

Biennial Report 2014 - 2015

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Laura Obert, Chair

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.

A Message from the Chairperson

My Fellow Montanans,

On behalf of the Montana Board of Crime Control, I am pleased to present the 2014-2015 Biennial Report. The report provides an overview of our important work to improve the overall safety of the citizens in our state.

As the statewide criminal justice planning agency, the Montana Board of Crime Control works with other agencies, cities and counties. We provide training, technical assistance and funding, bringing partners together to develop and implement effective programs that will improve our system. The sections of this report provide greater detail regarding the types of programs funded, and outcomes of those projects, and the impact of the funding on local communities, victims and the citizens of Montana.

The Board's work could not be accomplished without the support of MBCC staff. I also want to extend my gratitude to all members of the Board for their continued support and work to uphold MBCC's goals and to extend our vision.

I hope you will find it useful to better understand the Montana Board of Crime Control's efforts to keep Montana a safe place to live, work and raise our children.

Sincerely,

Laura Obert Chairperson

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A Message from the Executive Director

The Montana Board of Crime Control (MBCC) awarded more than \$26 million to 322 Montana organizations in fiscal years 2014 and 2015. These are precious dollars that support vital, local organizations, agencies and programs that tirelessly serve crime victims, minority youth, and work to reduce the impacts of drugs, crime and violence in Montana. Despite an increasingly competitive funding environment, MBCC has been successful in leveraging resources to support these critical services for Montana's communities.

Our organization has played an integral role in Montana's crime prevention and control efforts for more than 40 years. I am moved by the difference MBCC-funded programs make throughout the state. Looking to the future, I am excited about the possibilities ahead. I come to MBCC with a strong background in strategic planning, communications, behavioral health, and grant administration. I hope to serve as a catalyst for positive growth and service enhancement. The years ahead will present many challenges in the areas of substance use, mental health, trauma, violence, and disproportionate minority contact with the criminal justice system. We will need a solid team of professionals, a brave and innovative leadership team, a stable resource bank, and cutting edge technology to face what lies ahead.

This report is filled with program overviews, challenges, data, and outcomes. It is my sincere hope that you will take the time to read, learn, question, and then to get involved. I look forward to working with each of you and to ensuring safer communities for the generations to come.

Most sincerely,

Deb Matteucci
Executive Director

Mate

Montana Board of Crime Control



Deb Matteucci, Executive Director

Vision: Montana is a safer place to live because the Montana Board of Crime Control leads and fosters excellent and effective coordination among federal, state, tribal and local governments and the Board. Through the Board's leadership, resource sharing and collaboration are the norm.



Core Values

- Accountability
- Collaboration
- Integrity
- Respect

Agency Overview

The Montana Board of Crime Control (MBCC) is the single state agency dedicated to promoting public safety, crime prevention, and victim assistance. In support of these efforts, MBCC identifies needs, facilitates programs, and administers millions of federal, state, and local grant dollars.

The composition of the MBCC Board is dictated in statute (Montana Code Annotated 2-15-2006) and includes 18 members appointed by the Governor. The Board includes representatives of state and local law enforcement and criminal justice agencies, including those that work to prevent and control juvenile delinquency. Also included on the board are representatives of local government, public agencies dedicated to reducing and controlling crime, citizens, professional and organizations, community and Montana's Native American tribes.

The MBCC is comprised of two bureaus: Public Safety and Community Justice, and Compliance/Performance.

The *Public Safety and Community Justice Bureau* manages the work related to a number of grants, initiatives, and projects. Its activities affect every area of the state, with focuses that range from prevention and justice assistance to juvenile justice and victims' assistance.

The Compliance/Performance Bureau is responsible for the administrative and

business functions of the agency. This includes managing more than \$26 million in total annual awards, which were allocated to 322 Montana organizations in Fiscal Year 2014-2015.

MBCC is also home to the Montana Statistical Analysis Center (SAC). The Montana SAC funds research and publications on criminal justice issues affecting the state and performs data collection and analysis functions, including serving as the Federal Bureau of Investigation's (FBI's) point of contact for crime reporting in Montana. Local law enforcement agencies submit electronic, incident-based data to the SAC through the Montana Incident-Based Reporting System (MTIBRS). The MBCC collects information for other systems as well, including:

- Law Enforcement Employee Personnel;
- MTIBRS Quality Assurance Reviews (QAR);
- Juvenile Detention Data Reporting System (JDDRS);
- Juvenile Offenses Statistical Data (CAPS & JCATS);
- Grant Management Information System (GMIS);
- Grant Web-Based Information System (GWIS); and
- Automated Victims' Information Database (AVID).

History

President Johnson's National Commission on Law Enforcement and Administration of Justice encouraged formation of State agencies for crime prevention

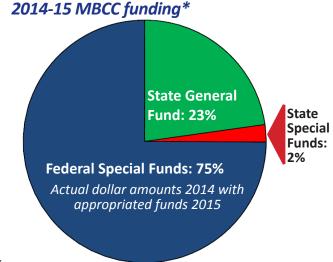
Congress created Law Enforcement Assistance Administration (LEAA), and provided funding for crime control efforts. This led to the creation of the Montana Law Enforcement Planning Committee (LEPC).

970s

LEPC renamed the Montana Board of Crime Control (1972)

What we do

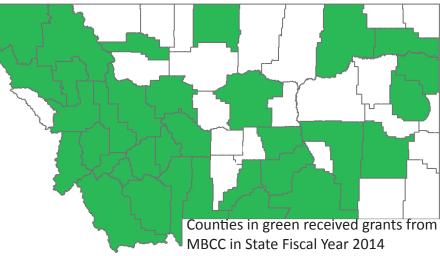
- Grant administration
- Program research and resource development
- Crime data collection and statistical analyses
- Crime reporting to FBI and law enforcement agencies
- Public safety and crime prevention planning
- Technical assistance for law enforcement and tribal governments
- Juvenile justice initiatives and programs



*Biennial budget FY 2014 - 2015

Awards Administered by MBCC during Fiscal Years 2014-15	In Millions
Federal funds awarded to sub-grantees	\$14.6
State general funds for detention centers and state special revenue (misdemeanor or probation)	\$2.08
Local match for FY 2014 awards	\$10.07
Total awards	\$26.75
Total number of active awards (FY 2014 - 2015)	322
*Fiscal Year: July 1 through June 30	

Organizations in 34 counties received funds from MBCC in 2014. Check funding for your



- county:
 - Go to: http:// mtibrsrp.mt.gov/ public
 - Scroll to the bottom of the page
 - Select "Map of Grants by County"
 - Hover your mouse over your county to view total federal and state grant awards, and local match

Crime Stoppers initiated statewide

MONTCLIRC: A center for criminal justice legal research established at the University of Montana School of Law.

Annual Crime in Montana reports begun.

Jail standards developed **80s**

9

New programs implemented

- *Incident-based Reporting System* for crime statistics
- Reservation and Community Victims Assistance Program



MBCC serves as a catalyst for innovation and improvements throughout Montana's criminal and juvenile justice systems. The result? Montana is a safer place to live.

Achievements and Highlights

Trending: Montana Online Reporting Dashboard

The MBCC website provides access to crime data reports that represent offenses known to law enforcement from non-Tribal local law enforcement agencies. A new dashboard system available to law enforcement agencies and the public automatically generates specific crime percentage changes within a time selected by the user. The dashboard can also chart percentage changes to provide a visual trend analysis.

This new tool will provide users with information that can help them better understand the significance of a particular increase or decrease in a given crime, and will offer the ability to compare current data to that from prior time periods. The dashboard can also generate information to show which counties contributed the most to the percentage change for a specific crime.

MBCC Crime Data Dashboard



Achievements

- A d m i n i s t e r e d \$291,937,924 in federal, state and local grant funds between 1990 and the present (2014).
- Administered 4,466 sub-grant projects over the past 24 years.
- Sponsored 8 annual crime prevention conferences, which collectively trained 2,000 Montanans from disciplines including behavioral health, juvenile justice, community corrections, tribal justice, and more.
- Serves as a repository for crime, juvenile detention, victim, and jail booking data used to promote effective allocation of services and funding.
- Collects and reports Uniform Crime Reporting (UCR) data to the Federal Bureau of Investigation (FBI).
- Provides public access to current state and local crime data through the Statistical Analysis Center (SAC).

Interested? Go to http://mbcc.mt.gov

Grant Management Information System Regional Juvenile Detention Reform: juveniles removed from adult jails Criminal History Record system improvements Automated fingerprint ID systems

Training/Certifications

- Juvenile detention
- Emergency communication
- Probation and Parole

Governor's Meth Summit

Achievements

MBCC supports a statewide network of entities that promote public safety, law enforcement, juvenile justice, victim services, judicial and homeland security efforts. In 2014, MBCC developed a number of successful proposals, some of which are listed below.

State Justice Statistics Program for Statistical Analysis Centers

- \$534,148 (36 months)
- Grantor: Office of Justice Programs (OJP), Bureau of Justice Statistics (BJS)

The state-level Statistical Analysis Center (SAC) collects, analyzes, and reports statistics on crime and justice to federal, state, and local levels of government. This grant will be used to enhance the Detention Data Information System for jail booking data. The grant will also fund a state-wide victimization survey with special sampling of the Bakken area.

National Criminal History Improvement Program

- \$1,772,635 (12 months)
- Grantor: OJP BJS

MBCC and the Office of the Administrator for the Montana Supreme Court received 2014 National Criminal History Improvement Program (NCHIP) funding. These funds will create and implement a web-based court management system offering secure access to all Montana trial courts. Records will be available in nearly real-time, eliminating a 6-9 month backlog to access warrants, protection orders, no-contact orders, disposition information and other criminal justice system records.

Vision 21

- \$250,000 (36 months)
- Grantor: OJP, Office for Victims of Crime (OVC)

MBCC and the Montana Department of Justice Office of Consumer Protection and Victim Services (OCPVS) will use these funds to analyze the technical and programmatic requirements of two database systems: FELIX and the Automated Victims' Information Database (AVID). Both are outdated, resulting in reduced capacity. The analysis will be used to design and rebuild both databases.

Vision 21: Linking Systems of Care for Children and Youth State Demonstration Project

- \$380,456 (15 months)
- Grantor: OJP OVC

One of two national awards, this two-phase demonstration project will convene a range of stakeholders who will establish a coordinated approach to identifying and addressing child victimization.

Vision 21: Victim Legal Assistance Networks

- \$299,027 (18 months)
- Grantor: OJP OVC

MBCC and the Montana Legal Services Association will plan and design wraparound legal services for victims of crime in Montana.

National Governors' Association Policy Academy on substance abuse prevention and treatment Online sub-grant application system

Ongoing funding of seven drug task force apprehension programs

Forensic crime lab improvements FBI certification of MT National Incident Based Reporting System

2010s

Implemented the Automated Victims' Information Database (AVID)



Montana's
MJDTFs
play a critical
role in
collaborating
with Homeland
Security,
particularly
along the
545 miles
comprising
the porous
northern
border shared
with Canada.

Multi-Jurisdictional Drug Task Forces (MJDTFs)

Montana's 6 multi-jurisdictional drug task forces are dedicated to detecting and apprehending drug traffickers and drug offenders.

The Montana Board of Crime Control works with Montana's MJDTFs to maintain a drug interdiction presence. MBCC plans, coordinates and implements efforts to mitigate the impacts of illegal - and misused prescription - drugs. MBCC also plays a major role in enforcement, education, prevention and treatment for illegal drug offenders.

The Justice Assistance Grant (JAG) program supports 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. MBCC has also participated in developing and implementing Montana's Alliance for Drug Endangered Children (DEC) State Board.

JAG-funded projects, including the MJDTFs, may address crime through direct services for 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. The program supports the federal government's crucial role in spurring innovation, as well as testing and replicating evidence-based practices nationwide.

The majority of these funds have been used to support local MJDTFs statewide, but the JAG funds have supported other program focus areas as well (for more information, see page 12).

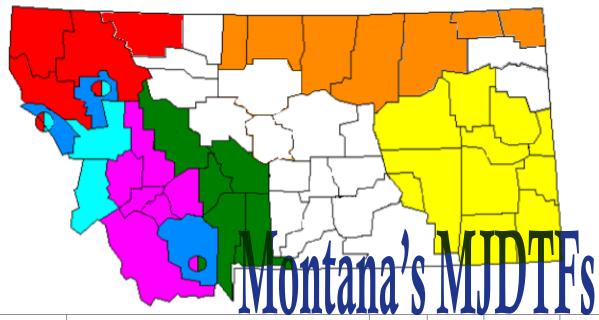
Priority for continuation JAG funding has been given to the six current MJDTFs, in support of their tireless efforts to detect and apprehend drug traffickers and illegal drug offenders.

Source: Montana's Statewide Strategic Plan Justice Assistance Grant (JAG), 2013-2015.



As of July 1, 2013, MBCC no longer funds the Big Muddy River Drug Task Force (BMRDTF) in Northeastern Montana. It currently funds the remaining six (6) MJDTFs using Federal Justice Assistance Grant (JAG) funds. A reconfigured Tri-Agency Drug Task Force was formed for State Fiscal Year 2015 (July 1, 2014 – June 30, 2015) to include Valley, Daniels and Sheridan counties, which had been part of the prior Big Muddy River Drug Task Force.

This map shows the areas in which the state's six Multi-Jurisdictional Drug Task Forces operate. Task forces are funded with Byrne/JAG monies.



Ta	ask Force	Members	Area in Square Miles*	Popula- tion**	Population Density/ Square Mile	Total Arrests 2014***
N	Montana's DTFs are funded by the MBCC's Edward Byrne Memorial Ju			ance Gran	t and manage	d by MBCC.
	Northwest Montana DTF	Lincoln, Flathead, Glacier, Sanders, Lake & Mineral counties; Kalispell, Whitefish and Columbia Falls cities	17,634	170,922	9.7	113
	West Central Montana DTF	Missoula, Ravalli, Mineral & Lake counties; Flathead Agency Tribal Police; Missoula Police Department & Missoula County Attorney's Office	7,896	185,922	23.5	550
	Southwest Montana DTF	Silver Bow, Beaverhead, Deer Lodge, Granite, Jefferson, Madison & Powell counties; City of Dillon; & the Montana Department of Justice Division of Criminal investigation	16,361	82,548	5.0	19
	Missouri River Montana DTF	Lewis and Clark, Gallatin, Park, Broadwater, Madison & Meagher counties; Bozeman, Helena, Belgrade, Livingston & West Yellowstone cities	16,181	191,081	11.8	133
	Tri-Agency DTF	Hill, Blaine, Phillips, Sheridan, Valley, Daniels & Liberty counties; Fort Belknap & Rocky Boy's Indian Reservations; Havre and Glasgow police departments	22,006	42,809	1.9	92
	Eastern Montana DTF	Garfield, Rosebud, Treasure, McCone, Dawson, Wibaux, Prairie, Custer, Powder River, Fallon & Carter counties; Baker, Broadus, Glendive & Miles City police departments; Baker, Broadus, Glendive & Miles City; and the Montana Department of Justice Division of Criminal Investigation	30,619	42,725	1.4	33

Note: Madison, Lake and Mineral counties are each covered by 2 MJDTFs.

Data Sources: *Area in Square miles by County (geoinfo.msl.mt.gov); **Population: U.S. Census Bureau (www.census.gov), 2013 Census Estimates; ***2014 data (retrieved manually by MBCC statistician).

Note: White areas on map above do not have JAG-funded MJDTFs, but assistance is provided as needed by the State Narcotics Bureau, within the Montana Department of Justice, Division of Criminal Investigations (DCI).



The JAG Program supports all components of the criminal justice system, from multijurisdictional task forces to crime prevention and domestic violence programs, courts, corrections, treatment, and information sharing initiatives.

Montana's Justice Assistance Grant Program

The Montana Board of Crime Control has received Justice Assistance Grant (JAG) block grant funding from the U.S. Department of Justice, Bureau of Justice Assistance for more than 25 years. JAG allocations are calculated by the Bureau of Justice Statistics (BJS) based on the statutory JAG formula (Office of Justice Programs, 2012).

The national JAG Program is administered by the Bureau of Justice Assistance (BJA). The Edward Byrne Memorial Justice Assistance Grant (Byrne/JAG) Program is the leading source of federal justice funding available to state and local jurisdictions. The JAG Program provides states, tribes, and local governments with the funding needed to support a range of activities, including:

- Law enforcement;
- Prosecution and courts;
- Crime prevention and education;
- Corrections and community corrections;
- Drug treatment and enforcement;
- Planning, evaluation, and technology improvement; and
- Crime victim and witness initiatives.

JAG-funded projects may address crime by providing services directly to individuals and/or communities, and/or by improving the effectiveness and efficiency of criminal justice systems, processes, and procedures.

JAG funds are flexible, which means that MBCC can administer them to address problems across the criminal justice system. MBCC has awarded the majority of JAG funds to support local multi-jurisdictional drug task forces (MJDTFs). JAG Funds are also awarded to police departments, sheriff's offices, and state entities such as the Montana Supreme Court and the Montana Public Defender's Office. Municipalities receive JAG funds for a range of projects from equipment and training to youth programs and treatment courts.

JAG Funding

- Between 2005
 and 2014,
 Montana
 received
 \$14,270,013 in
 federal Byrne/
 JAG funds. These
 funds were used
 to provide direct
 support for law
 enforcement
 and public
 safety efforts
 throughout
 Montana.
- MBCC awards
 JAG funds
 throughout
 Montana using
 an annual
 granting process.
 For more
 information on
 JAG and other
 MBCC grants,
 visit: mbcc.
 mt.gov and
 click on "Grant
 Resources."

Prison Rape Elimination Act (PREA)

The federal Prison Rape Elimination Act (PREA) passed unanimously in 2003 to create zero tolerance for sexual abuse and sexual assault in adult and juvenile prisons and lock-ups. The passage of PREA signified an important change in the treatment of people in custodial correctional settings.

The tools used to prevent and reduce prison rape include data collection, research, federal grants, technical assistance to states, national PREA standards, and penalties assessed to states that receive federal funds and are not in compliance with the national PREA standards.

The final PREA standards were published in May 2012. The goals include the detection, elimination, and prevention of sexual assault and rape in adult and juvenile correctional facilities, including law enforcement lock-ups; collection and dissemination of information regarding sexual violence among arrestees and sexual misconduct by staff; improvement of policies, procedures, and operations in order to prevent and reduce the incidence of sexual abuse and sexual assault in custodial settings.

The Montana Department of Correction (DOC) has a PREA Coordinator charged with monitoring compliance with federal law and ensuring that confinement facilities comply with the policies and procedures regarding sexual assault. A DOC PREA investigator examines allegations of sexual harassment, abuse, and misconduct in all facilities and programs, including those under contract with the state.

The Juvenile Justice and Delinquency Prevention (JJDP) Act requires that states establish a system to monitor compliance with the Act's core requirements. MBCC has written the Montana Manual for Monitoring Compliance with the Youth Court Act and the JJDP Act. It describes Montana's monitoring system and provides for the establishment of monitoring standards for juveniles in the custody of licensed juvenile and collocated detention facilities; law enforcement departments; and juvenile holdover programs.

In a May 2014 letter to Attorney General Holder, Governor Steve Bullock stated that Montana has a zero tolerance culture for sexual assault in Montana's correctional facilities. Montana, however, lacked the funding to conduct PREA audits in accordance with the U.S. Department of Justice's timeline. Governor Bullock assured Attorney General Holder that penalties assessed against federal grants would be used to work toward full PREA compliance.

The USDOJ assessed a five percent penalty against three federal grants managed by MBCC: the Justice Assistance Grant (JAG); the Violence Against Women Act (VAWA) grant; and the Title II Formula grant that provides funding for juvenile justice. MBCC applied for and received the penalty funds. Those funds have been allocated to projects that will help Montana achieve compliance with PREA.

For more information on PREA, see:

- Title II Formula Grant PREA Reallocation article (page 29).
- JAG PREA Reallocation (page 40).

Sexual abuse and sexual assault are crimes no matter where they take place. Montana has a zero tolerance policy regarding sexual violence in custody.



Each section of the State Crime Lab specializes in a different element of forensic science: breath alcohol; drug chemistry; firearms and tool marks; latent prints and impressions; pathology; serology/DNA; toxicology; and trace evidence.

Paul Coverdell Grants

MBCC awards grants using *Paul Coverdell Forensic Science Improvement Grants Program* funds to help improve the quality and timeliness of forensic science and medical examiner services. Recipients must use the grant for one or more of three purposes:

- 1. To carry out a program intended to improve the quality and timeliness of forensic science or medical examiner services in the state, including services provided by laboratories operated by the state and by units of local government within the state.
- 2. To eliminate a backlog in the analysis of forensic science evidence, including, among other things, a backlog with respect to firearms examination, latent prints, toxicology, controlled substances, forensic pathology, questioned documents, and trace evidence.
- 3. To train, assist, and employ forensic laboratory personnel as needed to eliminate such a backlog.

The Forensic Science Division Laboratory (FSDL) within the Montana Department of Justice receives Coverdell funds. Upon request, the FSDL provides forensic services to all of Montana's law enforcement agencies and the State Medical Examiner's Office. The Crime Lab also provides services to other state agencies, including the departments of Corrections, Public Health and Human Services, and the Fish, Wildlife, and Parks. The grants allow expenditures in a number of areas, including staff travel for training and certification, laboratory equipment and supplies, consultants/contracts, and personnel services.

Program Highlight

Senate Bill 42 from the 2011 Montana Legislature allows police to obtain warrants to require blood or breath tests for repeat offenders when they have probable cause to believe the individual is driving while intoxicated. Since passage, blood alcohol submissions have increased by as much as 375 percent. Coverdell funds were awarded to:

- Purchase a new blood alcohol instrument to measure for blood alcohol content.
- Purchase a new Justice TRAX Information Management System for the Crime Lab.
- Maintain a half-time forensic toxicology technician. This position has been instrumental in allowing the laboratory to provide forensic analyses in a timely manner.

For more information, go about the State Crime Lab, go to: https://dojmt.gov/crime/



Residential Substance Abuse Treatment for State Prisoners (RSAT)

According to *Housing as a Platform for Formerly Incarcerated Persons* (Fontaine and Biess, 2012), national averages suggest that 80 percent of people who are incarcerated have histories of drug abuse. Research also links substance use with recidivism, and treatment with reductions in recidivism (Huebner, 2006). Efforts carried out under MBCC's Residential Substance Abuse Treatment (RSAT) grant are critical to reducing recidivism in Montana.

- According to the Montana Reentry Initiative website (http://cor.mt.gov/reentry), annually about 1,200 offenders leave prison and return to their communities. According to the Montana Department of Corrections, the three-year recidivism rate for adult offenders is 39.2 percent.
- Montana's Department of Corrections manages approximately 13,000 offenders, about 80 percent of whom are supervised in communities. If they were housed in one place, Montana's offenders would comprise our eighth largest city. Almost all (97 percent) of prisoners will eventually return to their communities.

MBCC's Response to Recidivism

RSAT funds are used to develop and implement substance abuse treatment programs in jails (state, local, and tribal) as well as in correctional and detention facilities. These funds are also used to create and maintain community-based aftercare services for offenders. The goal is to break the cycle of drugs and violence by reducing illegal drug demand, use, and trafficking. RSAT funds are also used to enhance the capacity to provide substance abuse treatment for incarcerated inmates, to prepare offenders for community reintegration, and to assist communities in delivering community-based treatment and aftercare services.

Priorities for jail-based RSAT programs:

- Create a therapeutic environment by separating the treatment population from the general correctional population;
- Set treatment guidelines calling for a minimum of three months;
- Focus on participants' substance abuse issues; and
- Help participants develop the cognitive, behavioral, social, vocational, and other skills needed to solve their substance abuse- related problems.

Aftercare programs must coordinate correctional treatment and treatment courts with social services and rehabilitation programs. They can include a range of services, from housing or vocational assistance to drug testing and treatment.



Drug and alcohol use is a common factor in most criminal activity and more than 90 percent of all offenders have some kind of substance abuse problems.

Source: Montana Department of Corrections, 2013

Rocky Boy's Justice Detention Center

According to CCT law enforcement, 95 percent of arrests on the Rocky Boy's Indian Reservation involve drug or alcohol use at the time of the incident that led to arrest.

RSAT Program Highlight

Rocky Boy's Indian Reservation, Chippewa Cree Tribe

The Chippewa Cree Tribal (CCT) White Sky Hope Center Jail-Based Treatment Program addresses the needs of Native Americans serving time in jail due to alcohol and drug-related offenses. This is one of the first Native American RSAT programs in the nation and may ultimately serve as a model for other tribes.

Through this program, counselors provide a range of services, including screening, assessments, counseling, drug/alcohol education, case management, referrals, transition and discharge planning. Offenders receive approximately six hours of treatment programming each week. Program goals include breaking the cycle of alcohol and drug abuse and violence by reducing demand, use and trafficking of illegal drugs. The program also aims to reduce the number of repeat DUI offenses through provision of community-based treatment.

The project partners with tribal agencies to provide treatment for people during incarceration and prepares offenders for transition to the White Sky Hope Lodges. A licensed addiction counselor provides at least three months of comprehensive, individualized treatment to incarcerated participants, then arranges step down into the White Sky Hope Lodge.

The CCT RSAT program helps people reintegrate into the community by incorporating reentry planning with treatment programs.

If necessary, counselcollaborate with the intensive outpatient program of the Healing to Wellness Drug Court. RSAT also coordinates local resources, collaborates with other agencies and organizations on the Rocky Boy's Indian Reservation, and may assist with reentry through delivery community-based treatment and aftercare services.

The newly constructed Tribal Multi-Purpose Justice Center can house up to 30 adults and 18 juveniles. The CCT RSAT program has been operating in the Rocky Boy Justice Detention Center since February 2013. In that time, it has served more than 60 offenders.



RSAT Program Highlight

Butte Silver Bow Family Drug Court RSAT Program

The Butte Silver Bow Health Department's Family Drug Court Jail-Based Treatment Program addresses chemical dependency issues in Butte/Butte Silver Bow County. The county registers the highest crime rate in Montana, the second highest in DUI crimes, a high rate of repeat DUI offenders and, among youth, an integrated cycle of substance abuse.

Substance abuse is one of the most pressing social problems facing Butte/Butte Silver Bow County and is at the heart of social pathologies that impact child development and family structure. These factors are accompanied by high poverty rates, high poverty neighborhoods, and other problems that together present a daunting challenge to the community.

In 2013, an estimated 95 percent of inmates in the county detention center were chemically dependent. There is also a high prevalence of co-occurring mental illness in the county, which is overrepresented in the jail population: an estimated 75 percent of chemically dependent inmates exhibited co-occurring mental illness.

Social pathology rising from these issues includes child abuse and neglect. Local data points to extraordinarily high rates of child sexual abuse and severe emotional disturbance, and local children remanded to foster care often come from homes with grave substance abuse issues.

The program offers evidence-based chemical dependency treatment to at least 60 adults each year through the jail-based program. Special focus is given to those who have children who are at risk of or who have already been removed from the home. Because the setting is a county detention center, it is not possible to provide a pure therapeutic environment. Participating inmates do receive treatment services in a secure and separate room within the center. Males and females are separated for treatment purposes.

For some inmates, the Butte Silver Bow County Detention Center is an intermediate corrections phase before moving to state or federal prison. For these inmates, at least three months of residential treatment extends treatment time and prepares them for intensive treatment at the prison. The Butte Silver Bow Family Drug Court relies on a multidisciplinary team approach to treatment planning in order to address the needs of people who are incarcerated, have chemical dependencies and/or co-occurring mental illnesses.

Within five weeks of entering the program, each participant undergoes clinical assessment by a licensed addiction counselor (LAC). Mental health assessments are conducted by a private mental health center that stations licensed professionals within detention center 20 hours per week. The LAC and mental health professionals are all members of the RSAT treatment team.

Mandatory drug testing is another key piece of the program design, as is six months of aftercare. The continued treatment helps participants reintegrate into the community. During this phase, Butte Silver Bow Family Drug Court case manager coordinates services to support recovery.



Butte-Silver Bow Detention Center



Adolescents who begin drinking before age 15 are 4 times more likely than those who abstain until 21 to become alcohol dependent. Each year of delayed initiation correlates with a 14% reduction in the odds of lifetime alcohol dependence.

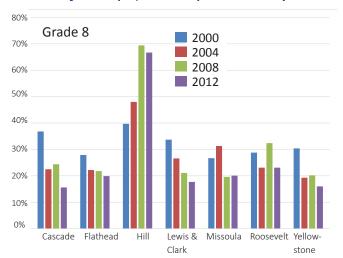
Source: Grant and Dawson (1997)

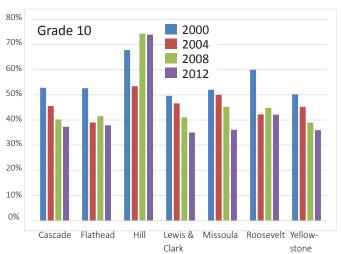
Underage Drinking and Risk Behaviors

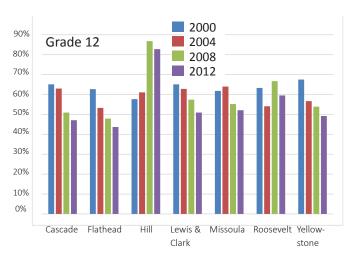
Montana's Enforcing Underage Drinking Laws (EUDL) program has been funding communities and counties throughout Montana since 1998. What difference does it make? As demonstrated in the graphs on this page, there have been consistent reductions in youth drinking behaviors over time. This can be partially attributed to the statewide efforts funded by EUDL program grants.

Why is this important? According to a study on the impact of alcohol and substance abuse on the adolescent brain (Jain and 2010), Balhara, cohol can damage adolescent long- and short-term growth because processes their brains are going through dynamic change between the ages of 12 and 21. Teens who use alcohol risk long-term damage.

Students who have had alcohol (more than a few sips) in the past 30 days







Prevention Needs Assessment data: http://prevention.mt.gov/pna/

Above the Influence

The Enforcing Underage Drinking Laws (EUDL) program was a federal block grant program administered by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) that supported and enhanced states' efforts to work with local jurisdictions to prohibit the sale of alcoholic beverages to, or consumption of alcoholic beverages by, youth under age 21. Montana participated in the EUDL program from 1998 until 2014, when federal funding was eliminated.

The program had three keystones: enforcing underage drinking laws; strong media campaigns; and involving youth in local coalition activities. Many Montana communities implemented EUDL programs while it was active. The program served communities as large as Billings and as small as Winnett.

As EUDL funding declined, MBCC leveraged a small amount of money and launched a campaign to encourage teens to live above the influence of drugs and alcohol. The *Above the Influence* campaign was created as part of the National Youth Anti-Drug Media Campaign, a program of the Office of National Drug Control Policy. The purpose is to help teens stand up to negative pressures and influences. Montana youth in four communities created Above the Influence logos and videos to encourage youth in their communities and across Montana to stay above the influence of alcohol and peer pressure.

Title II Formula

MBCC receives Title II Formula Grant funds distributed by the Office of Juvenile Justice and Delinquency Prevention (OJJDP). Title II funds are used to increase the availability and types of delinquency prevention and intervention programs available throughout the state, as well as to help improve the juvenile justice system.

MBCC's Youth Justice Council has set a number of priorities for Title II funding. These are reflected in the way funds are distributed across the state and in Indian Country. During 2014 and 2015, more than 21 Title II subgrantees will benefit youth through efforts that include mentoring, positive youth development, school-based programming, youth coalitions, diversion programs, juvenile justice system improvement, alternatives to detention, and efforts to reduce disproportionate minority contact.

Those served by Title II funds include youth and families who are involved – or at risk of becoming involved – with the juvenile justice system. Eligible applicants funds include units of local government; federally recognized Tribal governments; nonprofit agencies; and local educational agencies.



www.parentpower.mt.gov: As a member of the Interagency Coordinating Council for Prevention (ICC), MBCC works with other state agencies on statewide strategies to address underage drinking, binge drinking, and drinking and driving. As part of that strategy, the ICC created the Parentpowermt website for parents and caregivers.



Across the country, juvenile justice systems are marked by disparate racial outcomes at every stage of the process.

Source: The Sentencing Project, 2014

Disproportionate Minority Contact

What is DMC?

Disproportionate Minority Contact (DMC) refers to the unequal rates of distribution with which minority youth come into contact with the Juvenile Justice System (JJS) as compared to the rates of contact for majority White youth. Minorities are typically over-represented within the JJS when compared to their majority peers.

DMC Legislation

The Juvenile Justice and Delinquency Prevention Act of 2002 requires states to examine potential over-representation at all decision points within the juvenile justice continuum. It also requires states to implement data-based prevention and system improvement efforts to reduce any identified disproportionate representation and assure equal treatment for all youth, regardless of race or ethnicity (Hollist, et. al., 2012).

Is DMC a problem in Montana?

Yes. Assessing the Mechanisms that Contribute to Disproportionate Minority Contact in Montana's Juvenile Justice System (Hollist et al., 2012a) identified several important disparities when American Indian (AI) juvenile outcomes were compared to those of their White (W) counterparts.

- The percentages of felony cases were nearly equal (17%), but cases involving AI juveniles were more likely to be formally adjudicated as delinquent (71.9% versus 59.1%).
- Cases involving AI juveniles were more likely to result in confinement in secure placement (30.5% for AI versus 27.5% for W).
- Cases involving AI juveniles were 72.0% more likely to result in delinquency findings when using a race-only model.

What do the findings suggest?

The findings of the 2012 study suggest multiple – often overlapping – factors hinging less on race and ethnicity than on extra-legal and social factors. Though issues pertaining to DMC and race/ethnicity are present, they are embedded within such challenges as:

- Generational poverty;
- · Family disruption;
- Trauma;
- Substance abuse; and
- Lack of effective treatment options.

For more information, read the online report available at:

- mbcc.mt.gov/Data/SAC.
- Go to Data, then Montana Statistical Analysis Center and click on DMC Technical Report.

"An adolescent who has spent time in secure detention is far less likely to attain a high school diploma or consistently participate in the labor force in the future."

Source: The Sentencing Project (2014)

DMC Assessment: the Findings

Assessing the Mechanisms that Contribute to Disproportionate Minority Contact in Montana's Juvenile Justice Systems (Hollist et. al., 2012a) evaluated a range of quantitative data in order to assess the role of non-racial factors (e.g., extra-legal, situational, and social influences) that are not part of the ratios used to calculate disproportionate minority contact. Some of the findings follow.

- Cases involving males were almost three times more likely than those involving females to result in delinquency findings at adjudication.
- Delinquency findings were 60 percent more likely in cases where the juvenile had a history of mental health issues.
- Cases involving juveniles living in non-intact families were 55 percent more likely to result in delinquency findings at adjudication.
- The likelihood of confinement in secure placement was almost six times greater in cases where the juvenile resided in a non-intact family when compared to cases where the juvenile lived with the biological father and mother.
- Confinement in secure placement was 48 percent more likely in cases involving juveniles with a history of mental health issues.

DMC: The MBCC Response

The Hollist study (2012) was an important step to determining factors contributing to DMC in Montana. Based on study results, researchers made a number of recommendations that will be addressed by the standing, seven-member MBCC DMC/JDAI Subcommittee of the Youth Justice Advisory Council.

The reduction of DMC is a process with short- and long-term implications. Effective responses and interventions must be based on cooperative multidimensional approaches.

 For more information visit: http://mbcc.mt.gov and click on Juvenile Justice.

outh Offenses 2011: Jnder Age 18 by Race	White	American Indian/ Alaskan Native	Black	HIspanio
Primes against Persons	11%	12%	15%	9%
rimes against Property	28%	28%	29%	30%
rug Offenses	8%	5%	7%	7%
rug Paraphernalia Offenses	7%	6%	4%	6%
fenses Against Public Administration	3%	5%	3%	6%
fenses Against Public Order	10%	9%	10%	8%
atus Offenses	24%	24%	13%	17%
ther Offenses	9%	12%	19%	17%
urce: 2013 Juvenile Statistics Office of	Courts A	dministration Data		



In 2013 there were 7,469 juvenile arrests in Montana¹; and 1,371 juveniles detained².

Sources:

¹Juvenile Crime
Statistics Query
(mbcc.mt.gov).

²Juvenile
Detention
Reporting
System (JDRS)
(mbcc.mt.gov)

Juvenile Detention Alternative Initiative

One Solution for Two Problems

In state fiscal year (SFY) 2000 the state general fund allocation for MCA 41-5-1902 was \$1,134,942. These funds help ensure compliance with state law and policies concerning the detention and placement of vouth that are embedded in the Montana Youth Court Act. By SFY 2007 the allocation had declined by slightly over 20 percent while daily costs for detention and transportation to detention continued Concurrently, the Youth to inflate. Justice Advisory Council (YJC) noted disproportionate minority contact (DMC) with the juvenile justice system statewide was almost twice the rate of White non-Hispanic youth at the point of detention.

The Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI) uses eight interconnected strategies to address the reasons youth are unnecessarily or inappropriately detained. These include:

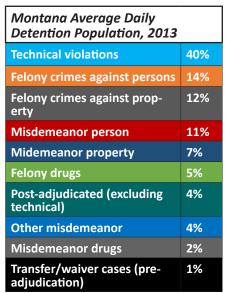
- 1. Collaboration:
- 2. Data-driven decision-making;
- 3. Objective admissions;
- 4. Alternatives to detention;
- 5. Case processing reforms;
- 6. Special detention cases;
- 7. Reducing racial and ethnic disparities; and
- 8. Conditions of confinement.

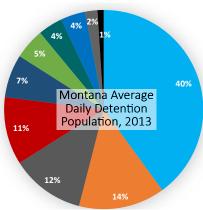
Montana added one additional core strategy:

9. Reinvestment of detention savings.

The daily cost of detention is very high when compared to the costs for alternatives to detention. The daily rate for detention is \$225 - \$240 while the daily rate for alternative programs is \$7.50 - \$82.

The Youth Justice Advisory Council (YJC) piloted JDAI in Montana to reduce disproportionate minority contact (DMC) with the juvenile justice system and to reduce the number of detentions for misdemeanors and technical violations. JDAI was started in Cascade, Hill, Missoula and Yellowstone counties because of their high rates of minority vouth detention. For more information on becoming a JDAI site, go to: mbcc.mt.gov/ JuvenileJustice/JDAI/JDAI MT.asp.





JDAI and Risk Assessment

The goal of the JDAI is to improve the outcomes experienced by youth who become involved with the Juvenile Justice System. The JDAI perspective, developed by the Annie E. Casey Foundation, is that incarceration of young people is often counterproductive. The numbers of youth who are incarcerated are going down nationally: between 1997 and 2010, youth confinement declined by 28 percent (AECF, 2013). Though incarceration may serve public safety interests for youth who have committed very serious violent crimes, incarcerating youth who do not pose a risk to public safety is not sound public policy.

In January 2009, sites implemented a Risk Assessment Instrument (RAI). The RAI was evaluated in 2011. Although the RAI was found to be racially unbiased, it found that the RAI results were leading to recommendations to detain youth who did not pose a threat to public safety or risk for failure to appear in court.

The MBCC Response

The Hollist study (2012) made a number of recommendations that MBCC, working with the Office of Courts Administration staff, is implementing. The new rescored and automated risk assessment instrument is called the DRAI. The Juvenile Detention Data Reporting System (JDDRS), currently under development, will automatically score the DRAI using current charges entered by law enforcement officers and court records pulled by the system. This will yield a recommendation to release the youth, place him in an alternative to detention, or to detain, based on the score.

In July 2013, a subcommittee comprised of statewide juvenile justice system leaders and staff from local JDAI pilot sites were appointed to participate in a JDAI Growth Subcommittee. Their charge is to begin making decisions about growing JDAI statewide. They have begun testing the new JDDRS database and a draft JDAI website is expected to go live in FY 2015.

Reduction in DMC

Montana has seen a reduction in racial and ethnic disparities for American Indian/Alaskan Native vouth in detention since implementing JDAI in According to the assessment of DMC (Hollist et. al., 2012) further reductions may depend on improved access to culturally competent crisis stabilization, mental health, chemical dependency and co-occurring services for youth and their families

In 2013, only 20% of youth in Montana's average daily detention population was there for offenses that posed a threat to public safety.

JDAI Milestones in Montana

MBCC received a small grant to implement JDAI in 2007, then initiated JDAI in Cascade, Hill, Missoula, and Yellowstone Counties and commissioned a detention utilization study in 2008. In 2013, MBCC contracted for a new Juvenile Detention Data Reporting System that will automate the rescored Detention Risk Assessment Instrument (DRAI), collect data and produce reports.

A JDAI website is under development at: www.mbcc.mt.gov/JuvenileJustice/JDAI/JDAI.asp.



Using Office of Public Instruction enrollment numbers adjusted for drop-out rates instead of projected census data cut estimated DMC at point of arrest by more than 50 percent.

DMC Community and Strategic Planning Grant

The Cascade County DMC/JDAI site noted that the number of minority youth enrolled in county schools often exceeded the projected minority census youth populations for the county. This was important because the projected census is part of the calculation of the Relative Rate Indices (RRI) used by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to measure DMC at the point of arrest. Montana's assessment (Hollist et. al., 2012) did not include assessing DMC at the point of arrest, so this pointed to the potential for highly disproportionate rates.

When OJJDP funds became available for DMC Community and Strategic Planning (CASP), the Alliance for Youth (AFY), MBCC, and the University of Montana Criminology Group submitted an application to research DMC at the point of arrest in Cascade County. The application was one of four \$100,000 awards in the nation. The proposed assessment has been completed. Findings suggest that using projected census populations to calculate DMC at the point of arrest did not yield accurate estimated RRI because there were more minority youth than projected in the area. The discrepancy with the projected census could be attributed to the fact that many minority youth were unaccounted for:

- Malmstrom Air Force Base draws additional minority families;
- The area is a regional hub, drawing youth from three Reservations;
- Many youth reside with extended family in Cascade County; and
- Many families are drawn to the area's job market.

The study used Office of Public Instruction enrollment numbers adjusted for drop-out rates. This cut the apparent DMC at arrest by more than 50 percent.

The CASP grant allowed 26 DMC stakeholders to participate in DMC reduction training. Members of AFY CASP staff, and justice professionals divided into workgroups to perform a social autopsy from Youth Court Services files. The team is developing a DMC Inventory Guide of youth-serving organizations in Cascade County and designating organizational impact as direct or indirect. Both products will serve as resources to reduce DMC.

Pilot Program

AFY implemented a pilot program in June 2014 to improve DMC at points of diversion and secure detention. The target population is youth who violate probation by running away from home or who have 3rd and subsequent minor in possession of alcohol citations. The pilot blends two practices by deeming a staff member a Mediator-Case Manager (MCM). The MCM facilitates development of youth/ family driven, strength-based care plans, then supports accomplishment of the plans. These services help reduce the youth's chance of entering or more deeply penetrating the criminal justice system. The program receives regular referrals from youth court services and city court.

The Vision 21 Initiative

Overview

The Vision 21 Initiative is intended to make permanent changes to the way crime victims are treated in the United States. To facilitate change, a group of national stakeholders examined the current framework of the victim assistance field, conducted a thorough literature review, and held stakeholder meetings that included crime victims and representatives of federal, state, local, and tribal organizations with connections to addressing the needs of crime victims. Discussions covered the roles of crime victims in the overall response to crime and delinquency in the United States; building capacity in the field to better serve victims of crime; and long-standing and emerging challenges.

The Vision 21: Transforming Victim Services Final Report was published in May 2013 by the Office for Victims of Crime. Five national agencies contributed to the following recommendations:

- 1. Conduct continuous rather than episodic strategic planning in the victim assistance field;
- 2. Support the development of research in order to build a body of evidence-based knowledge and generate, collect, and analyze quantitative and qualitative data on victimization, emerging trends, services and behaviors, and enforcement efforts;
- 3. Ensure the statutory, policy, and programmatic flexibility to address enduring and emerging crime victim issues; and
- 4. Build and institutionalize capacity through an infusion of technology, training, and innovation to ensure that the field is equipped to meet the demands of the 21st Century.

These recommendations, enacted by stakeholders, will go a long way toward making the vision of victim assistance reform a reality.

Partnership Fast Facts

- MBCC partnered with the Crime Victim Compensation (CVC) Program, housed within the Office of Consumer Protection and Victim Services (OCPVS) in the Montana Department of Justice (MDOJ) on the Vision 21: Building State Technology Capacity Grant.
- Created in 1978, the Crime Victim Compensation (CVC) Program was originally part of MBCC, then moved to the Office of Victim Services in 2001. Consumer Protection was added in 2005.
- Montana CVC assists crime victims with loss of wages, medical expenses and funeral expenses incurred as the result of personal injury crimes.
- In 2007, OCPVS commissioned an application, nicknamed FELIX, to further automate case management tasks associated with providing victim compensation and offender restitution.



The Adverse Childhood Experiences (ACE) Study explored the relationship between adult health issues and experiences of child abuse or family dysfunction. The data indicated a strong link between childhood trauma and adverse adult health outcomes.

Source: Centers for Disease Control and

Prevention, 2014



Together with the OCPVS, MBCC held the state's first Montana Victim Advocate Academy in June 2014.

The Vision 21: Systems of Care

Vision: Every child who needs physical and mental health care in Montana will be assessed for victimization; children and their families will be provided comprehensive and coordinated services to fully address their needs; and practices and policies will be established to sustain this approach.

The Montana Board of Crime Control (MBCC) received a Vision 21: Systems of Care (SOC) federal planning grant that will last 15 months.

The Systems of Care approach was created to provide an infrastructure and a comprehensive continuum of services for the high-risk youth and their families who are currently served by multiple agencies. The systems in place to address child and youth victimization often fail to communicate and collaborate with each other in order to address the trauma experienced by victims. Significant issues include duplication of services, gaps in services, and lack of access for families who do not know where to look for assistance or how to navigate the system.

The grant will pay for a full-time program manager to plan and implement the grant project; a project coordinator who will act as a liaison with Native American Tribes; a contract with the University of Montana to evaluate screening tools; and requisite travel expenses for training and listening sessions.

Under this initiative, the University of Montana will evaluate victimization screening tools currently in use and recommend a tool for use statewide. The goal of this project is to improve the responses to child and youth victims and their families by providing consistent, coordinated responses that address their issues and full range of needs. Systems of Care committee members will create a formal plan for network collaboration and communication. Next, the committee and the Office for Victims of Crime (OVC) technical assistance provider will conduct a gap analysis and needs assessment to determine strengths and weaknesses in the existing policies, protocols, and practices of the Systems of Care member agencies. Based on the results of the gap analysis, the committee will develop a statewide strategy that includes the application of a screening tool across agencies; protocols and procedures to ensure children and families receive appropriate services; and staff training to implement and sustain the practice statewide.



The Vision 21 Initiative

Building Capacity for State Technology

In 2009, in partnership with Montana Interactive (MI) and Montana's Statistical Analysis Center (SAC), MBCC created the Automated Victims' Information Database (AVID) to meet federal reporting requirements for the STOP Violence Against Women Act (VAWA), Sexual Assault Service Provider (SASP), and Victims of Crime Act (VOCA) formula grants. AVID is a web-based information system using an Oracle database that allows for real-time entry of services provided to victims, types of victimization, and limited demographic information on victims and offenders. Local law enforcement agencies, courts, prosecutors, probation and parole, and batterers' intervention programs use AVID to track federally required information about offenders.

AVID manages MBCC victim data collection and reporting; FELIX, CVC's database, manages victim compensation and offender restitution case data. Both databases support victims and victim services in the state through the collection of data that is used to provide performance measurement, meet statistical and management reporting requirements, and compensation claim processing. These databases were designed and implemented on software systems that are no longer supported by current technology. Intermediate fixes will not maintain adequate long term support for the programs.

The Vision 21 Initiative provides an excellent opportunity to improve and expand both databases, which will have the effect of improving services to crime victims statewide. An infusion of federal funds will produce immediate and far-reaching benefits for these essential programs. This win-win solution of well-designed database systems will support victim provider and program reporting for compliance purposes and increase timely victim compensation of restitution.

Vision 21: Victim Legal Assistance Networks

MBCC will partner with Montana Legal Services Association (MLSA) and the Criminology Research Group at the University of Montana (CRG) to establish the Montana Crime Victims Legal Assistance Network (Victims Legal Assistance Network). This project will bring together separate legal- and victim-service organizations that share a common goal of assisting the victims of crime. These legal services providers will conduct an analysis to help them better understand the nature of available services and identify service gaps and resource limitations that can affect service delivery. Ultimately, this will improve collaborative efforts to meet crime victims' needs, and enhance the efficiency and effectiveness of legal services for victims.

The Victims Legal Assistance Network will address gaps in existing resources, and leverage the strengths of stakeholders in crime victim legal services (Network Partners) rather than duplicate existing resources. Currently, there is no formal collaborative group or effort that provides holistic legal services to crime victims in largely rural Montana. While the proposed network organizations maintain and update statistical information regarding the people they serve and share this information, there has been no formal effort prior to this to analyze the data to assess the legal services needed by the victims of crime. This effort will have the added benefit of analyzing the availability and effectiveness of legal services for specific subpopulations of crime victims, including American Indians and immigrants.



Montana's 2014 Do the Write Thing Finalists

In 2014, 239 students from 24 schools throughout Montana participated in the Do the Write Thing competition.

For more
information, go
to:
mbcc.mt.gov/
JuvenileJustice/
DtWT/DtWT.
asp

Do the Write Thing Challenge

2008, Montana youth have participated in the Do the Write Thing (DtWT) Challenge, a writing campaign that provides middle school students with the opportunity to examine the causes of youth violence, the ways it impacts them, and what they can do to reduce it. Over the years, students have written essays, poems, plays, and other forms of written expression to voice the effects of violence in their homes, schools, and communities. Their writings are published locally and two finalists, a boy and a girl, are selected to represent Montana in Washington, D.C. at the National DtWT Recognition Week.

As part of their participation, students are encouraged to commit to do something about the problem of violence. Their submissions are sent to the Montana Board of Crime Control where they are read by a panel of volunteers. Ten finalists are selected from among the participants, including the ambassadors who represent Montana at the National Recognition Week. Their writings are published and placed in the Library of Congress. During National Recognition Week, student ambassadors have the opportunity to present their views on youth violence to national leaders including the Secretary of Education, the Attorney General of the United States, the Secretary of the Interior, and members of Congress.



Montana's 2014 DtWT State Celebration was held April 19, 2014 at ExplorationWorks in Helena. The finalists and their families met at the State Capitol for a tour and photos, followed by a pizza lunch and rides at the Great Northern Carousel. After lunch, the group experienced the ExplorationWorks displays and learning stations.

First Lady Lisa Bullock spoke to the finalists and their families. After the students read their submissions, the First Lady announced Montana's 2014 DtWTambassadors to Washington D.C.: Rachel Villegas, an eighth grade girl from St. Francis Upper in Billings and Al Peterson, a seventh grade boy from Dillon Middle School.

Rachel and Al participated in the National Celebration in June 2014. They went to the Library of Congress and watched as a leather-bound book of their writings was presented to the librarian. They also visited the Supreme Court where they had the privilege of spending time with Chief Justice Anthony Kennedy, who expressed his delight at having time with the youth.

First Lady Lisa Bullock with Montana's 2014 Do the *Write* Thing Ambassadors

Excerpts from the Winning Essays

Rachel Villegas, St. Francis Upper (Billings)

Alfred Peterson, Dillon Middle School

Last year, I told my story. This year, I tell both hers and mine, and how our experiences tied together. She was graceful, smart, athletic, and most importantly, my very best friend...

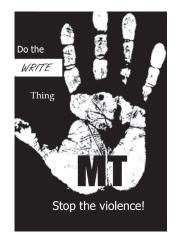
[The bullies] called me fat, stupid, ugly. But they said that and a few more choice words so many times. It got to me. I lost weight so I wasn't fat; I stressed out with school and lost even more weight. I fixed most of it, but ugly? Different story. So I tried

harder, too hard, and I was easily manipulated. They stole my stuff, and kicked, slapped and punched me, anytime, anywhere.

...they got Shannon crying on the first word, and I told them to go away and stop it. I failed their test, because they got exactly what they wanted: her. They cornered Shannon and would hurt her in front of me. I would be held back and crying.

Then I moved, and I forgot all about Shannon being left behind. When I finally did remember, I "reassured" myself that they only wanted me, and how in the world could they get to me from so far away. By me not knowing what was going on. Who was the next victim, how bad was it. Well it was Shannon, and it was bad. She was a dancer and it just about killed me when she would say to her parents that she was just really clumsy, and that's why she always came home battered and bruised.

Well, sadly, there is no happy ending to this tragic tale. Shannon committed suicide in the middle of July.



In my opinion, the main causes of youth violence are home life and the media...

I went to a very small rural school. Many classmates and I were teased, ridiculed, and hurt daily. It always happened when no adults were around. Many times in the hallway [the bully] would steal someone's hat or some other item. With me it was always physical. One day it went too far, and I

ended up in the emergency room.

The teachers, my parents and others tried to stop the problem. I believe that this happened because he was seeing similar treatment at home, and there were no consequences at home for his actions. In general, I think what you see the most of is how you tend to act, and you are less likely to think that it is wrong.

In conclusion, as a person who experienced youth violence, I think everybody - movie producers, video game makers, singers, community leaders, parents and the kids themselves - have to be responsible and do their part if we are ever going to end youth violence. If I witness bullying, I need to tell an adult and stand up for that student if it is safe. ... Our great nation has faced many hard challenges. If we work together, we can overcome this challenge, too.

Editor's note: Both submissions have been gratefully excerpted from the winning essays.

As the Do the *Write* Thing Challenge grows and develops in Montana, teachers, parents, and volunteers have increased their support. The Do the *Write* Thing Challenge is an initiative of the National Campaign to Stop Violence (NCSV) and is supported by the Kuwait-America Foundation and Southwest Airlines.





"It is easier to build strong children than to repair broken men." - Frederick Douglass

Adverse Childhood Experiences (ACEs)

The Impact of Trauma on the Developing Brain

Childhood trauma is more than just an event or repeated events with negative consequences. Abuse, neglect, and other traumatic events that occur in childhood can be linked to long-term physical and social health problems. Between 1995 and 1997, Kaiser Permanente conducted a study of more than 17,000 Health Maintenance Organization (HMO) members in an effort to understand the cause of adult obesity. The Adverse Childhood Experiences (ACE) Study revealed much more.

The ACE study findings suggested a strong link between childhood maltreatment, health issues and social problems that occur later in life. Certain experiences, such as emotional, physical, or sexual abuse; emotional or physical neglect; and household dysfunctions that may include violence, substance abuse, divorce, and mental illness, can lead to poor physical, psychological and behavioral consequences.

This is not an insignificant finding: approximately 14 percent of American children suffer abuse. In 2011, Child Protective Services confirmed that an estimated 681,000 children were victims of maltreatment, and approximately 1,580 children died from abuse or neglect (US DHHS, 2012).

The costs of trauma are high. Child maltreatment can result in improper brain development; impaired learning, social and emotional skills; reduced language development; increased risk for heart disease, obesity, cancer, and high blood pressure; increased anxiety; and increased smoking, alcoholism, and drug abuse. In 2010, the estimated average lifetime cost per victim of nonfatal child maltreatment was \$210,012, including childhood health care, adult medical, lost productivity, child welfare costs, criminal justice, and special education costs (US DHHS, 2012).

Addressing trauma requires a multi-pronged, multi-agency approach that includes awareness, education, prevention, early identification, and the availability of effective assessment and treatment.

MBCC supports traumainformed care and traumainformed approaches to juvenile justice practices and policies. In October 2014 ChildWise Institute (http://www.childwise. org/) held an ACEs training in Helena intended to create a cadre of trainers who will raise awareness of childhood trauma, accelerate knowledge of best practices regarding trauma-informed care, and advocate for social change. One of the participants was MBCC's juvenile justice specialist, who will go on to provide training to the Youth Justice Advisory Council and MBCC members as well as other groups upon request.



Title II Formula Grant PREA Reallocation

MBCC supervises, prepares, and administers the state's threeyear juvenile justice plan. The purpose of the plan is to develop more effective education, training, research, prevention, diversion, treatment, and rehabilitation programs in the area of juvenile delinquency, as well as programs to improve the juvenile justice system.

One of Montana's goals includes ensuring Montana's compliance with both the Youth Court and the JJDP acts. This includes scheduled facility monitoring and reporting to the OJJDP. Now, in accordance with the Prison Rape Elimination Act (PREA), the State of Montana is working to address sexual safety in its juvenile detention facilities, jails, lock-ups, and community confinement facilities.

The Youth Services Division (YSD) of the Montana Department of Corrections (DOC) has two youth correctional facilities under its jurisdiction: Pine Hills Correctional Facility in Miles City and Riverside Correctional Facility in Boulder. Pine Hills serves adjudicated male offenders ages 10-17 who have been committed by the District Youth Courts. Riverside serves adjudicated female offenders ages 10-17. The YSD also oversees the Youth Transition Center in Great Falls, a sevenbed facility that provides transition programming to adjudicated adolescent males who have failed to re-enter their communities or who require a step-down program upon re-entry. Montana's DOC is currently working toward PREA compliance within these facilities as well as in adult jails, lock-ups, prisons, and community confinement facilities.

Montana's counties are responsible for juvenile detention and either operate or contract for juvenile detention services with six regional, county- or privately-run facilities. As an incentive to remove juveniles from adult jails, the state provides state general funds to reimburse counties that use regional juvenile detention facilities or alternatives to detention. Montana has five regional detention districts and one privately-run juvenile correctional detention facility: Reintegrating Youthful Offenders in Galen, Montana.

Districts submit yearly plans to MBCC to access state general funds, which reimburse for expenses for detention or alternatives to detention up to the amount budgeted. Costs have increased, the state general funds have declined. Typically the budget for reimbursement funds is expended by the end of the first quarter of the fiscal year.

Montana has a zero tolerance policy on sexual violence in custody. The first step toward PREA compliance is to ensure a shared vision that adults and juveniles are safe from sexual abuse in correctional facilities. Organization also establish policies and procedures compliant with PREA standards.

The 2014 Title II PREA Reallocation grant funds will help juvenile detention facilities create PREA policies and procedures in preparation for a PREA audit. Staff will be trained and youth and families will be informed about PREA.





What does empowerment mean to you?
One shelter

one snetter participant said, "The power and confidence in yourself to handle life's challenges; that sunshine in your soul that can only be bright when those around you are supportive and not focused on drowning it out."

Intimate Partner Violence (IPV)

What is Domestic Violence?

Domestic violence is a pattern of abusive behavior used by an intimate partner to gain or maintain power and control. Domestic violence can be physical, sexual, emotional, economic, or psychological actions or threats of actions that influence another person. This includes behaviors that intimidate, manipulate, humiliate, isolate, frighten, terrorize, coerce, threaten, blame, hurt, injure, or wound.

What is Sexual Assault?

Sexual assault is any type of unwanted sexual contact or behavior that occurs by force or without the consent of the recipient. Falling under this definition are such sexual activities as forced sexual intercourse, sodomy, child molestation, incest, fondling, and attempted rape. It includes sexual acts against people who are unable to consent due to age or lack of capacity.

What is Dating Violence?

Dating violence is controlling, abusive, and aggressive behavior in a romantic relationship. It can happen in straight or gay relationships, and can include verbal, emotional, physical, or sexual abuse, or a combination thereof.

What is Stalking?

Stalking is a pattern of repeated and unwanted attention, harassment, contact, or other conduct directed at a specific person and that would cause a reasonable person to feel fear.

Domestic-Violence Related Cr	imes			
Domestic-Violence Related Crimes 2013				
Simple Assault	2,815			
Aggravated Assault	574			
Destruction/Damage/Vandalism	217			
All Other Offenses	154			
Intimidation	142			
Kidnapping/Abduction	69			
Disorderly Conduct	60			
Forcible Rape	35			
Drug Equipment Violations	35			
Forcible Fondling	33			
Drug/Narcotic Violations	32			
Burglary/Breaking & Entering	25			
All Other Larceny	22			
Theft From Building	15			
Family Offenses (Nonviolent)	14			
Trespass of Real Property	13			
Driving Under the Influence	13			
Incest	11			
Liquor Law Violations	11			
Weapon Law Violations	7			
Motor Vehicle Theft	6			
Murder and Non-negligent Man- slaughter	5			
Forcible Sodomy	4			
Statutory Rape	3			
Theft From Motor Vehicle	3			
Robbery	3			
Curfew/Loitering/Vagrancy Violations	3			
Credit Card/Automatic Teller Fraud	2			
Sexual Assault with an Object	1			
Arson	1			
Theft of Motor Vehicle Parts/Accessories	1			
Welfare Fraud	1			
Total Crimes	4,330			
Source: MTIBRS 2013 (mbcc.mt.gov)				

About the STOP Violence Against Women Act (VAWA)

The **STOP** (Services-Training-Officers-Prosecutors) Violence Against Women Grant Program (VAWA) recognizes the severity of crimes associated with domestic violence, dating violence, sexual assault, and stalking. Originally passed as part of the Violent Crime Control and Law Enforcement Act of 1994, with each reauthorization (2000, 2005, and 2013), victims' protections have increased. Most recently, protections were added for Native American women and others who face additional barriers to escaping violence, among them immigrants, youth, residents of Public Housing, as well as Lesbian, Gay, Bisexual, and Transgendered (LGBT) victims.

VAWA requires a coordinated community response and encourages jurisdictions to bring together stakeholders from diverse backgrounds who can use their roles to improve community responses. STOP VAWA is administered by the Office on Violence Against Women (OVW) federally, and by MBCC at the state level.

In Montana, VAWA enhances the capacity of local communities to develop and strengthen effective law enforcement and prosecution strategies that combat violent crimes against women. VAWA funds are also used to develop and strengthen victim services in cases involving violent crimes against women. Funded programs respond through activities that include direct services, crisis intervention, transitional housing, legal assistance, court improvement, and training for law enforcement and courts. They may also work with specific populations (e.g., older victims, people with disabilities, teens, and culturally specific populations).

In Fiscal Year 2013, funding was distributed among five law enforcement agencies, six prosecution-based programs, ten victim services providers, one court program, one sexual assault nurse examiner program and one fatality review program.

STOP VAWA Success Story

It has been almost eight months since I left the Friendship Center. When I first got there, I was scared and emotional. The staff made me feel so calm. I remember some of the awesome things that made me feel better: each room had a refrigerator and pantry. The rooms were so nice. Better than anything I had ever had in my life. This is just the beginning of all the good things the Friendship Center offers.

The staff at the Friendship Center has been very helpful in so many ways. They helped me learn about boundaries and self-esteem. We talk about our accomplishments and our downfalls, things that hurt us, and self-care. These things are so important when you never had them before. We grow when we learn. I am still learning.

Sometimes it's a struggle to start out on your own after the damage and shrapnel have cleared in your life. Friendship Center staff helped me hope. They also offered a financial class to help us learn to manage and budget. This is important because in most abusive relationships, you're lucky to even get to see money let alone handle your own budget. This was helpful to me. I don't remember if my abuser ever gave me even a dollar. Such amazing things are happening at the Friendship Center. I get to have my own money now.

I live in my own house now, with a fenced yard. I am grateful for my new beginning, and I am grateful to know such amazing people who work hard to make a difference. There is such goodness that comes out of the Friendship Center, for the community and for the hope that a person in my situation needs. Thank you for all you have done and continue to do.

– A former client

Editor's note: This text was gratefully excerpted from a letter written to the Friendship Center.



Native American intimate partner homicides have declined in the past two years. There hasn't been a Reservation-based death that the Commission is aware of since 2010.

Source: Montana
Domestic
Violence
Fatality Review
Commission,
2013

STOP VAWA Success Story

The Native American Domestic Violence Fatality Review Team (2014)

Since 2003, MBCC has funded Montana's Domestic Violence (DV) Fatality Review Commission with STOP VAWA dollars. This multidisciplinary group of 18 professionals travels around the state twice a year looking into killings between intimate partners. Although a majority of states have fatality review teams, Montana's has received national attention for a variety of reasons. These include the team's willingness to travel to the community in which the killing occurred, meet with local professionals involved in the investigation while there, and to interview family members of both the victim and perpetrator.

Another unique element of Montana's DV review team has been its work in Indian Country. During its first ten years, the team identified a disproportionately high number of intimate partner homicide deaths involving Native Americans. Native Americans are the state's largest minority, and its largest under-served population, making it essential to review deaths in Reservation communities.

The Department of Justice's Office of Consumer Protection and Victim Services (OCPVS) recently put together a second statewide team to address the tragedy of Indian Country deaths. This team was made up primarily of Native Americans and their federal partners (e.g., the FBI, US Attorney's Office, Bureau of Indian Affairs). It exclusively reviewed deaths involving Native American perpetrators and/or victims.

Recruitment and training took place over the past year, culminating in its first DV fatality review in March 2014. Using the template of the existing team allowed the start-up process to move quickly. Members of the non-Native team served as mentors and guides to new team members, which helped tremendously in preparation of the first review. A second review took place in October.

The new team has received the early and enthusiastic support of Attorney General (AG) Tim Fox, US Attorney Mike Cotter, and the office of Congressman Steve Daines. Much of this support stems from the reputation of the existing team, headquartered in the AG's office.

The team has already begun to attract national attention. Dr. Neil Websdale, director of the National Domestic Violence Fatality Review Initiative based in Flagstaff, Arizona, trained Montana's team and attended March's Native American review. He is interested in replicating the model in Arizona. New Mexico and other states that are home to significant Native American populations. Additionally, the OCPVS has submitted a proposal to present at the Indian Nations Conference in December. If selected, the presentation will focus on the Native American review.

SASP

The Sexual Assault Services Program (SASP) was created by the Violence Against Women and Department of Justice Reauthorization Act of 2005 and is the first federal funding stream solely dedicated to the provision of direct intervention and related assistance for victims of sexual assault. The SASP Formula Grant Program directs grant dollars to states and territories to assist them in supporting rape crisis centers and other nonprofit, nongovernmental organizations or tribal programs that provide services, direct intervention, and related assistance to victims of sexual assault. Funds provided through SASP are designed to supplement other funding sources directed at addressing sexual assault on the state and territorial level.

New evidence-based and traumainformed programs assist victims of sexual assault in recovering from the physical, emotional, and mental trauma caused by rape and other forms of sexual violence. Traumainformed programs acknowledge that sexual assault can have longlasting effects. Trauma survivors, like war veterans, may experience posttraumatic stress disorder (PTSD). They often need victim-centered social services including rape crisis centers, 24-hour crisis hotline, and accompaniment to medical and criminal justice appointments.

PREA JAG Reallocation

The MBCC believes that victim services should be adequately funded and available to all who need them. This includes adults and youth who are under the supervision of Montana's prisons, jails, lockups, community corrections facilities, and juvenile detention centers. JAG PREA Reallocation funds may be used to carry out activities that address one or more of the major provisions of the PREA Standards.

The goal of the JAG PREA Reallocation Project is to provide funding to local governments' adult and juvenile detention facilities in order to assist them towards attaining compliance with national PREA standards, and to address sexual victimization issues. MBCC plans to release a limited Request For Proposals (RFP) in January 2015 soliciting proposals from local government agencies. Funded agencies will receive PREA Reallocation funds to help address their individual compliance needs.

For more on Prison Rape Elimination Act activities, see pages 13 and 31.





The Montana
Incident-Based
Reporting
System
(MTIBRS)
identified
3,616 victims
of domesticviolence related
crimes in 2013.

VOCA

Victims of Crime Act (VOCA)

The Office for Victims of Crime was established through the 1984 Victims of Crime Act (VOCA) and is charged by Congress to administer the Crime Victims Fund. fund supports a broad array of programs and services that focus on helping victims through the aftermath of crime, then continues to support them as they rebuild their lives. Millions of dollars are invested annually in victim compensation and assistance programs in every U.S. state and territory. VOCA funding supports direct services to victims of such crimes as assault, homicide, child abuse and robbery. VOCA services include crisis intervention, counseling and referrals. criminal justice advocacy, and emergency transportation.

In Montana, VOCA funding enforcement assists 1aw witness agencies, victim programs, and non-profit organizations to provide direct services to victims as soon as possible after a crime occurs. This helps reduce the severity of consequences, improve a victim's willingness to cooperate with the criminal justice process, and restore the victim's faith in the criminal justice system.

The Yellowstone County Attorney's Victim Witness Program

"The advocate and I worked together on a case involving a young mother and her son who has Down's Syndrome. This victim's husband repeatedly assaulted her and then forced her to leave with him when he fled the state to avoid further prosecution. The advocate did her very best to try to keep this young woman on board and keep her safe, but initially her efforts were in vain. She never gave up hope.

A few months later, the victim was arrested on a material witness warrant and brought back to Montana. To see the advocate continue to work with this damaged victim amazes me. The victim is finally away from her perpetrator, has a job, and is doing well. The advocate continues to check on the victim and her children and keeps her up to date on her now ex-husband's pending cases. The victim will sometimes come to the office to say hello because she is so grateful for all the advocate has done for her. What the advocate did for this woman and continues to do today illustrates her continued dedication to victims."

Editor's note: This text was gratefully excerpted from a nomination written for the Advocate of the Year Award.

Helpful Resources

- For information about the Office on Violence Against Women (OVW), go to: www.justice.gov/ovw/
- For information about Trauma Informed Care for Victim Service Providers, go to: www.justice.gov/ovw/blog/importanceunderstanding-trauma-informed-careand-self-care-victim-service-providers.

A VOCA Success Story

Domestic Abuse Program, District 4, Human Resources Development Council, Havre

In November of 2012, we placed an Asian immigrant, Daiki, and her fourteen-year-old daughter, Stella, in our domestic violence shelter. They moved to the United States in May of 2012. Daiki had met a man on an internet dating service and he asked her to move to the United States and marry him. He offered to sponsor her and Stella.

Though he had seemed nice, when they arrived he insisted they begin work on his farm immediately. He refused to allow them time to recover from their flight and ignored Daiki's request for time to adjust to a completely different environment (they came from a mountain village in the Philippines).

He also began starving them. He refused to let Daiki and Stella eat regular meals and they began sneaking food. He told Daiki he would not allow her to be "fat like American women."

Daiki came to see me because her abuser began taking an interest in Stella. He starting suggesting that Stella leave the bathroom door open at all times, and talked about getting "security cameras" for the house and putting them in the bedrooms and bathroom.

We helped Daiki file an order of protection and she stayed in our shelter, Safe Haven, from November 2012 to May 2013. During that time she and her daughter both got jobs (Daiki worked two jobs). They were afraid of being deported – their abuser was making comments to mutual friends that he planned to send them back to the Philippines.

Between 2000 and 12.1.2012, there have been 112 intimate partner homicides in Montana; 73% of the homicides were by male perpetrators and 78% were with committed with firearms.

- Montana Department of Justice, Office of Consumer protection and victim services, 2013.

*Counties included in each of the crime regions have been detailed in Appendix C. We worked extensively with immigration and took Daiki and Stella to an interview in Helena, where they were approved for a VISA. They were so happy they jumped up and down and hugged me. We requested a divorce attorney through Montana Legal Services, and a local attorney took her case.

Unfortunately, during the divorce proceedings, the order of protection was removed to district court where the presiding judge dismissed it in favor of a no-contact order. Daiki was divorced in February and she and Stella moved into their own apartment in May of 2013. Their abuser continued to make inappropriate comments to their mutual friends and they didn't feel safe.

In early 2014 Daiki and Stella moved to Washington state, partially to get away from their abuser but also because they wanted to be somewhere where they felt comfortable expressing their cultural identity.

In the spring, Daiki's cousin, who still resides in Havre, told me that Daiki is now happily married that she and her new husband were expecting a baby. I spoke to her on the phone after that and she said she and Stella are very happy in Seattle.

Note: names have been changed to protect the victims' identities.

Number of Victims by Age and Region (FY 2013)				
Age	Montana Region*			
	Central	Eastern	Western	
Under 10	58	6	71	
10 - 17	80	20	111	
18 - 24	303	60	370	
25 - 34	416	81	524	
35 - 44	260	54	383	
45 - 54	166	40	269	
55 - 64	66	18	119	
65+	30	2	64	
Unknown	16	6	23	
Totals	1,395	287	1,934	
MTIBRS online reporting: 2013. MBCC.mt.gov				



Hope Cards allow someone who has been granted an Order of Protection in one jurisdiction to prove it in another. They are wallet-sized and issued by the State of Montana. For more information: https://dojmt. gov/victims/ hope-cards/

Misdemeanor Probation Program

The 2005 Montana Legislature passed HB 476, which required the use of marriage license fees to fund the Misdemeanor Probation for Domestic Violence Program. The program promotes victim safety and offender accountability through compliance monitoring, using probation personnel, electronic or GPS monitoring, and case management systems that track recidivism and revocation. Recidivism and risk of serious injury or death to victims can be reduced when offenders are held accountable by the criminal justice system and required to comply with ordered sanctions court (e.g., fines, restitution, counseling/treatment, Orders of Protection, and drug and alcohol screening). The hallmark of programs funded under this initiative is a collaborative approach among courts, law enforcement, prosecution, and victim assistance programs.

Program Highlight: *Glasgow Police Department*

The Glasgow Police Department's Misdemeanor Program has greatly improved offender accountability. The local Misdemeanor Probation Officer (MPO) provides fair, consistent supervision, which has earned him respect from all parties involved. He continues to work with offenders even when they re-offend. Sanctions are tiered to offenses. If there are violations, the MPO can make an arrest on the spot.

The MPO provides pre-sentence investigations that have become extremely important to the courts and prosecutors. Communications are electronic, and are used to disseminate offender names, conditions and violations to courts, prosecutors and law enforcement personnel. The popularity of this program has grown to the extent that the MPO must be selective about who is included in the program.

The MPO sends weekly updates to the Chief of Police, prosecutors and courts. He also keeps the Automated Victims' Information Database (AVID) up to date. He and the victim assistant meet daily to discuss victim safety issues and to ensure offender accountability. This MPO Program has made progress by leaps and bounds during the past eight months, to the point that it can be considered one of Montana's model programs.

2013: Trends identified by the Domestic Violence Fatality Review Commission

- The 4th quarter of the year is the most dangerous: the months of October December accounted for 3 of the 4 deaths reviewed in 2011 and half of the deaths in 2012.
- In each killing, friends, family and/or coworkers were aware of violence in the home, but did not know how or whether to intervene.
- Alcohol was a significant factor in 3 of the 4 incidents reviewed. Those killings took 5 lives.
- Firearms continue to be the most frequently used weapons.

Misdemeanor Probation Program

Victim Impact Statement

I wrote this letter probably a hundred plus times and there was a lot of hatred in all of them. The reason I am writing is to make sure he doesn't do this again.

I was so scared after it happened. One of the hardest talks I have ever had was to tell my Dad that I think I was raped by one or two people, one the son of a good family friend and one of my very close friends. My Dad gave me two choices: go to the police and let justice take its course or let him handle it himself. All I could think about was my dad going to prison. I couldn't let that happen. It wasn't my Dad's fault that this happened to me.

I spent hours in the emergency room getting a rape kit done. That was a horrible experience and I wouldn't wish it on anyone. I got very paranoid after that day. I thought I was being followed and that someone was going to get me.

At first I thought this was my fault. Most people enjoy their 21st birthday, but mine was 15 days after the rape. I was pretty messed up. I cried all of the time and wasn't sleeping. I thought I was going insane. In June, my sister had to take me to the emergency room because I wanted to end my life. I couldn't handle it. I was losing most of my family and almost all of my friends. I was called names. People hated me because of what happened to me. I have been punished, made fun of and told I deserve this. Most everyone said I was lying and I wanted this. I wouldn't have gone through all of this if I was lying.

I ended up hating everyone and most of all I hated myself. Seeing him scares me. I didn't want help because I thought it was all my fault. No matter what I do, what happened to me will never go away. I'm scared of crowds and to this day I have panic attacks. I still have nightmares and it has been over a year.

I was never an angry person before, but I was angry and still am. It doesn't matter where I stay: I have to have a phone, and I make sure all windows and doors going to the outside are closed and locked before I even think about sleeping. When I leave a building, I all but run to my car. Even after moving hundreds of miles away, I still have one eye always looking over my shoulder.

I shouldn't have had to move from a town I grew up in. I have family and so many memories, but they are all gone.

I wasn't getting better seeing him daily, especially because he acted like nothing is wrong. I will never be able to go to my high school reunion because he will be there.

I don't think he has taken this seriously. I don't think he thinks he did anything wrong. I feel that if he doesn't get help, he will do this again. My rapist got six months of jail time and must register as a sex offender for four years. I don't think it is enough. I want him to pay for what he did to me and to the community. Most importantly, I want him to get help and so far he hasn't gotten it. I believe that he should have to register as a sex offender for life. I have to live with this for the rest of my life, so why can't he?

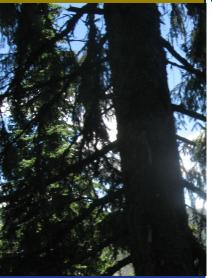
My life has been forever changed by this. I had something taken from me and I don't think I will ever get it back. I have to remind myself daily to stay strong and keep going forth. Staying alive and strong is a daily chore and I take it one day at a time.

I feel so broken. I hope and pray that no one will ever have to go through what I had to. I hope he gets the punishment that he deserves and the help he needs.

Editor's note: Gratefully excerpted from an actual victim's impact statement.

Victim Impact Statements...

- ...provide an opportunity for the victim to describe the crime and its effects, and to tell the judge what they believe should happen to the defendant.
- ...allow victims to offer written or oral statements about how the crime affected them.
- ...are allowed in all 50 states at some phase of sentencing; most states permit them at parole hearings.



As of
12.7.2014,
2,276 active
sex offenders
were included
in Montana's
Sexual or
Violent
Offender
Registry.

Source:
https://app.
doj.mt.gov/
apps/svow/

Sex Offender Registration and Notification Act

The Sex Offender Registration and Notification Act (SORNA) is Title I of the Adam Walsh Child Protection and Safety Act of 2006 (Public Law 109-248). SORNA was enacted to protect the public from convicted sex offenders establishing a comprehensive national system for the registration and notification of offenders. SORNA provides a comprehensive set minimum standards for sex offender registration and notification in the United States. The Act is intended to close potential gaps and loopholes and generally strengthens the nationwide network of sex offender registration and notification programs.

The Adam Walsh Child Protection and Safety Act of 2006 was designed to protect children and adults from sexual exploitation and violent crime, prevent child abuse and child pornography, promote Internet safety, and honor the memory of Adam Walsh and other crime victims. The Act established a penalty for jurisdictions that failed to substantially implement SORNA by July 27, 2011, and for any year thereafter. The U.S. Department of Justice, Attorney General has delegated the task of determining when a jurisdiction has substantially implemented SORNA's requirements to the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART) Office.

In 2010, the SMART Office completed a Preliminary Review of Montana's existing statutes. The review outlined areas in which Montana failed to implement SORNA. Because Montana failed to substantially implement SORNA by July 27, 2011, a ten percent

SORNA penalty was applied to the state's Justice Assistance Grant (JAG) in 2012. The penalty continues annually for each year that the state does not meet compliance for substantial implementation.

Montana has used the information provided by the SMART Office to create a plan leading to substantial implementation of the SORNA requirements. Montana is allowed to submit annual requests for reallocation of the SORNA penalty funds to MBCC, which serves as the designated state contact agency. Funds are used to further programs designed to bring Montana closer to substantial compliance.

Montana's Sexual or Violent Offender Registration Act (SVORA) was designed to protect the public by requiring offenders to register with local law enforcement agencies in the jurisdiction where they reside. The registry, created in 1989, is located within Montana's Department Justice (DOJ). By creating the registry, Montana's Legislature acknowledged the compelling interest in providing the public with information about people convicted of sexual and violent offenses. This information can help citizens protect themselves and their children from sexual and violent offenders.

Montana's Sexual or Violent Offender Registration Act

Program Highlights: Montana Department of Justice Division of Criminal Investigation (DCI)

2012 SORNA Reallocation funds were used to hire a Sex Offender Compliance Investigator to assist local law enforcement agencies with sex offender compliance enforcement in accordance with Montana's Sexual or Violent Offender Registration Act (SVORA). Many offenders become non-compliant when they are overdue in returning Address Verification Letters (AVL) sent by DOJ. The objective was to reduce the non-compliance rate to less than five percent. The investigator made contact with more than 500 offenders who were brought into compliance over a nine-month period, and worked with prosecutors to charge offenders when appropriate.

2013 SORNA Reallocation funds were used to make modifications to existing software and to purchase scanning equipment that made it possible to scan current SVORA records and store digital images of the records in a DOJ Enterprise Content Management "Perceptive Software" system. DOJ has over 8,500 hard paper files of registered sex offenders on file with DCI. This project allows for quality images, easy searchability, and the option to send records electronically upon request.

2014 SORNA Reallocation funds were used to hire personnel who projected, imaged and scanned all case files using Perceptive Software and related scanning equipment purchased with 2013 SORNA Reallocation funds. The physical imaging and scanning will take considerable time to accomplish and continue to require full time attention. The digitized files will enhance and assist sex offender compliance investigators in the field, registry staff working with local law enforcement, and out of state registries requesting information.

Montana: Registered Sexual and Violent Offenders (12.7.2014)				
Sexual	Violent	Sexual and Violent	Total	
2,276	3,322	965	5,693	
https://app.doi.mt.gov/apps/syow/				

Sexual/Violent Offender Registry

Montana's Sexual or Violent Offender Registration Unit falls within the Montana Department of Justice. The unit collects information about registered sexual or violent offenders from registering agencies, including courts, state and local correctional facilities, probation or parole agencies. or directly from offenders. The information is provided on the Internet to make the information easily available and accessible. Reports are readily available, and may include the number of registered offenders by county and city, the number of convictions by offence and more.

For more information, go to: https://app.doj.mt.gov/apps/svow/

Montana: Sexual Offenses		
Sex Offense Type	#	
Deviate sexual conduct	5	
Incest	99	
Sexual abuse of children	82	
Out-of-state or federal convictions	1,293	
Sexual assault	847	
Sexual intercourse without consent	673	
Total	2,793	

Data accessed 12.7.2014: https://app.doj.mt.gov/apps/svow/report-convictions.aspx





The theme of the 2014 Crime Prevention Conference was Connecting People, Connecting Communities.

Montana Crime Prevention Conference

The annual Montana Crime Prevention Conference continues to bring state and national speakers to Montana. They present on a range of topics of interest to law enforcement professionals, social workers, attorneys, educators, counselors, and the general public. As in the past, the conference provided the opportunity for participants to discuss issues of interest and concern with their peers, and to develop new ideas and procedures for public safety in their own communities.

The conference, sponsored by the Montana Board of Crime Control, the Montana Crime Prevention Association, and Children's Alliance of Montana, continued its growth for the 2013 and 2014 conferences. During the 2014 conference, experts provided information on a broad range of topics including: current trends and identifiers in drugs, alcohol and violence; surviving life and death situations; marijuana implications and strategies; human trafficking; crisis intervention; the Adverse Childhood Experiences Study; suicide prevention; and social networking.

Prior to the conferences, day-long preconference sessions provided specialized training for public safety personnel. This training is a cornerstone for ensuring that best practices and up-to-date information are available to Montana's law enforcement, mental health and crime prevention sectors.

The 2014 Innovative Community Improvement Award was presented to Montana Legal Services Association. The award is reserved for an individual, agency, organization or team that has created a positive community campaign or program.

MBCC's Lifetime Achievement Award is presented during the annual conference. This award goes to an individual or group who has achieved professional excellence and made lasting contributions that promote and support improvements to Montana's justice system.

MBCC Chair, Laura Obert, presented awards to the honorees.



Mike Ferriter, former Director of the Department of Corrections, received the 2013 Lifetime Achievement Award.



John P. Connor, Law Clerk of the First Judicial Court, received the 2014 Lifetime Achievement Award.



Montana Legal Services Association received the 2014 Innovative Community Improvement Award.

National Crime Victims' Rights Week 2014

The week of April 6-12, 2014 was National Crime Victims' Rights Week (NCVRW). This annual observance, first designated by President Ronald Reagan in 1981, is held to increase public awareness of, and knowledge about, the wide range of rights and services available to people who have been victimized by crime.

The 2014 theme – 30 Years: Restoring the Balance of Justice – recognized programs that support survivors of violent crime. Just 30 years ago, crime victims had no rights, access to crime victim compensation, or services to help rebuild their lives. They were often excluded from courtrooms, treated as an afterthought by criminal justice systems, and denied an opportunity to speak at sentencing.

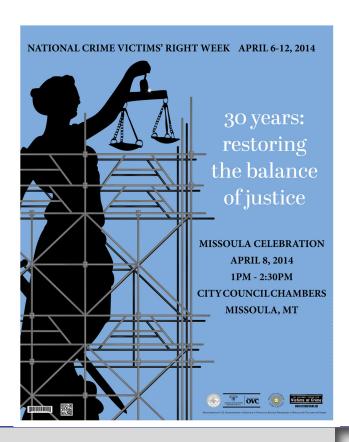
Through decades of advocacy and hard work, all states have now enacted crime victims' rights laws and established crime victim compensation funds. More than 10,000 victim service agencies help victims throughout the nation. Every year, states receive millions of federal dollars to support these services.

MBCC recognized the 30th anniversary of the Victims of Crime Act in Missoula, through collaboration with the Montana Department of Justice, Division of Criminal Investigation, the Department of Consumer Protection, the YWCA Pathways Program, the Missoula County Crime Victim Advocate Program, and the University of Montana Office of Student Affairs. All were on hand to discuss services and initiatives that ensure victims' safety and rights.

National Crime Victims' Rights Week highlights the fact that many challenges remain. In 2013, more than 37,000 Montanans were the victims of crime. Although this number is shocking, it may actually be low. According to the National Crime Victimization Survey (2013), more than 50 percent of violent crimes went unreported to police in 2006-2010. In addition, a 2011 report, *Use of Victim Services Agencies by Victims of Serious Violent Crime* showed that only nine percent of violent crime victims received needed services in the years spanning 1993-2009.

With the help of more than 60 crime victim advocacy programs across Montana, victims can seek shelter, medical services, legal assistance, and counseling, all free of charge.

For additional information about MBCC's National Crime Victims' Rights Week activities, ideas on how to serve victims in your community, visit http://mbcc.mt.gov/.





Visit
mbcc.mt.gov
and click on
"Publications"
to access any
of the reports,
plans and
publications
listed.

MBCC Projects and Publications

MBCC contributes to public safety and crime prevention through a range of initiatives, including its dedication to education and training for Montanans. Some of the efforts, publications, and accomplishments follow.

Reports

- Crime in Montana: 2001 2013
- Hate Crime in Montana: 1995 2013
- Law Enforcement Personnel in Montana: 2002 2013
- MBCC Biennial and Triennial Reports: 2004 - 2013

Publications

- Montana Crime Reporting Newsletter: 2007 - 2014
- An Examination of Economic Analyses Approaches for Montana's Seven Multi-Jurisdictional Drug Task Forces
- Crime on Native Lands
- Detention Data Information System
- Montana Gang Threat Assessment
- Montana Safety and Victimization Survey
- Social Impacts of Oil and Gas Development on Eastern Montana Communities
- The Montana Pre-Adjudicatory Detention Risk Assessment Instrument
- DMC Assessment

Plans

- Juvenile Justice Title II 3-year Plan 2012 - 2014 and 2013 Update
- Disproportionate Minority Contact 3-Year Plan 2012 - 2014 and 2013 Update
- Justice Assistance Grant (JAG) Strategic Plan 2013 - 2015
- STOP VAWA Three-Year Implementation Plan 2010-2012
- STOP VAWA Two-Year ARRA Implementation Plan

State Justice Statistics Program

The Montana Statistical Analysis Center (SAC) at MBCC received a \$187,518 grant from the U.S. Department of Justice Bureau of Justice Statistics in 2014. The grant will support research for two projects. One will continue to build on the state's 2010 crime victimization survey to allow better understanding of victimization trends. The second will enhance and expand on previous work on the management of jail populations in the state and the collection of data from/ about that population.

MTLEIRA

MBCC was one of the founders of the Montana Law Enforcement Information and Records (MTLEIRA). Association A Uniform Crime Reporting (UCR)/MTIBRS representative continues to serve on that Executive Board. MTLEIRA, an independent non-profit association of law enforcement employees, identifies and promotes best practices for criminal justice support services, provides education and training, and promotes information exchange.



Data-Driven Responses

MTIBRS

MBCC's The Montana Incident-Based Reporting System (MTIBRS) is the state's central repository for information on offenses and arrests known to non-tribal law enforcement agencies. MTIBRS collects information on 63 data elements that describe incident characteristics. such as date, time, and location of incident/ arrest; weapons used; victim and offender demographics; relationship of the victim to the offender(s); suspected use of substances during crime commission and more. The MTIBRS is certified by the Federal Bureau of Investigation's Uniform Crime Reporting program.

QAR: Quality Data Assurance Review Program

Accurate crime data reveals trends and patterns that law enforcement agencies can use to help reduce crime, and lawmakers can use as a basis for policy. Accurate data also serves as the justification for effective resource planning and allocation of federal and state grants.

The QAR Program helps ensure accurate crime data by reviewing data integrity. Local agencies submit crime data to the Montana Incident Based Reporting System (MTIBRS), which is then reviewed for accuracy and statistical integrity.

Each agency participating in MTIBRS is reviewed every two years. The Data Quality Assurance Reviewer informs each agency of the scheduled review. After materials have been submitted to the reviewer, a report of findings and recommended training is presented to the agency during an on-site review.

Crime In Montana

Crime in Montana is an annual crime analysis report using data from the Montana Incident-Based Reporting System (MTBRS). Trend and crime rate changes are analyzed to track specific crime types in order to understand the state of crime in Montana. A number of specific crimes are evaluated. A special analysis on the Bakken area and another on juvenile crime were presented in the most recent report. The amount of information collected in the MTIBRS cannot be wholly analyzed in a publication, but the report provides the means to measure the level of crimes known to law enforcement in Montana and to showcase the level of detail the data provides.

 For more information visit www.mbcc. mt.gov/Data/publications/cim/cim.asp

Law Enforcement Personnel Survey

MBCC conducts an annual employee survey of state law enforcement personnel. The survey is used to determine the number and type of employees as of October 31 of that year. Agencies surveyed include police departments, sheriffs' offices, state agencies whose employees have the power of arrest, university police, and airport security. Federal employees working in Montana are not included in the survey.

 For more information visit: www. mbcc.mt.gov/Data/publications/lep_ manpower/lepersonnel.asp

MOR

Accurate crime data contributes to the ability to maintain public safety and to reassure the public. MBCC collects crime data from about 100 local law enforcement agencies and makes it available through its MTIBRS Online Reporting (MOR) system. This new, interactive crime reporting website allows users to select reports based on offense, offender, victim and other data elements. Users can create and export custom reports based on many variables and in multiple formats. Data is available from 2005 to the most complete current year, and is refreshed quarterly. Visit: http://mbcc.mt.gov/Data/CrimeData/MOR.asp



The MBCC Website: www.mbcc.mt.gov

The MBCC website is a rich repository of information that includes grant funding, data mapping and analysis, current events, justice system resources, as well as reports and publications that promote public safety.





Website Highlights

- Crime data: access to current and historical data.
- Criminal/Juvenile tice directory: lists local, state, federal, tribal, and nonprofit justice systems personnel
- Grant resources: funds available, online application forms, and grant writing resources

Report Highlight: Social Impacts of Oil and Gas Development on Eastern Montana Communities

Two impact-related studies have been In all four communities, respondone that analyze the social impacts of the current oil and gas boom taking place in eastern Montana and western North Dakota. MBCC assisted the Montana All Threats Intelligence Center (MATIC) with the first, Impact of Population Growth on Law Enforcement in the Williston Basin Region (2012). MBCC developed the second report, Social Impacts of Oil and Gas Development on Eastern Montana Communities (2012). The second study included a detailed environmental scan of existing literature that focused on impacts associated with rapid natural resource development in rural communities. The study also included observations from key informants and focus groups in four of the Montana communities most significantly impacted by the development: Sidney, Plentywood, Baker, and Lewistown.

dents noted the economic benefits derived from the oil and gas development boom. Lack of housing was a common issue in terms of affordability and availability. Sidney has been hit particularly hard, and several participants noted that rental costs had approximately tripled over the past 5 years between 2008 and 2012. Each community also reported facing challenges stemming from the age of the infrastructure coupled with the greater pressure rising from growing population.

To view the report, go to: mbcc. mt.gov, select the publications tab, and click on the report title.

The MBCC website is a rich repository of information. You can also find the Montana Board of Crime Control on Facebook.

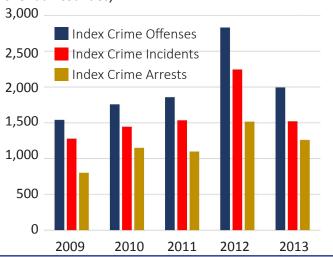
More on the Bakken

A special report: *Bakken Oil Field Crime Analysis* of *Greater Bakken* was included in the 2012-2013 Crime in Montana Report. The report analyzed crime data for the areas affected by the oil and gas boom, revealing several trends.

- The number of offenses increased over the five year period (2009-2013), with the most dramatic increases occurring between 2012-2013. Offenses decreased in 2013, compared to 2012 levels.
- In 2013, the four counties most affected (Daniels, Richland, Roosevelt, and Sheridan) accounted for 40% of the total incidents reported in the Greater Bakken Region. Incidents in those counties increased 19 percent during the five-year period. These counties are a major source of reported crime for the Greater Bakken Region. The data suggests that the counties within close proximity of the oil development are experiencing higher increases of crime than surrounding counties.
- In 2013, index offenses accounted for 20 percent of the total reported offenses; index incidents comprised 26 percent of total reported incidents; and index arrestees comprised 12 percent of the total arrestees in the Greater Bakken Region.

Source: Crime in Montana 2012-2013

Offenses, Incidents and Arrests by Year in Primary Bakken Area (Daniels, Richland, Roosevelt, and Sheridan counties)

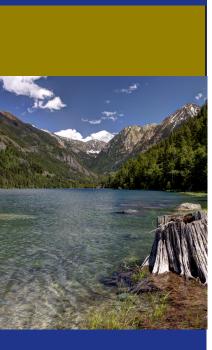


NCHIP

In 2014, the Montana Board of Crime Control secured \$1,772,635 in National Criminal History Improvement Program (NCHIP) funding to support its Data Sharing Initiative. The goal of this project is to improve Montana's criminal records and related systems to support background checks. This is accomplished by ensuring that a solid infrastructure connects criminal history records systems to the state record repository and/ or appropriate federal record system. NCHIP funding also helps ensure that records are accessible through the Federal Bureau of Investigation's (FBI's) records systems.

The NCHIP project builds on the efforts undertaken with NCHIP funding in 2012. To benefit from the latest technologies and advanced business processes, the Montana Office of the Court Administrator plans to implement advanced trial court case management capabilities. A web-based, flexible case management system will be centrally implemented to provide secure access to trial courts throughout Montana's statewide network and over the Internet.

The NCHIP 2014 project will improve data quality for disposition reporting. Combined with the improved availability and accuracy of arrest records, this will result in more timely, accurate, and complete criminal history records. Montana's criminal justice agencies (e.g., law enforcement, courts, prosecutors, corrections, MBCC, the Montana Department of Justice, the Montana Supreme Court Office of the Court Administrator, and the Montana Department of Corrections) collaborate in this project.



Requirements of the JJDP Act: deinstitutionalize status and non-offenders; no contact between adult and youth offenders in institutions; remove juveniles from adult jails and lockups; and reduce disproportionate minority contact with the juvenile justice system.

Appendix A: Compliance

Montana Youth Court Act

Compliance with the Montana Youth Court Act and the Federal Juvenile Justice and Delinquency Prevention Act Montana Code Annotated (MCA) 41-5-1903 mandates that counties, as a condition of receiving funds under MCA 41-5-1902, shall comply (or substantially comply) with state law and policies contained in the Montana Youth Court Act concerning the detention and placement of youth.

The Montana Board of Crime Control periodically reviews and monitors counties receiving grants under 41-5-1902 to assure substantial compliance with the Montana Youth Court Act. If, after notice and fair hearing, the Board determines that a county is not in compliance or substantial compliance with the Montana Youth Court Act, the Board must terminate the grant to the county. MCA 41-5-1907 directs the Board to administer federal funds available under Section 222 of the federal Juvenile Justice and Delinquency Prevention Act (JJDP Act) of 1974 as amended (42 U.S.C. 5632), in compliance with the requirements the JJDP Act as amended.

The 2002 reauthorization of the Federal Juvenile Justice and Delinquency Prevention (JJDP) Act establishes four core requirements that participating states and territories must comply to receive Title II Formula grants under the JJDP Act. (See sidebar on this page.)

Regional Juvenile Detention Funding

MBCC administers the funding provided under MCA 41-5-1902 through five regional Juvenile Detention Task Forces. Funding is allocated based on projected county census populations for youth aged 10-17. Counties submit budgets for their allocations based on a reimbursement rate of 50 percent for the costs of secure detention and transportation to secure detention, and 75 percent for non-secure detention and electronic monitoring costs, up to the total funds allocated.

All funds must be expended by the end of the fiscal year, but most counties have spent the entire allocation by the end of the third quarter.



As a participating state, Montana must develop a data-driven plan to provide for prevention and intervention programs to address juvenile crime and to maintain compliance with the core requirements of the JJDP Act. See the plan at: http://www.mbcc.mt.gov/JuvenileJustice/JJReports/TitleII3YrPlan'12-14.pdf.

Monitoring Compliance

MBCC uses Title II formula grant funds to contract for on-site monitoring visits to secure and non-secure juvenile and adult facilities that are not licensed by the Department of Public Health and Human Services (DPHHS). The purpose of the monitoring visits is to assure that all youth taken into custody under public authority are held in compliance with the Montana Youth Court Act and the core requirements of the federal Juvenile Justice and Delinquency Prevention Act. Frequency is dependent upon the facility classification. The following table shows the number of facilities in the state, and the number monitored by type in calendar year 2013.

The JJDP Act, through its 2002 reauthorization, established four core protections. To be in substantial compliance with these core requirements, the state must maintain a violation rate of less than 11 violations per 100,000 youth. Montana has been in continuous compliance since 1995. The few violations there were have been random and situational, and have not constituted a pattern.

Montana's JJDP Annual Violation Rates per 100,000			
Core Protections	High	Low	
Deinstitutionalization of status offenders (DSO)	3.19/100,000 (2008)	0/100,000 (2 years)	
Separation of juvenile and adult offenders	1/100,000 (2005)	0/100,000 (9 years)	
Removal of juveniles from adult jails and lockups	3/100,000 (2008)	0/100,000 (3 years)	
MBCC data		KING TANK	

Montana Facilities by Classification				
Facility Classification	Total Facilities	Received Monitoring Visit		
Law Enforcement Offices	54	15		
Juvenile Correctional Facilities	2	2		
Juvenile Detention Facilities	4	4		
Co-located Facilities	2	2		
Adult Lockups	17	4		
Adult Jails	42	16		
Total	121	43		

More information on compliance monitoring is available online at: http://www.mbcc.mt.gov/JuvenileJustice/Compliance/Compliance.asp Montana has been in continuous compliance with the JJDP Act since 1995. The few violations noted were random, situational, and did not constitute a pattern.





MTIBRS data is the basis for making sound decisions in promoting public safety, through planning and policy making.

Appendix B: Crimes by Category

Crimes Against Persons Assault (Aggravated), Assault (Simple), Forcible Fondling, Forcible Rape, Forcible Sodomy, Human Trafficking, Incest, Intimidation, Justifiable Homicide, Murder and Non-negligent Homicide, Negligent Manslaughter, Sexual Assault with an Object, Statutory Rape

Crimes against Property Arson, Bribery, Burglary/Breaking and Entering,
Counterfeiting/Forgery, Credit Card/Auto Teller
Fraud, Destruction/Damage/Vandalism of
Property, Embezzlement, False Pretenses/Swindle/
Confidence Game, Impersonation, Larceny (All
Other), Motor Vehicle Theft, Pocket-picking, Purse
Snatching, Robbery, Shoplifting, Stolen Property
Offenses, Theft from Building, Theft from Coin
Operated Device, Theft from Motor Vehicle, Theft
of Motor Vehicle Parts/Accessories, Welfare Fraud,
Wire Fraud

Crimes against Society

Assisting or Promoting Prostitution, Betting/ Wagering, Drug Equipment Violations, Drug/ Narcotic Violations, Gambling Equipment Violations, Operating/Promoting/Assisting Gambling, Pornography/Obscene Material, Prostitution, Sports Tampering, Weapon Law Violations

Type B Offenses

All Other Offenses, Bad Checks, Curfew/Loitering/ Vagrancy Violations, Disorderly Conduct, Driving Under the Influence, Family Offenses (non-violent), Liquor Law Violations, Peeping Tom, Runaway, Trespass of Real Property

Source: MBCC.MT.GOV MTIBRS

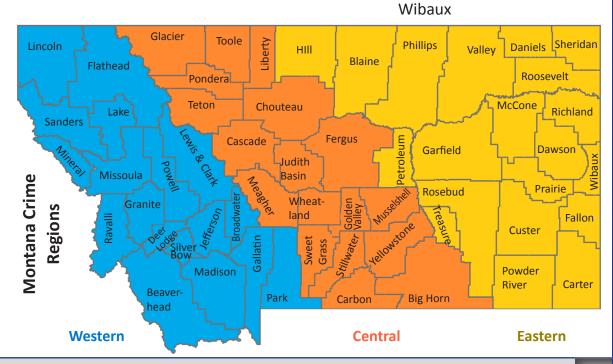
Appendix C: Crime Region by Montana County

Central	Eastern
Big Horn	Blaine
Carbon	Carter
Cascade	Custer
Choteau	Daniels
Fergus	Dawson
Glacier	Fallon
Golden Valley	Garfield
Judith Basin	Hill
Meagher	Liberty
Musselshell	McCone
Pondera	Petroleum
Stillwater	Phillips
Sweet Grass	Powder River
	Big Horn Carbon Cascade Choteau Fergus Glacier Golden Valley Judith Basin Meagher Musselshell Pondera Stillwater

Park Teton Prairie

Powell Toole Richland
Ravalli Wheatland Roosevelt
Sanders Yellowstone Rosebud
Silver Bow Sheridan

Sheridan Treasure Valley





"The goal is to turn data into information, and information into insight." — Carly Fiorina

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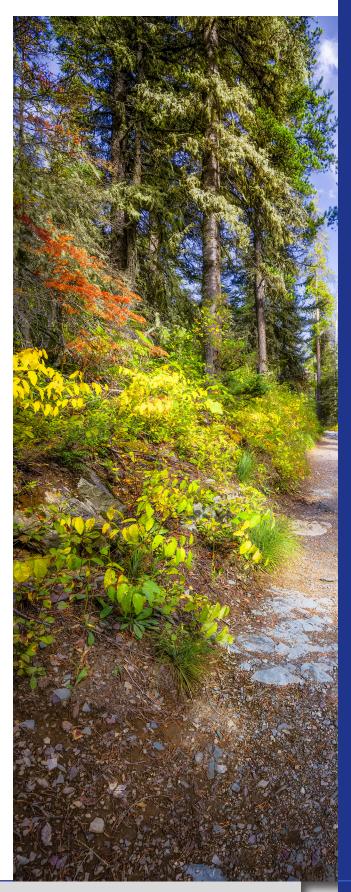
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"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."

- Andrew Carnegie

Appendix F:

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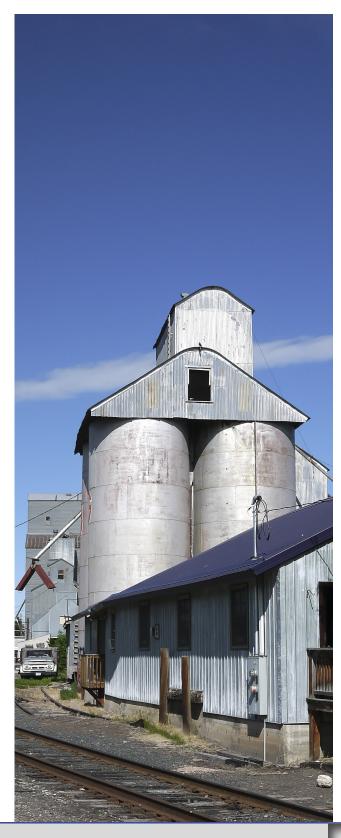
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