

**Montana's Statewide
Five Year Strategic Plan**

Justice Assistance Grant (JAG)



2016 - 2020

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**Montana’s Statewide Strategic Plan
Justice Assistance Grant (JAG)
2016 – 2020**

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Introduction

On January 12, 2016, the Montana Board of Crime Control (MBCC) facilitated a full day planning meeting for the purpose of creating Montana's three-year 2016 – 2018 Justice Assistance Grant (JAG) Strategic Plan. Knowledgeable professionals from the MBCC Anti-Drug Committee, all the JAG-funded Multi-Jurisdictional Drug Task Forces (MJDTFs), and expert stakeholders representing all seven purpose areas of JAG were in attendance to identify and discuss challenges, issues, and emerging trends. They also prioritized the JAG purpose areas, identified unmet needs, created goals and outcome measures, and identified alternative resources to compliment the JAG program.

In addition, on January 29, 2016, the Anti-Drug Committee of MBCC met to discuss the priorities, goals and outcome measures from the January 12th stakeholder meeting. They identified objectives for the goals and outcome measures, responsible parties, implementation timelines and finalized the strategic plan.

On December 12, 2018, the Anti-Drug Committee met to review priorities, goals and outcomes from the 2016 - 2018 JAG Strategic Plan. The Committee discussed, revised and voted to extend the plan into a 2016 – 2020 five-year JAG Strategic Plan, to be recommended for final approval by the MBCC; with all priorities identified in the 2016 – 2018 Strategic Plan extended into the 2016 – 20120 Strategic Plan.

On December 13, 2018, the MBCC voted and adopted the extended 2016 – 2020 JAG Strategic Plan recommended by the Anti-Drug Committee. Montana's 2016 – 2020 JAG Strategic Plan is depicted below.

Executive Summary

The Montana Board of Crime Control (MBCC) is the single state planning agency designated by the Governor that helps identify needs, facilitates programs and administers millions of grant dollars dedicated to public safety, crime prevention, and victim assistance statewide. MBCC is headed by an 18-member board appointed by the Governor. Board members represent law enforcement, criminal justice system stakeholders, and citizens, including our state's Native Americans. Board members provide critical citizen leadership, oversight and accountability of systems charged with promoting justice and public safety.

***The mission of the Board of Crime Control is
to proactively contribute to public safety, crime prevention and victim assistance
through planning, policy development, and coordination of the justice system
in partnership with citizens, government, and communities.***

Montana is the fourth largest state geographically with a total area of approximately 147,046 square miles and is approximately 559 miles from east to west and 321 miles from north to

south (Netstate.com). Montana has a population of approximately 1,032,949 people with an average of 6.8 persons per square mile (U.S. Census Bureau; 2015). Montana is divided into 56 counties and shares a 545-mile border with Canada; with 15 official ports of entry. There are six population centers, the largest (Yellowstone County) with a population of approximately 155,634 people (U.S. Census Bureau; 2014). Three fourths of the state has towns with fewer than 1,000 people. Law enforcement manpower (police and sheriff) averages approximately 1.5 full-time sworn officers per 1,000 people in population (MBCC; 2014); many jurisdictions cover several thousand square miles.

Montana has maintained a High Intensity Drug Trafficking Area (HIDTA) designation since 2001 and is a member of the Rocky Mountain HIDTA. Montana has four (4) major drug trafficking corridors: I-15 that runs north to the Canadian border and south to Idaho; I-90 that runs west to Idaho and east to Hardin, then south to Wyoming; I-94 that runs west to I-90 at Billings and east to North Dakota; and Highway 2 which runs west to Idaho and east to North Dakota along the northern tier of the state. There have been a number of major Multi-Jurisdictional Drug Task Force (MJDTF) drug arrests on these corridors that have yielded large amounts of drugs, cash and weapons.

Montana's 545 miles of border with Canada is extremely porous. There is speculation that more pressure will be placed on Montana's porous border as the more densely populated border-states, with greater resources, strengthen their focus on terrorism, human trafficking and drug trafficking along their own borders.

Montana's MJDTFs, with many mutually engaged agencies, play a critical prevention role to maintain a drug interdiction presence along the northern border, which intersects with homeland security protection. MJDTF efforts of intelligence sharing, prevention, deterrence, public safety and cases resulting in arrests are also important as they intersect with Homeland Security initiatives.

The MBCC continues to play a pivotal role in planning, coordinating and implementation efforts to impact the illegal use of prescription drugs, as well as the manufacturing and trafficking of methamphetamine and other illegal drugs. The MBCC also continues to play a major role in the enforcement, education, and prevention of illegal drugs and treatment of illegal drug offenders in Montana communities.

Montana's Justice Assistance Grant (JAG) Program

The JAG program is designed to support all components of the criminal justice system, from multi-jurisdictional drug and gang task forces to crime prevention and domestic violence programs, courts, corrections, treatment, and justice information sharing initiatives. JAG-funded projects may address crime through the provision of services directly to individuals and/or communities and by improving the effectiveness and efficiency of criminal justice systems, processes and procedures.

The Edward Byrne Memorial Justice Assistance Grant (Byrne/JAG) Program is the cornerstone federal justice assistance program. This program supports the federal government's crucial role in spurring innovation, as well as testing and replicating evidence-based practices nationwide.

The original Edward Byrne Memorial State and Local Law Enforcement Assistance Program (Byrne Formula) grew out of the Omnibus Crime Control and Safe Streets Act of 1968 to assist state and local governments in strengthening and improving the operation of law enforcement functions in the states. The program later evolved into the Byrne/JAG or JAG program. The JAG Program provides states and units of local governments with critical funding necessary to support a broad range of initiatives utilizing eight general purpose areas. Note: While not in existence in 2016 when this strategic plan was originally completed, in 2017 new purpose area 8 (below) was added within the scope of JAG.

- 1) *Law enforcement programs;*
- 2) *Prosecution and court programs, to include indigent defense;*
- 3) *Prevention and education programs;*
- 4) *Corrections and community corrections programs;*
- 5) *Drug treatment and enforcement programs;*
- 6) *Planning, evaluation, and technology improvement programs;*
- 7) *Crime victim and witness programs (other than compensation); and*
- 8) *Mental health programs and related law enforcement and corrections programs, including Behavioral programs and crisis intervention teams.*

The breadth and flexibility of JAG means that states and local communities are able to use JAG funds to balance resources and address problems across the criminal justice system.

As Montana’s State Administering Agency (SAA), the MBCC has received JAG block grant funding from the U.S. Department of Justice, Bureau of Justice Assistance (BJA) for close to 30 years. The majority of these JAG funds have funded local MJDTFs statewide, within the “law enforcement” program area. However, there have been other program focus areas as JAG funds became available.

Over the last eight state fiscal years (SFYs) 2012 – 2019, MBCC designated pass through 2010 - 2017 JAG funds totaling \$7,657,386 to Montana’s Multi-Jurisdictional Drug Task Forces (MJDTF) and other sub grant programs, as shown in the chart below:

Year	Dollar Allocations
2010 JAG Funds (SFY 2012) (July 1, 2011 – June 30, 2012)	\$1,563,677 (MBCC award) \$1,407,309 (pass through) \$1,376,638 (MJDTF pass through) \$30,671 (other pass through)
2011 JAG Funds (SFY 2013) (July 1, 2012 – June 30, 2013)	\$1,249,291 (MBCC award) \$1,124,362 (pass through) \$811,635 (MJDTF pass through) \$312,727 (other pass through)

2012 JAG Funds (SFY 2014) (July 1, 2013 – June 30, 2014)	\$985,310 (MBCC award) \$886,779 (pass through) \$777,732 (MJDTF pass through) \$109,047 (other pass through)
2013 JAG Funds (SFY 2015) (July 1, 2014 – June 30, 2015)	\$956,632 (MBCC award) \$860,969 (MJDTF only pass through)
2014 JAG Funds (SFY 2016) July 1, 2015 – June 30, 2016)	\$963,404 (MBCC total award) \$867,064 (MJDTF only pass through)
2015 JAG Funds (SFY 2017) July 1, 2016 – June 30, 2017	\$856,904 (MBCC total award) \$771,214 (MJDTF only pass through)
2016 JAG Funds (SFY 2018) July 1, 2017 – June 30, 2018	\$923,827 (MBCC total award) \$771,214 (MJDTF pass through) \$60,148 (other pass through)
2017 JAG Funds (SFY 2019) July 1, 2018 – June 30, 2019	\$937,196 (MBCC total award) \$812,477 (MJDTF only pass through)
Total 2010 – 2017 JAG Funds (SFYs 2012-2019)	\$8,436,241 (MBCC award) \$7,657,386 (designated pass through) \$7,048,943 (MJDTF pass through) \$608,443 (other pass through)

The MBCC was awarded \$924,597 in 2018 JAG funds. For SFY 2020 (July 1, 2019 – June 30, 2020), the MBCC plans to pass through approximately 90% (\$832,137) of 2018 JAG funds to eligible sub grant programs throughout Montana. The total amount of JAG funds that the MBCC is awarded is penalized annually due to the State of Montana failing to comply with federal Sex Offender Registration and Notification Act (SORNA) requirements and Prison Rape Elimination Act (PREA) standards. As an exception, in the 2017 JAG, Montana was not penalized for failing to comply with PREA standards. As the SAA, the MBCC is allowed to apply for and receive SORNA and PREA reallocation funds to develop programs designed to bring Montana closer to compliance with SORNA and PREA.

MBCC normally awards JAG funds to sub-grantees through a Request for Proposal (RFP) process on an annual basis. Upon receipt of proposals, MBCC staff conducts an initial screening of each proposal to check for completeness of the application. The JAG program and fiscal managers review the applications and summarize their funding recommendations to the Anti-Drug Committee of the Board. Immediately following the Committee’s review of the applications, a notice is sent to the applicant agencies with a funding recommendation that will be presented to the full MBCC at their next scheduled meeting. The Board reviews all the committee’s recommendations and makes final award decisions. Each applicant receives either an award notice and package or a denial letter.

All JAG sub grantees are required to submit online quarterly narratives, performance measures, data and financial reports in prescribed formats according to MBCC time frames.

Sub grant programs are closely monitored by the MBCC JAG program and fiscal managers through periodic phone calls, emails and other correspondence, quarterly reporting, desk audits and onsite monitoring visits.

For over 30 years, Montana has prioritized JAG funds to support Montana's MJDTFs. Currently those MJDTFs are:

1. Eastern Montana Drug Task Force
2. Missouri River Drug Task Force
3. Northwest Montana Drug Task Force
4. West Central Montana Drug Task Force
5. Southwest Montana Drug Task Force; and
6. Tri-Agency Task Force

Strategic Planning Stakeholders

MBCC staff worked with numerous stakeholders representing a broad spectrum of the criminal justice system to create Montana's 2016 – 2018 JAG Strategic Plan. Stakeholders assisting in the creation of the strategic plan were:

MBCC Anti-Drug Committee (2016):

- **Nick Murnion**, Valley County Attorney; Representing Law Enforcement
- **Rick Kirn**, Citizen; Representing Tribes and Rural Citizens;
- **Tim Fox**, Montana Attorney General; Representing Attorney General;
- **Steve McArthur**, Community Corrections Programs and Transportation Director; Representing Community Corrections;
- **Brenda Desmond**, 4th Judicial Standing Master; Representing Judiciary;
- **Beth McLaughlin**, Court Administrator; Representing Judiciary; and
- **Leo Dutton**, Lewis and Clark County Sheriff; Representing Local Law Enforcement.

MBCC Anti-Drug Committee (2018):

- **Rick Kirn**, Tribal, Rural, Northeast Montana Citizen; Representing Tribal Relations;
- **Derek VanLuchene**, President/Founder Ryan United; Representing Public;
- **Brenda Desmond**, Missoula District Court Standing Master; Representing Judiciary;
- **Jared Cobell**, Assistant U.S. Attorney; Representing Public;
- **Leo Dutton**, Lewis and Clark County Sheriff; Representing Local Law Enforcement;
- **Angela Russell**, Tribal Representative; Representing Public;
- **Wyatt Glade**, Custer County Attorney; Representing Law Enforcement; and
- **Olivia Rieger**, Dawson County Attorney; Representing Public

Other Stakeholders:

- **Jeff Faycosh**, Resident Agent in-Charge; Montana Department of Justice-Division of Criminal Investigations; Commander-Eastern Montana Drug Task Force;
- **Brian Gootkin**, Sheriff; Gallatin County Sheriff's Office; Missouri River Drug Task Force; Montana Sheriffs and Peace Officers Association;
- **Mark Mulcahy**, Flathead County Sheriff's Office; Commander-Northwest Montana Drug Task Force;
- **Scott Newell**, Lieutenant; Missoula County Sheriff's Office; West Central Montana Drug Task Force;
- **Brad Gremaux**, Resident Agent in-Charge; Montana Department of Justice-Division of Criminal Investigations; Commander-Southwest Montana Drug Task Force;
- **Aaron Wittmer**, Lieutenant; Havre Police Department; Project Director-Tri-Agency Drug Task Force;
- **Mark Long**, Bureau Chief; Narcotics Division; Montana Department of Justice-Division of Criminal Investigations;
- **Ashley Bohrer**, Administrative Officer; Missoula County Sheriff's Office; West Central Montana Drug Task Force;
- **Eddie McLean**, Sergeant; Missoula County Sheriff's Office; Commander-Missoula County HIDTA Task Force;
- **Bryan Lockerby**, Administrator; Montana Department of Justice-Division of Criminal Investigations;
- **Kim Moore**, Administrative Officer; Montana Department of Justice-Division of Criminal Investigations;
- **Jim Smith**, Executive Director; Montana Sheriffs and Peace Officers Association;
- **Keith Van Setten**, Sheriff; Teton County Sheriff's Office; Montana Sheriffs and Peace Officers Association;
- **Roger Nasset**, Chief; Kalispell Police Department; Montana Association of Chiefs of Police;
- **Mike Grubb**, Lieutenant; Great Falls Police Department; Commander-Russell Country Drug Task Force;
- **Bill Hooks**, Chief Public Defender; Montana Office of the State Public Defender;
- **Marty Lambert**, County Attorney; Gallatin County;
- **Vicki Turner**, Director; Prevention Resource Center; Montana Department of Health and Public Services;
- **Kenzie Antila**, Intern; Prevention Resource Center; Montana Department of Health and Public Services;
- **Glenn Stinar**, Administrator; Montana Department of Justice-Law Enforcement Academy;
- **Katie Donath**, Probation and Parole Officer; Montana Department of Corrections;
- **Jason Grimmis**, Captain; Detention Administrator; Lewis and Clark County Sheriff's Department;
- **Adrienne Slaughter**, Reentry Initiative Task Force; Montana Department of Corrections;
- **Lacie Wickum**, Sergeant; 24-7 Sobriety Coordinator; Montana Highway Patrol;
- **Bobbie Perkins**, Chemical Dependency Bureau Chief; Montana Department of Health and Human Services-Addictive and Mental Disorders Division;

- **Jeff Kushner**, Statewide Drug Court Coordinator; Montana Supreme Court;
- **Emil Glatz**, Computer Supervisor; Montana Department of Health and Human Services;
- **Kim Ranger**, Administrative Director; Montana Coalition Against Domestic and Sexual Violence; and
- **Jim Muskovich**, Loss Control Specialist; Montana Association of Counties.

Challenges, Issues and Emerging Trends

Even with the decrease in JAG funds available to Montana, the MBCC desires to diversify and identify responsible ways to fund other much needed programs. As a component of the 2016 – 2018 JAG strategic planning process, stakeholders identified the following challenges, issues and emerging trends related to Montana and JAG; grouped under each of the seven JAG purpose areas:

1. Law enforcement Programs

- Drug Trafficking
- Child abuse/sexual abuse
- Drug endangered children
- Law enforcement personnel
- Methamphetamine & Heroin
- Firearms
- Law enforcement funding
- Increased drug interdiction efforts funding
- Drug task forces jurisdictional issues & tribal coordination
- Community policing
- Limits on information sharing across agencies & throughout legal process
- Pharmaceutical abuse by providers
- State funding for drug task forces at 2017 Legislature
- Identify additional sources of revenue
- Review/amend program practices to align with state and federal forfeiture laws
- Funding for 24/7 sobriety program
- Reinvent the drug task force/multi-disciplinary approach
- Address Montana's SORNA and PREA compliance penalties issues

2. Prosecution and court programs, including indigent defense

- Adjudication
- Increasing number of cases becoming a burden
- Neglect claims based upon drug cases
- Meaningful pre-trial diversion
- Sentencing issues
- Meaningful pre-trial diversion programs

3. Prevention and education programs

- Holistic approach to prevention
- Mental health issues and resources
- Decriminalization
- Community outreach
- Drug culture causing recidivism
- Early life prevention programs for family, kids and communities
- Breakdown in family values
- Montana resources for Montana challenges
- Child welfare
- Family role with children is changing
- Dispatcher, police and critical incident training and communication
- Concerns and challenges of the legalization of marijuana/drugs
- Primary prevention versus intervention
- Drug prevention and education/evidence-based practices in schools
- Methamphetamine public media campaigns
- Prescription drug registry models
- Research based system practices underutilized
- Law enforcement training limitations
- Prosecutors and legal training
- Early age usage of alcohol
- Adverse childhood experiences (ACEs)
- Impacts of trauma/neglect/abuse
- Prescription drug abuse
- Child abuse and neglect cases driven by drugs
- Establish early education curriculum/impacts of drugs
- Reduce pro-social norms regarding alcohol

4. Corrections and community corrections programs

- Increasing number of cases becoming a burden
- Child abuse and neglect claims based upon drug cases
- Generational incarceration
- Funding to address jail overcrowding
- Alternatives to incarceration
- Repeat offenders (revolving door)
- Medicaid funding with re-integration
- Housing with recovery supports needed
- Unique supervision needs of youth 18 – 25/opportunities to intervene
- Funding for employment and programs
- Reduce incarceration upon reentry
- Better cooperation between agencies
- Funding for probation and parole field supervisors
- Need for secure detention beds to meet system needs
- Probation and parole case loads
- Jail reimbursement rates

5. Drug treatment and enforcement programs

- Chemical dependency issues and treatment
- Co-occurring disorders
- Expand or increase drug treatment courts
- Expand or increase family treatment courts
- Access to timely treatment in rural areas
- Medicaid expansion opportunities
- Recovery support systems - to address mental health and co-occurring disorders
- Stabilized funding for criminal justice system programs
- Community based perspective
- Methamphetamine and synthetic drugs – increased volume/decreasing cost
- Addictions and long duration programs – aftercare plan
- Involve schools in youth aftercare and supervision
- Jail diversion programs
- Prescription drug abuse
- Impacts of legalization of marijuana/medical marijuana industry

6. Planning, evaluation, and technology improvement programs

- Data sharing/exchanges
- Data collection throughout the criminal justice system
- Funding for technology needed locally
- Remove the barriers for information sharing
- Leadership around key information and technology issues
- Strategic planning across the criminal justice system

7. Crime victim and witness programs (other than compensation)

- More victims services
- Expansion of child advocacy centers needed
- Management of child and family for victims' services
- Victimization treatment
- Drug addicted victims

Taking into consideration the identified challenges, issues and emerging trends (listed above), each individual stakeholder was asked to complete an anonymous survey, designed to rank the seven JAG purpose areas in order of importance to Montana. The results of the survey ranked the purpose areas as follows:

Prioritized JAG Purpose Areas

- 1) *Law enforcement programs;*
- 2) *Prevention and education programs;*
- 3) *Drug treatment and enforcement programs;*
- 4) *Corrections and community corrections programs;*
- 5) *Prosecution and courts programs, including indigent defense;*
- 6) *Planning, evaluation and technology improvement programs; and*
- 7) *Crime victim and witness programs (other than compensation).*

As a part of the strategic planning process, stakeholders identified goals, outcome measures and alternative resources other than JAG to address certain goals. Goals (sorted by purpose area) recommended to be funded by JAG were:

1. Law Enforcement Programs

- Increase DTF resources to a total diversified funding level of \$1.5 Million per year to expand DTF initiatives to statewide coverage and support evidence-based interventions, and to investigate, arrest and prosecute drug dealing and manufacturing offenders.

2. Prevention and Education Programs

- Change the drug culture in Montana through targeted and long term public education and outreach, utilizing lessons learned from other states and HIDTA task force data and other resources.
- Hire more school resources officers.

3. Drug Treatment and Enforcement

- Research and fund evidence-based practices (EBPs) for a pilot program to develop and support multi-disciplinary teams; designed to educate and treat offenders; reducing drug demand.
- Based upon the successful RSAT model, increase access to substance abuse and mental disorders treatment while in jail to support jail diversion and reduce recidivism

4. Corrections and Community Corrections Programs

- Develop a pilot program to create a pre-trial risk and needs assessment tool

5. Prosecution and Courts Programs, Including Indigent Defense

- No JAG Goals were identified.

6. Planning, Evaluation and Technology Improvement Programs

- Develop a statewide strategic plan with key goals and actions to reduce alcohol and drug abuse problems in Montana

7. Crime Victim and Witness Programs (other than compensation)

- No goals were identified.

2016 – 2020 JAG-Funded Goals

Upon careful consideration of stakeholder recommendations, the Anti-Drug Committee prioritized the following JAG-funded goals, supported as the level of funding allows:

<u>PRIORITY GOALS (A - G)</u>	<u>GOAL TITLE</u>	<u>PURPOSE AREA</u>
A	Provide/increase diversified MJDTF resources; ultimately to \$1.5 Million per year	Law Enforcement Programs
B	Change drug culture in MT through education/outreach	Prevention and Education
C	Strategic plan to reduce alcohol and drug abuse problems in Montana	Planning, Evaluation & Technology Improvement
D	Increase access to co-occurring treatment to support jail diversion and reduce recidivism	Drug Treatment and Enforcement
E	Risk & Needs assessment for pre-trial diversion	Corrections & Community Corrections
F	EBPs for multi-disciplinary teams to educate and treat drug offenders; reducing drug demand	Drug treatment and enforcement
G	Hire more school resource officers	Prevention and education

Funding Recommendations to Support Identified Goals

In September 2015 the MBCC Board of Directors participated in a strategic planning retreat and identified goals to move forward. In December 2015, the MBCC Board reviewed identified goals, including a priority to diversify the distribution of JAG funds beyond Multi-Jurisdictional Drug Task Forces (MJDTF) to support other needs within the criminal justice system, while continuing to support MJDTF efforts statewide.

The Anti-Drug Committee participated in two full-day strategic planning sessions in January 2016 and heard testimony from many stakeholders on the challenges, issues and emerging trends facing MJDTFs, including changes to both state and federal forfeiture laws and funding resources. They also heard testimony from stakeholders on other challenges, issues and emerging trends within other areas of Montana’s criminal justice system. The Committee acknowledged that there are many diverse needs throughout the State of Montana. They also recognized the financial challenges facing the MJDTFs over the coming three years and have recommended a conservative approach to diversification that acknowledges the time needed for MJDTFs to build self-sustaining programs and cultivate new resources.

Taking into consideration the prioritized goals above finalized by the MBCC Anti-Drug Committee on January 29, 2016, the MBCC voted at their December 13, 2018 meeting to approve SFY 2020 and SFY 2021 JAG funding for program priorities depicted below, as funding allows:

<u>YEAR</u>	<u>FUNDING AVAILABLE</u>	<u>RECOMMENDED BUDGET</u>	<u>NOTES</u>
SFY 2018; July 1, 2017 – June 30, 2018	\$831,444 2016 JAG Funds	\$771,214 to Purpose Area 1; limited RFP to Drug Task Forces statewide that meet the criteria of a MJDTF.	Competitive RFP process. Any funds within total federal grant not awarded to MJDTFs due to incomplete or disqualified applications, will be released via limited RFP within prioritized Purpose Areas 1 - 3
SFY 2019; July 1, 2018 – June 30, 2019	\$843,476 2017 JAG Funds	\$812,477 to Purpose Area 1, limited RFP to Drug Task Forces statewide that meet the criteria of a MJDTF.	Competitive RFP process. Any funds within total federal grant not granted to MJDTFs may be used for PREA-related activities if necessary. If not used towards PREA, funds released via limited RFP within prioritized Purpose Area 1 - 3
SFY 2020; July 1, 2019 – June 30, 2020	\$832,137 2018 JAG Funds	\$812,477 to Purpose Area 1, limited RFP to Drug Task Forces statewide that meet the criteria of a MJDTF.	Competitive RFP process. Funds granted to MJDTFs. Usage of any funds within total federal grant not awarded to MJDTFs to be determined by the Anti-Drug Committee and MBCC.
SFY 2021; July 1, 2020 – June 30, 2021	TBD - Based Upon Federal Award 2019 JAG Funds	Up to \$812,477 to Purpose Area 1 (as funds are available), limited RFP to Drug Task Forces statewide that meet the criteria of a MJDTF.	Competitive RFP process. Funds granted to MJDTFs. Usage of any funds within total federal grant not awarded to MJDTFs to be determined by the Anti-Drug Committee and MBCC.

Finalized JAG-funded goals, outcome measurements, objectives, timelines, responsible parties as well as alternative resource-funded goals information were identified at the January 29, 2016 MBCC Anti-Drug Committee meeting as follows:

Priority Purpose Area 1 - Law Enforcement Programs

	Goal	Outcome Measurement	Objectives and Responsible Parties	Timeline
A	<p><i>Increase DTF resources to \$1.5 Million per year</i></p> <p>Increase available resources up to a total diversified funding level of \$1.5 million to enhance and expand multi-jurisdictional drug task force initiatives to statewide coverage; to support evidence-based interventions, and to investigate, arrest and prosecute drug dealing and manufacturing offenders.</p>	<p>Measure distributions, arrests and drug seizures.</p> <p>Measurement of successful prosecution of cases for drug dealing and manufacturing.</p> <p>Utilization of forfeiture funds to provide investigative efforts and arrest offenders.</p> <p>Level and diversity of funding sources to include local, state & federal.</p>	<p>Seek federal funding to sustain and enhance efforts at the current level. <i>(MBCC)</i></p> <p>Seek local, community-based funding to Support increasing personnel and sustaining efforts at the current level. <i>(MBCC, DTFs, member agencies)</i></p> <p>Seek state funding to support sustainable, proven DTF practices at current levels and provide opportunity for diversification of JAG grant funds to support other law enforcement needs and pilot initiatives. <i>(MBCC, DTFs, member agencies, Legislature)</i></p>	<p>2016 - 2020</p> <p>2016 - 2020</p> <p>2016 - 2020 (Legislative season and session)</p>

Priority Purpose Area 2 - Prevention and Education Programs

	Goal	Outcome Measurement	Objectives and Responsible Parties	Timeline
B	<p><i>Change drug culture in MT through education/outreach</i></p> <p>Change the drug culture in Montana through targeted and long term public education, utilizing lessons learned from Colorado, Washington, HIDTA task force data and other resources. Increase public awareness, outreach and education of the widespread danger of illegal drug use and everything that encompasses.</p>	<p>Pre/post public opinion polling.</p> <p>Type and number of cases handled by DTFs.</p> <p>Analyzing drug/drug task forces data.</p> <p>Media coverage.</p>	<p>Develop a press kit to increase public awareness about the dangers of illegal drugs and other drug issues. <i>(MBCC, media, stakeholders)</i></p> <p>Provide education in schools and to the public about the dangers of illegal drugs and other drug issues. <i>(MBCC, law enforcement, educators)</i></p> <p>Develop a list of talking points for media, to include social media to squelch retail marijuana efforts; to include brain science. <i>(MBCC, media, stakeholders)</i></p> <p>Using the DUI task force model, create a drug awareness task force to take the drug campaign to the public and Legislature. <i>(MBCC, stakeholders)</i></p>	<p>2016-2020 (As funding allows)</p> <p>2018 (As funding allows)</p> <p>2016</p> <p>2018 (as funding allows) Research alternative partnership opportunities</p>

G	<i>Hire more School Resource Officers.</i>	By end of 3 years, XX number of additional SROs.	Seek federal funding to support hiring more SROs. (MBCC)	2018 (as funding allows)
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Priority Purpose Area 3 - Drug Treatment and Enforcement Programs

	Goal	Outcome Measurement	Objectives and Responsible Parties	Timeline
F	<p><i>EBPs for multi-disciplinary teams to educate and treat drug offenders; reducing drug demand</i></p> <p>Research and fund evidence-based practices (EBP) for a pilot program to develop and support multi-disciplinary teams; designed to educate and treat offenders; reducing drug demand.</p>	<p>Reduction in repeat offenders.</p> <p>Lower jail terms/probation terms.</p> <p>Higher graduation rates among participants in various programs.</p>	<p>Research best practices that could be used to implement a pilot program. (MBCC)</p> <p>Seek federal funding to support the implementation of a pilot program (MBCC and identified partners)</p>	<p>2016 – 2020 ongoing research</p> <p>2016 – 2020 ongoing pursuit of available funding opportunities</p>
D	<p><i>Increase access to co-occurring treatment to support jail diversion</i></p> <p>Based upon successful RSAT model, increase access to substance abuse and mental disorders treatment while</p>	<p>Anyone in Montana would be within 60 miles or an hour of travel to a provider.</p> <p>Compare treatment bed day data with jail bed day data</p>	<p>Implement a stakeholder workgroup to identify alternative treatment options (web-based telemedicine, etc.). (MBCC and workgroup)</p> <p>Expand and bring treatment options to scale throughout Montana. (MBCC,</p>	<p>2016-2020</p> <p>2018 and beyond (as funding allows)</p>

	in jail to support jail diversion and reduce recidivism - expand the range of treatment programs available to people in MT		<i>workgroup, detention and treatment facilities)</i>	
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Priority Purpose Area 4 - Corrections and Community Corrections Programs

	Goal	Outcome Measurement	Objectives and Responsible Parties	Timeline
E	<p><i>Risk & Needs assessment for pre-trial diversion</i></p> <p>Develop a pilot program to create a pre-trial risk and needs assessment tool.</p>	<p>Risk and needs assessment tool identified; possibly using DOC model.</p> <p>Pilot program rolled out to one to two counties.</p> <p>Program rolled out to all county jails.</p>	<p>Develop a workgroup to study the DOC model and identify a risk and needs assessment tool. <i>(MBCC, DOC and identified partners)</i></p> <p>Roll out a risk assessment tool pilot project to one or two counties. <i>(MBCC, DOC and identified partners)</i></p> <p>Gather and evaluate feedback and data from the pilot project. <i>(MBCC, DOC and identified partners)</i></p> <p>Roll out a risk assessment tool to all counties. <i>(MBCC, DOC and identified partners)</i></p> <p>Gather and evaluate feedback and data from all</p>	<p>2016-2020</p> <p>2018 (as funding allows)</p> <p>2018 - 2020</p> <p>2019 and beyond (as funding allows)</p> <p>2019 and beyond</p>

			counties. (MBCC, DOC and identified partners)	
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Priority Purpose Area 5 – Prosecution & courts programs, incl. indigent defense

- No JAG goals were identified under this purpose area.

Priority Purpose Area 6 - Planning, Evaluation and Technology Improvement Programs

	Goal	Outcome Measurement	Objectives and Responsible Parties	Timeline
C	<p><i>Strategic plan to reduce alcohol and drug abuse problems in MT</i></p> <p>Develop statewide strategic plan with key goals and actions to reduce alcohol and drug abuse problems in Montana.</p>	A strategic plan is in place.	<p>Convene stakeholder meetings to identify existing strategies, needs and gaps and determine where stakeholders can work together more efficiently. (MBCC and stakeholders)</p> <p>Identify existing data systems and points that are available (what is available, who collects, what is missing/needed) and draw conclusions and recommendations from that. (MBCC)</p>	<p>2016-2020 (as funding allows)</p> <p>2017-2020 (as funding allows)</p>

Priority Purpose Area 7 – Crime Victim and witness programs (other than compensation)

- No JAG goals were identified under this purpose area.

Alternative Resources-Funded Goals

The Anti-Drug Committee also carefully considered goals proposed by the stakeholder group during the strategic planning session. The goals are sorted by JAG purpose area, but were identified to be funded and implemented with alternative resources. Each would enhance and compliment JAG-funded programs. Depending upon resources available, some of these goals may not be implemented until later years (2019 forward).

Law Enforcement Programs

	Goal	Outcome Measurement	Objectives and Responsible Parties	Alternative Resources and Timeline
1	Stabilize funding for DTFs by obtaining a guaranteed baseline of \$1.5 million, to free JAG funding to support other projects and fund additional purpose areas.	<p>\$1.5 million baseline obtained for DTFs.</p> <p>DTFs no longer funded or reliant upon JAG funds.</p>	<p>Complete a cost benefit analysis. <i>(MBCC, U of M, DTFs)</i></p> <p>Complete an interim study on drugs in Montana <i>(MBCC Legislative Committee, DTFs, law enforcement, Legislative interim committee)</i></p> <p>Obtain hard funding to support DTFs statewide <i>(MBCC Legislative Committee, DTFs, law enforcement, Legislature)</i></p>	<p>SAC funds; 2016 - 2017</p> <p>2016 (Pre-Legislature)</p> <p>State funds; 2016 - 2017 (Legislative season and session)</p>

Prevention and Education Programs

	Goal	Outcome Measurement	Objectives and Responsible Parties	Alternative Resources and Timeline
2	Develop a drug prevention curriculum to provide a broader substance abuse prevention training in grade schools with non-law enforcement instructors (school staff) 5 – 6 th grade, follow up 9 th – 10 th grade.	<p>Short term measurement that students passed the final test.</p> <p>Long term measurement is a reduction in youth court cases.</p>	<p>Develop a drug prevention curriculum; research best practices and curriculums already developed. (MBCC Prevention Treatment Committee; workgroup, OPI, local school boards, educators)</p> <p>Identify two to four pilot sites to deliver the newly developed curriculum, to include pre and post-training tests, to gain exposure to drug effects, attitude and self-awareness. (MBCC Prevention Treatment Committee; workgroup, OPI, local school boards, educators)</p> <p>Analyze the outcomes from</p>	<p>Federal funding opportunities; 2016 – 2018 + years.</p> <p>2016 – 2018 + years</p> <p>2016 – 2018 + years</p>

			<p>the pilot sites training to determine effectiveness. <i>(MBCC Prevention Treatment Committee; workgroup, OPI, local school boards, educators)</i></p> <p>Distribute trainings statewide, to include pre and post testing, to gain exposure to drug effects, attitude and self-awareness. <i>(MBCC Prevention Treatment Committee; workgroup, OPI, local school boards, educators)</i></p> <p>Analyze the outcomes from statewide trainings to ensure continuing effectiveness. <i>(MBCC Prevention Treatment Committee; workgroup, OPI, local school boards, educators)</i></p>	<p>2016 – 2018 + years</p> <p>2016 – 2018 + years</p>
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Drug Treatment and Enforcement Programs

	Goal	Outcome Measurement	Objectives and Responsible Parties	Alternative Resources and Timeline
3	Initiate pilots of treatment projects so we have a success story to take to the legislature.	Compliance program – how well did we engage? Performance, relapse, recovery markers.	Convene a stakeholder workgroup to identify and analyze data, statewide needs, and best practices. <i>(MBCC, DPHHS, DOC, courts, other stakeholders)</i>	Chemical Dependency Block Grant, other federal funding, local resources; 2016 – 2018 + years
4	Increase and create options of residential treatment housing.	Count number of licensed treatment beds in Montana.	Convene a stakeholder workgroup to identify and analyze data and statewide needs; and programs to satisfy those needs. <i>(MBCC, DPHHS, DOC, local treatment providers, other stakeholders)</i> Develop several pilot programs to address those needs. <i>(MBCC, DPHHS, DOC, local treatment providers, other stakeholders)</i>	Medicaid expansion/waiver, AMDD programs, federal funding, local resources; 2016 – 2018 + years

Corrections and Community Corrections Programs

- No goals were identified under this purpose area

Prosecution and Courts Programs, Including Indigent Defense

	Goal	Outcome Measurement	Objectives and Responsible Parties	Alternative Resources and Timeline
6	Improve/expand drug related drug court pre-trial services to reduce recidivism and jail overcrowding.	Indicators from specific courts. Additional court in Flathead and other identified counties using the Family Drug Court Model.	<p>Convene a stakeholder workgroup to analyze needs and how to address those needs. <i>(Supreme Court, Statewide Drug Court Coordinator, local courts, other stakeholders)</i></p> <p>Pursue federal three-year implementation grant to address the needs. <i>(Supreme Court, Statewide Drug Court Coordinator, local courts, other stakeholders)</i></p> <p>Seek state funding after establishment of sustainability. <i>(Supreme Court, Statewide Drug Court Coordinator, local courts, other stakeholders. Legislature)</i></p>	<p>Federal grant and state Legislative funding; 2016 – 2019 + years.</p> <p>2016 – 2018 + years.</p> <p>2019 (Legislature)</p>

Planning, Evaluation and Technology Improvement Programs

	Goal	Outcome Measurement	Objectives and Responsible Parties	Alternative Resources and Timeline
7	Create an app to share offender information among relevant stakeholders to ensure and increase compliance with conditions of supervision.	Compliance and graduation rates. Appointment check in; interactive – not state pushing information out but offender providing information.	Convene a stakeholder workgroup to identify the project scope, and research existing platforms within other programs. <i>(MBCC Technology and Crime Reporting Committee, DOC, and other stakeholders)</i>	NCHIP dollars, other federal grant funds; 2016 – 2018 + years.

Crime Victim and Witness Programs (other than compensation)

	Goal	Outcome Measurement	Objectives and Responsible Parties	Alternative Resources and Timeline
8	Reduce drug endangered kids in conjunction with HHS, CPS, DPHHS, and law enforcement coalition and law enforcement case follow up.	DTFs follow up from case investigations.	Research the Missoula County HIDTA task force and EMDTF models. <i>(MBCC JAG Program Manager, WCMDTF, EMDTF)</i> Convene MJDTFs and other stakeholders meeting to discuss and implement models. (MBCC,	NIBRS, follow up and collaboration; 2016 – 2018 + years

			MJDTFs, HHS, CPS, DPHHS, and other stakeholders)	
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The Anti-Drug Committee identified four courses of action based upon the above alternative goals for further study and review and recommended that they be referred to other standing committees of the MBCC. These include the following as voted on by the Committee:

1. Complete the DTF Cost Benefit Analysis project proposed under the Statistical Analysis Center (SAC) grant – Referred to Technology Committee
2. Work with legislators to develop draft legislation for an Interim Study of Drug Use and Impacts in Montana – Referred to Legislative Committee
3. Research EBP and develop a drug education and prevention curriculum to provide broader substance abuse education to students in Montana – Referred to Prevention and Treatment Committee
4. Create an app to share offender supervision information among relevant stakeholders to ensure and increase compliance with conditions of supervision – Referred to Technology Committee.

Coordination of Efforts

Coordination with Local, State, Tribal and Federal Initiatives

- Periodic JAG collaboration/planning meetings are held between the MBCC Anti-Drug Committee, MBCC staff, the six MJDTFs, and other interested parties to assist the Board and staff in planning programs and funding strategies.
- MBCC is administratively attached to the Montana Department of Corrections and maintains a good relationship with all divisions of the Montana Department of Justice, including the Attorney General’s Office.
- The MBCC maintains a good relationship with the Rocky Mountain HIDTA. The Executive Director of the HIDTA has been interested in periodic collaboration with the Board and staff of MBCC.
- The MBCC JAG Program Director participates on an annual basis at the Montana Narcotics Officers Association business meeting, facilitated by the Executive Director of the Rocky Mountain HIDTA. Information and planning ideas are exchanged regarding illegal drug prevention and enforcement within the state of Montana.
- The MBCC Crime Control Bureau Chief and other staff participates as able in Montana Sheriffs and Peace Officers Association (MSPOA) and Montana Association of Chiefs of Police (MACOP) meetings to keep abreast of law enforcement happenings in the state and to educate MSPOA and MACOP members of the benefits of collaborating and partnering with the MBCC.

- MBCC frequently partners and coordinates with Montana’s Indian tribes and reservations on various projects and programs that benefit Indian country.
- The MBCC Chair and JAG Program Manager frequently assist the National Criminal Justice Association (NCJA) in their efforts to ensure that Congress preserves and prioritizes JAG funding nationwide.
- The MBCC, in partnership with the Montana Crime Prevention Association and numerous other organizations, sponsor annual Montana Crime Prevention Conferences titled, **“Crime Prevention. Connecting People, Connecting Communities”**. The conferences also enforce the idea that **“Crime Prevention is Everyone’s Business.”** The conferences contain trainings and workshops that cover the entire spectrum of the justice system. 200 to 300 people; law enforcement, educators, victims’ advocates, probation and parole officers, corrections, lawyers and private citizens, annually attend the Annual Crime Prevention Conference.
- The MBCC in conjunction with local, state and federal partners periodically hosts trainings such as:
 - Juvenile Justice;
 - ACEs – Adverse Childhood Experiences
 - Juvenile Detention Alternatives Initiatives (JDAI);
 - State and Local Anti-Terrorism Training (SLATT);
 - Victim Services;
 - Human Trafficking;
 - Addressing Alcohol-Related Public Safety Problems;
 - Community Response to Domestic Violence;
 - Environmental Strategies for Combating Underage Drinking;
 - Crime Prevention Certification;
 - Active Shooter;
 - Cold Case Units;
 - Crime Against Children/Drug Endangered Children; and
 - Fraud Prevention, Enforcement and Prosecution.
- The MBCC has been responsible for significant improvements to Montana’s justice system. Not only does the Board strive to improve the justice system, but it has always been a forum for the discussion of ideas and innovation in Montana’s justice system.
- Montana’s 2016 – 2020 JAG Strategic Plan (revised) was presented to and approved by the full Montana Board of Crime Control.

Montana's Statewide Strategic Plan Justice Assistance Grant (JAG) 2016 – 2020

**This revised report was compiled and
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**Prepared by:
Mark Thatcher, Public Safety Program Specialist**

**Revised by:
Mark Thatcher
March 2018
August 2018
January 2019**

**State of Montana
Board of Crime Control
5 South Last Chance Gulch
P.O. Box 201408
Helena, Montana 59620-1408**

**Phone: 406-444-3604
Fax: 406-444-4722**

Montana Relay 711 or <https://dphhs.mt.gov/detd/mtap/mtapmtrelay/makeacall>.

Website: www.mbcc.mt.gov

**Laura Obert, MBCC Chair
Natalia Bowser, DOC, CCB Chief**

