire a part time, Band 3 position to compile the information.
- Legislative requests for information are also taking up a large portion of his time.
- Ms. Koch determined the department is not obligated to create any documents or records that are not already available through existing data collection methods.
- Mr. Anez is polling other states as to how those states respond to detailed requests for information when the cost would be prohibitive relative to collection of requested data.

Pam Bunke:

- The division's communication plan is being followed relative to Interstate Compact and Probation and Parole. The last mid-management meeting had to be cancelled due to conflicts and will be re-scheduled in February.
- The grant that allowed for the eight specialized probation and parole officer positions has expired. At the spring management team Ms. Bunke will give a report as to the outcomes of the specialized positions.
- The contracts with the majority of the prerelease centers have been finalized and signed.
- Responses are still coming in the EPP requests.

- Field warrants can be entered into the CJIN system by P&P officers. This is a big step forward.
- An unfair labor practice dealing with P&P officers being on-call is being addressed by Ron Alsbury, Ken McElroy, Larry Nielsen, and Butch Plowman.

Myrna Omholt-Mason:

- With the help of Mr. Daugherty, there is a folder on the "I" drive titled "Management Team". The goal is to minimize the amount of paper handed out at team meetings by having each division administrator download their presentation information into their respective folders. At the time of the administrator's presentation to the team, the documents can be shown on the large meeting room screen as opposed passing out paper copies.
- The team agreed to leave the existing floor signage as stated on the plaques and elevator buttons. The large meeting rooms in outlook will be changed to reflect 2nd and 3rd floor - not 3rd and 4th floor as it was in the past.

Public Comment: None

Next meeting:

April 4 & 5 in the EOC meeting room, Helena.