

Lewis & Clark County

DEPARTMENT OF

CRIMINAL JUSTICE SERVICES

5-Year Report

July 2023



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- Mikael Lindquist, Behavioral Health Case Manager
- Chloe Smith, Behavioral Health Therapist
- Alexia Clark, Education & Transition Coordinator

CRIMINAL JUSTICE SERVICES OVERVIEW

- About Criminal Justice Services
- Structure
- Funding
- Advisory Groups
- Strategic Plan Priorities



ABOUT CRIMINAL JUSTICE SERVICES

Mission Statement

Lewis and Clark County's Department of Criminal Justice Services exists to improve the safety of the citizens of Lewis and Clark County and ensure the equitable and efficient treatment of defendants, offenders, and victims.

Since December 2017, the Department of Criminal Justice Services (CJS) has endeavored to establish and implement voter mandated programs, forge relationships across the criminal justice spectrum, actualize a robust strategic planning initiative, and assist our partners in implementing research-based criminal justice reform practices.

The Department was created as part of the voter-approved 2017 Detention Center Operations Levy, following the approval of Bond Resolution 2016-72 passed by the Board of County Commissioners. The resolution funded the renovation and expansion of the Detention Center to address overcrowding issues by increasing the capacity of the jail from 58 to 156 inmates. In the levy, voters agreed to the increased operational expenses required to staff the expansion, with the provision that funds also be used to support programs aimed at reducing the number of individuals detained, including behavioral health, early intervention, and pretrial services. The Department was thus created to manage those efforts.

The following report is intended to summarize the work CJS has accomplished in the last five years and to provide stakeholders with a greater understanding of how CJS serves the community. This first section reviews the Department's structure, funding, and the advisory groups that guide the Department's work and that, together with CJS, developed the Department's nine strategic plan priorities. The next sections detail the CJS programs and services managed within or through CJS, which are divided into two distinct teams: the Court Services Team and the Behavioral Health Services Team. The final section outlines the next steps in improving the Department's ability to provide effective community alternatives, solutions, and services that will increase community safety, reduce crime, and assist defendants and their families in addressing underlying determinants of criminal justice-involvement.

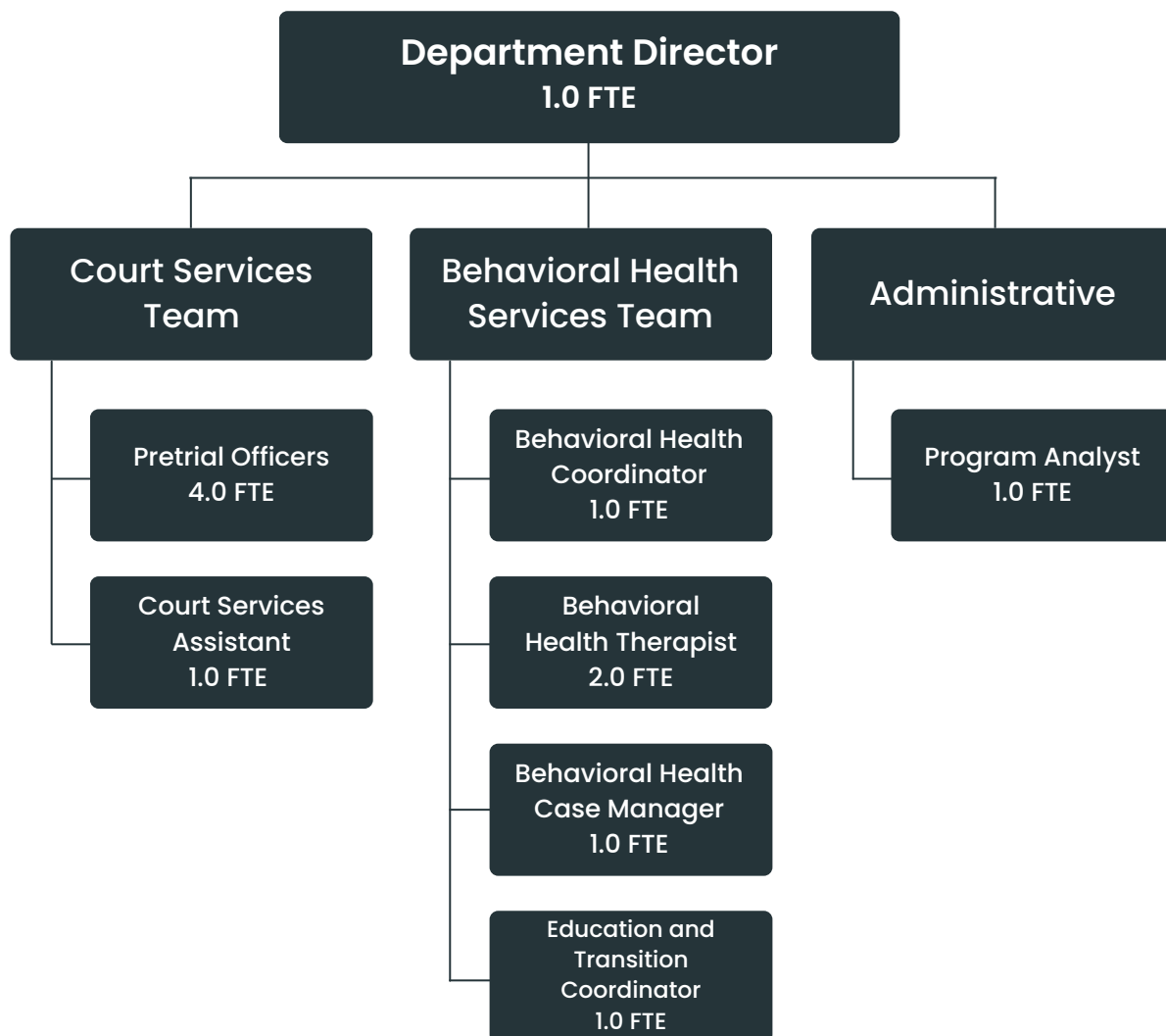
STRUCTURE

In 2017, the Department launched with a single employee. After five years, the Department has expanded to 12.0 FTE positions across two teams. All positions report directly to the Department Director.

The Court Services and Behavioral Health Teams developed organically over time based on community needs and best practices. Even so, both teams frequently overlap in the individuals they serve and thus work cooperatively to identify each person's needs while maintaining public safety.

Figure 1

Criminal Justice Services Structure



FUNDING

CJS is supported by a combination of State, Federal, and Private grant funding, as well as a portion of the \$4 million per year, 15-year Detention Center Operations Levy Budget approved by voters in 2017. Approximately 20% of the annual levy funds are allocated to CJS including:

- **\$200,000** for behavioral health;
- **\$45,000** for early intervention;
- **\$335,000** for pretrial services;
- **\$45,000** for volunteer program;
- and **\$145,000** for stability funding.

Figure 2

Revenue vs. Expenses

*FY 19-23 - Actual; FY 24 - Budget

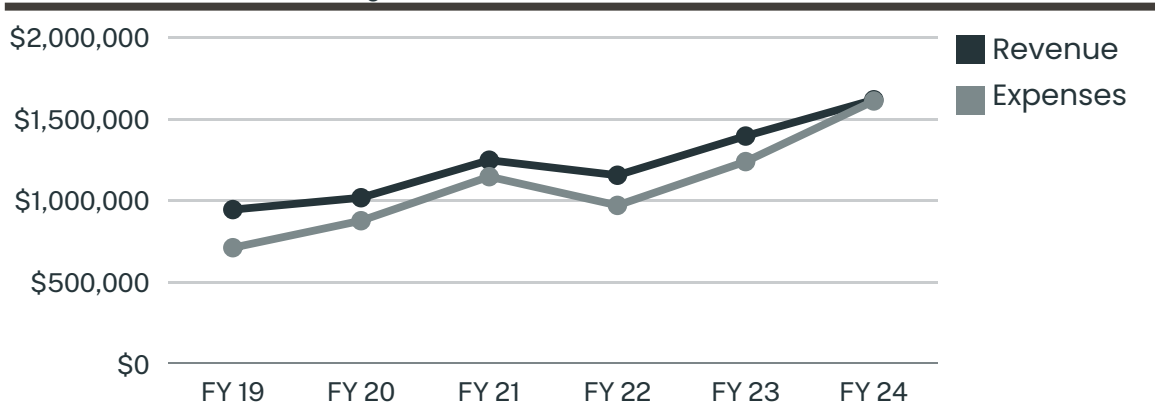
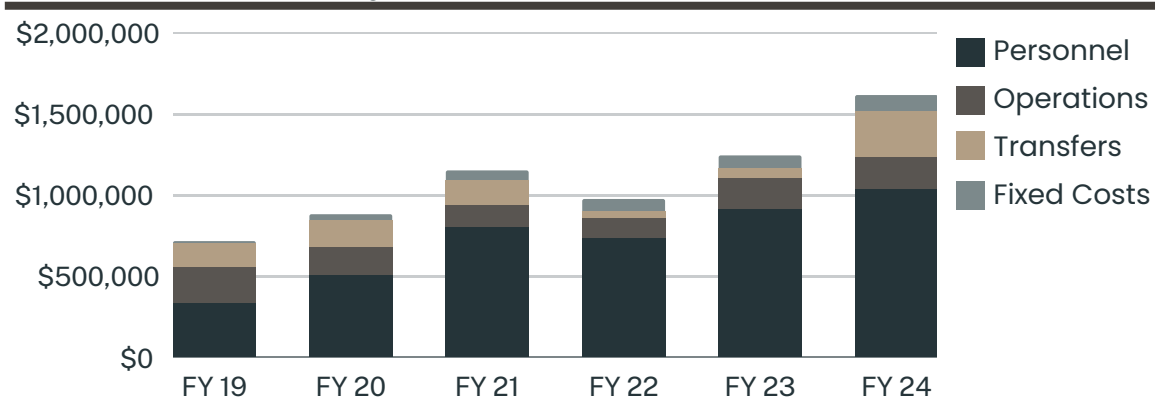


Figure 3

Expense Categories

*FY 19-23 - Actual; FY 24 - Budget



For more detailed information, please visit the Lewis & Clark County Administrative & Financial Services Department at <https://www.lccountymt.gov/admin-finance.html>.

ADVISORY GROUPS

Criminal Justice Coordinating Council

The Lewis & Clark County Criminal Justice Coordinating Council (CJCC) was created in 2012 in response to Resolution 2012-116 passed by the Board of County Commissioners. The CJCC serves as the central planning body for the County's criminal justice system and was formed to study, identify, implement, and coordinate innovative programs that reflect County citizens' desire for safety and cost effectiveness. Comprised of 15 key justice system officials, membership is governed by each individual's title or role (Figure 4), rather than a formal application process, to provide the leadership and oversight necessary for meaningful systemic change. The principal mission of the CJCC is to:

- study the County's juvenile and adult criminal justice system;
- identify deficiencies;
- raise public awareness of the unique needs of the system;
- coordinate efforts;
- and formulate plans and programs to improve the system.

Figure 4

Lewis & Clark County CJCC Member Roles

First Judicial Court Judge	Justice of the Peace	Municipal Court Judge
Lewis & Clark County Commissioner	City of Helena Chief of Police	Lewis & Clark County Attorney
Lewis & Clark County Sheriff	Chief Youth Probation Officer	Montana Department of Corrections Representative
Managing Attorney, Region II Office of the Public Defender	City of Helena Commissioner	East Helena Chief of Police
Victim Advocate Representative	Citizens' Advisory Council Chair	Lewis & Clark County Public Health Officer

In 2018, Lewis and Clark County's CJCC was selected to be one of 30 members of The Justice Management Institute's CJCC network, a national network of leading coordinating councils. The National Network of Criminal Justice Coordinating Councils (NCCJCC) is a formal network that brings together leaders of each member's CJCC to create a forum for peer-to-peer learning and information sharing aiming to build capacity on a national level.

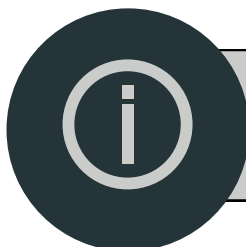
Citizens' Advisory Committee

Along with the CJCC, the Citizens' Advisory Committee (CAC) was formed by order of the Board of County Commissioners in 2012 to act as an advisory group to the CJCC. The primary purpose of the CAC is to solicit citizen input and make recommendations as part of the CJCC's responsibility to study and then make improvements to the local criminal justice system to achieve the highest levels of public safety and program cost and effectiveness. Critically, the Committee contributed to the success of the initiatives to expand and staff the Detention Center and the creation of the Department.

CAC membership is limited to fifteen voting members, but Lewis & Clark County residents are encouraged to submit an application online if they are interested and to attend monthly meetings to have their voice heard.

Public Meeting Information

Criminal Justice Coordinating Council	Citizens' Advisory Committee
Fourth Tuesday of Odd Months	Third Friday of Every Month
4:15PM - 5:15PM	12:00PM - 1:00PM
Law + Justice Center Atrium	Law + Justice Center Atrium
406 Fuller Avenue	406 Fuller Avenue



For the most current list of CJCC and CAC membership, the most up to date meeting information, or to submit an application for CAC membership, please visit:
<https://www.lccountymt.gov/cjs.html>.

STRATEGIC PLAN PRIORITIES

The CJCC, with input from the CAC and CJS, developed a five-year strategic plan in March 2021 to guide CJS's work and set goals. The Council identified nine priority areas with suggested action steps and measures of progress. The nine priorities CJS was tasked with are as follows:

Figure 5

Strategic Plan Goals

- 01 Reduce the detention time of State Department of Corrections (DOC) incarcerated persons in the L&C County Detention Center.
- 02 Continue and improve diversion practices across the criminal justice system spectrum.
- 03 Continue our support for specialty courts and pursue opportunities for additional specialty courts.
- 04 Reduce the number of individuals with behavioral health disorders in the criminal justice system.
- 05 Address the needs of families, including caretakers, juveniles, defendants, offenders, and victims to break the cycle of familial criminal justice involvement.
- 06 Support the professionals working in the criminal justice system, including but not limited to courts and law enforcement, through cross agency collaboration.
- 07 Gather relevant data to provide the best possible metrics of the needs for, and results of our work, and analyze it for future system improvements.
- 08 Improve communications with the public to keep the public aware of the system's progress.
- 09 Stay abreast of relevant policy and legislative proposals.

COURT SERVICES

- Pretrial Services
- Specialty Court Services
- Other Duties



PRETRIAL SERVICES

The first and largest program managed by the Court Services Team is the Pretrial Services program. Pretrial programs are used successfully across the United States to reduce the number of individuals sitting in detention pending their trial date, while maintaining public safety. The Lewis & Clark County Pretrial Services program began in July 2018 with the assistance of the State of Montana Office of Court Administrator (OCA). At that time, Lewis & Clark County was one of five "pilot" counties included in OCA's Pretrial Pilot Program, along with Butte Silver Bow County, Lake County, Missoula County, and Yellowstone County. As a pilot county, CJS uses the Arnold Ventures Public Safety Assessment (PSA).

The PSA is a validated, risk-assessment tool used by the Judge at a Defendant's initial appearance to assist in making the decision as to whether the Defendant will be released or detained pretrial. The PSA measures the likelihood a Defendant will 1) make it to all their court dates, or "Failure to Appear Score (FTA)," and 2) remain law-abiding while awaiting trial, or "New Criminal Activity Score (NCA)." PSA scores are generated using a Defendant's age, prior convictions, and prior failures to appear in court. Scores are not impacted by a Defendant's race, gender, income, religion, education, or address. Based on the FTA and NCA scores, the PSA release level matrix (Figure 6) specifies the recommended release level, with higher levels requiring more frequent pretrial monitoring. The process for generating and disseminating PSAs in Lewis & Clark County is outlined in Figure 7.

Ultimately, the decision to assign a Defendant to CJS's Pretrial Services program, the supervision level, and any additional bond or conditions is at the discretion of the Judge. PSA release levels are not mandatory, and a Judge may order a Defendant to check-ins with their Pretrial Officer more frequently than the highest level specified by the PSA. If the Judge does not include a release level on the court order assigning a Defendant to Pretrial Services, then the Pretrial Officer will default supervision to the level recommended by the PSA. In cases without a PSA, Pretrial Officers will default to a release level 2.

Figure 6

PSA Release Level Matrix

		New Criminal Arrest (NCA) Score					
		<i>Larger number indicates higher likelihood of a new arrest</i>					
		1	2	3	4	5	6
Failure to Appear (FTA) Score <i>Larger number indicates higher likelihood of failure to appear</i>	1	Level 1	Level 1				
	2	Level 1	Level 1	Level 1	Level 2	Level 2	
	3		Level 1	Level 1	Level 2	Level 2	Level 3
	5		Level 1	Level 1	Level 2	Level 2	Level 3
	4		Level 2	Level 2	Level 2	Level 3	Level 3
	6				Level 3	Level 3	Level 3

PSA Release Levels

Release Level 1

Defendants released at a Level 1 must check-in once with Pretrial Officer for the initial check-in. Defendant receives text message reminders for court dates.

Release Level 2

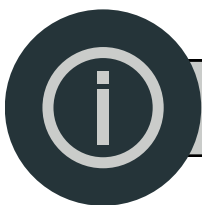
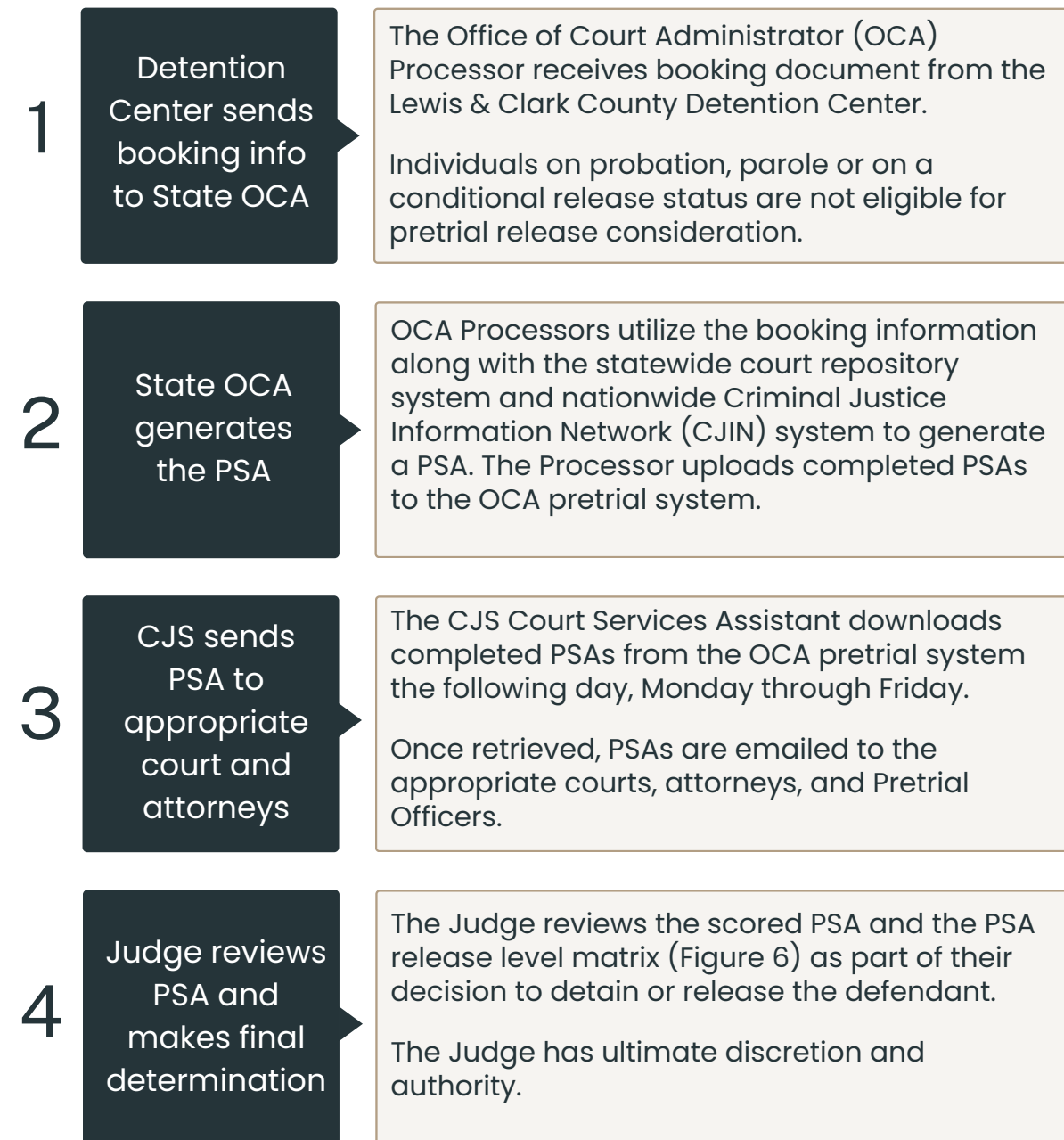
Defendants released at a Level 2 must check-in with their Pretrial Officer once, monthly. Defendants also receive text message reminders for court dates.

Release Level 3

Defendants released at a Level 3 must check-in with their Pretrial Officer twice, monthly. Defendants also receive text message reminders for court dates.

Figure 7

Lewis & Clark County PSA Process



For more information on the PSA and the Montana Pretrial Pilot Program please visit <https://courts.mt.gov/cao/Pretrial/>.

Once assigned to the Pretrial Services program, the Defendant is required to report to CJS in person within 24-hours of release to complete initial enrollment and to meet their designated Pretrial Officer. All CJS Pretrial Officers are certified as Pretrial and Misdemeanor Probation Officers through the State of Montana Department of Justice, Public Safety Officer Standards & Training (POST) Council. The Pretrial Officer reviews expectations and court-ordered conditions and assists the Defendant in connecting to necessary resources. The Pretrial Officer does not discuss the details of the Defendant's case or provide legal advice. While in the program, the Pretrial Officer regularly reviews hearing schedules and provides text message reminders of upcoming court dates to the Defendant.

The Pretrial Services program is a form of bond, and Defendants assigned by a Judge to the program are required to participate and abide by all court-conditions. It is the policy of the program to manage suspected violations of Defendants on supervision in a manner consistent with the principles of public safety, the integrity of the judicial process, presumptive innocence, and the mission of the Department. When a Pretrial Officer reasonably suspects a violation, the Officer initiates an investigation. If probable cause that a violation did occur, the Officer submits a formal violation with supporting documentation to the appropriate court and attorneys. The most common violations are failure to report to Pretrial Services, failure to complete substance testing, and positive test results for substance use. Officers will also alert Helena Police Department if a Defendant checks-in with an active warrant over \$5,000. If under \$5,000, the Officer informs the Defendant and their attorneys and recommends the Defendant attend open-court to address the warrant.

Ancillary Support & Services

CJS budgets each fiscal year for ancillary services to provide Defendants with the tools and provisions that will support them in being successful while on pretrial (Figure 8). The Pretrial Officer distributes ancillary supplies on a case-by-case basis, depending on an individual's specific needs.

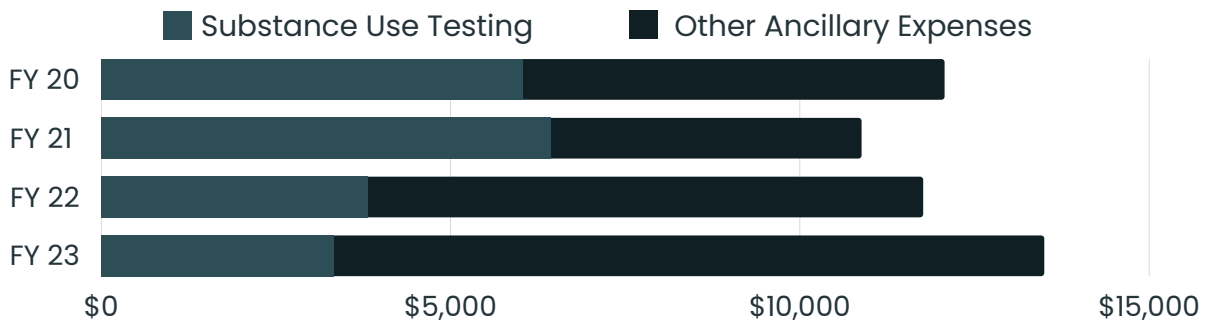
Examples of ancillary supplies includes:

- Grocery cards
- Bus passes
- Clothes
- Backpacks
- Hygiene packs
- Sleeping bags
- Cell phone/minutes
- Gas cards
- Reusable water bottles

Helena Food Share provides CJS with emergency food packs monthly, which are distributed in the CJS lobby or by request.

Figure 8

Ancillary Expenses by Fiscal Year



For Defendants with court-ordered substance use testing, CJS will cover up to two weeks of testing through ancillary funds or on a case by case basis. CJS partners with Community Solutions to provide participants with a Standard 8-Panel urine analysis at a discounted rate of \$15 per test, versus the customary \$25 per test. Alternatively, Defendants testing with private providers are typically covered for their testing through Medicaid. CJS does not cover electronic monitoring, including SCRAM testing or GPS trackers except in rare circumstances.

Pretrial Services Program Performance Metrics

The Court Services Assistant notifies OCA when a Defendant's case is disposed. An OCA Processor then completes a background check for the Defendant and evaluates whether the Defendant's case meets the performance metric criteria. A case is considered "successful" when the Defendant in the case attended all required court appearances for the assigned case *and* the Defendant was not arrested on any new charges during the pretrial period.

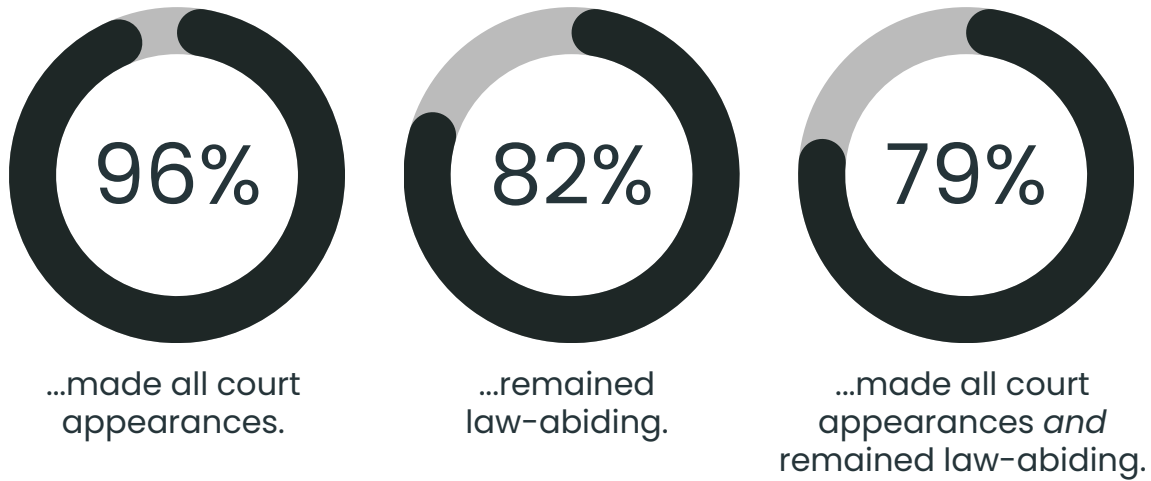
Of the 1,085 closed cases assigned through to the Pretrial Services program with a PSA to date, 96% made all court appearances, 82% were not arrested on a new charge during the pretrial period, and 79% of cases met both criteria (Figure 9). The percent of successful cases by the date of case closure is illustrated in Figure 10. Notably, the high success rate in the first quarter of 2019 can be attributed to fewer than 20 cases closing in that period.

The more frequent reason a Defendant's case fails program performance metrics is due to the Defendant being arrested on a new charge at 81%, compared to the 12% who were unsuccessful due to at least one failure to appear to a court hearing. Only 6% failed both metrics. In cases where a new arrest does occur, in 59% of these cases the charges at the time of the arrest were a misdemeanor. These cases are still deemed unsuccessful regardless if charges are later dismissed or dropped to a lower charge.

Figure 9

Overall Percent of Successful Cases

Criteria: Includes only closed cases assigned to Pretrial Services with a PSA.



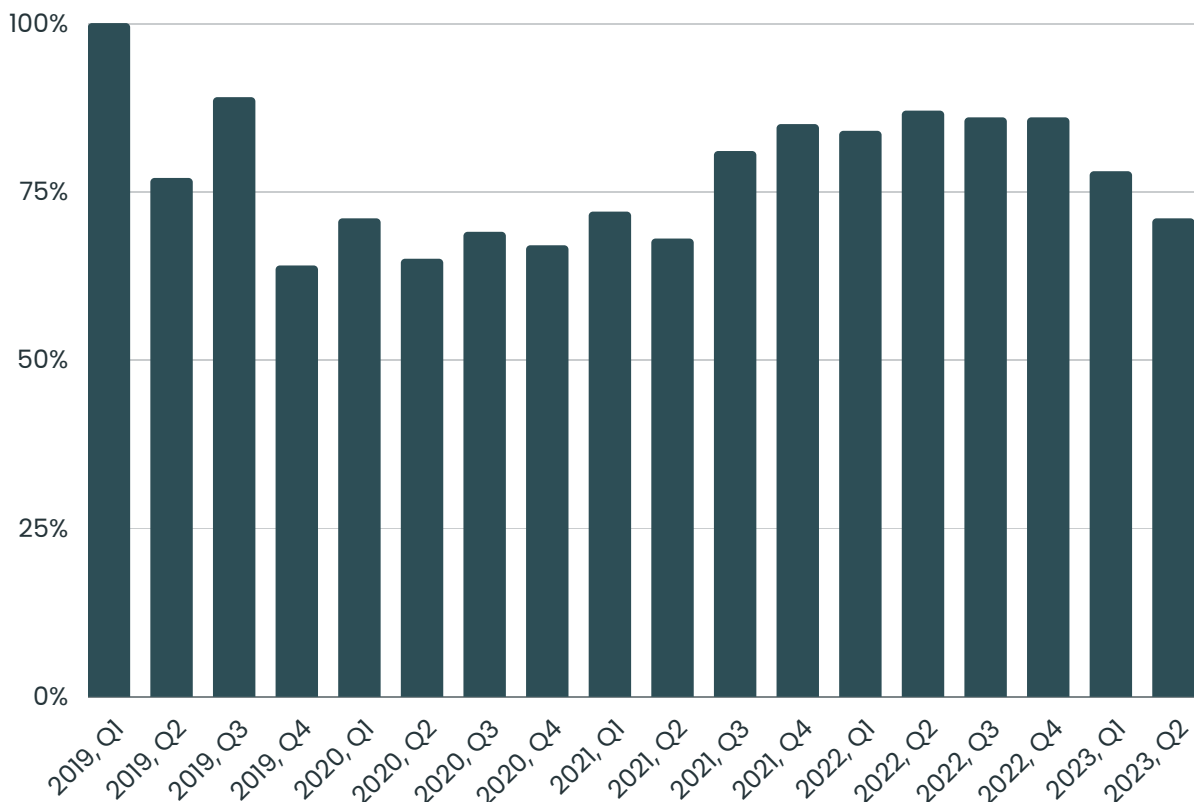
A case is considered "Successful" when...

the Defendant in the case made all court appearances for the assigned case *and* the Defendant was not arrested on any new charges.

Figure 10

Percent of Successful Cases by Date of Case Closure

Criteria: Includes only closed cases assigned to Pretrial Services with a PSA.



SPECIALTY COURT SERVICES

Post-Adjudication Supervision Services

The Honorable Judge Peterson with Helena Municipal Court introduced the Post-Adjudication Supervision Services (PASS) program in 2019 to provide supportive supervision for individuals with behavioral health disorders who are found guilty of their misdemeanor charge(s). CJS allocates one POST-certified Pretrial and Misdemeanor Probation Officer as a PASS Officer. The PASS Officer verifies the offender's participation in behavioral health services and communicates completed check-ins to the Court. The Court may also allow individuals the opportunity for completed check-ins to apply credit towards their fines and fees. The Court determines the allowable amount to be deducted, but credit typically ranges from \$5 to \$20 for every hour engaged in behavioral health services. Deductions do *not* apply to any restitution owed to victims.

Participation in PASS is voluntary, and individuals may choose to pay fines and fees fully or partially. However, if an individual participates, the PASS Officer continues to review needs including housing, transportation, access to food, health care, and other socioeconomic factors, as well as help the individual establish goals and a schedule.

Total Orders:	Total Individuals:	Estimated Credit for Fines & Fees:
79	60	\$8,385
Unique orders for cases assigned to PASS	Assigned on multiple cases or reassigned on the same case	Deductions earned through appointments for services and qualifying check-ins

Montana First Judicial District Behavioral Health Court

At the request of the Honorable Judge McMahon, CJS assisted with design and implementation of the Behavioral Health Court (BHC), which began accepting clients in March 2023. The goal of BHC is to support and connect individuals to critical mental health, co-occurring mental illness and substance use disorder treatment, housing, medical and other essential social services. As with PASS, CJS dedicates one POST-certified Pretrial and Misdemeanor Probation Officer to assist BHC participants in maintaining court orders and expectations and addressing social indicators of health. CJS also serves as a referral source for the Court and is a member of the BHC Steering Committee.

OTHER DUTIES

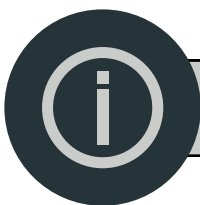
Pretrial Services & Misdemeanor Probation Basic Training

Beginning in 2021, CJS dedicated one Pretrial and Misdemeanor Probation Officer to coordinate curriculum, instructors, and schedules for the Pretrial Services & Misdemeanor Probation Basic Academy, which is required by the State of Montana Department of Justice, Public Safety Officer

Standards & Training (POST) Council before an individual can be certified as a Pretrial or Misdemeanor Probation Officer. The Academy is a 4-week training hosted annually at the Montana Law Enforcement Academy. All curriculum must meet POST standards and includes instruction in topics such as the Montana legal system, case management, substance misuse, mental health, firearms, and officer safety and expectations.



*Pretrial Services & Misdemeanor Basic Training,
Graduation Ceremony, July 2022
Montana State Capitol, Governor's Office*



For more information on the POST Council and training, please visit <https://dojmt.gov/post/>.

BEHAVIORAL HEALTH SERVICES

- Detention Center Interventions
- Education & Volunteer Program
- Medication-Assisted Treatment Bridges Program
- Other Programs & Services



DETENTION CENTER INTERVENTIONS

The Behavioral Health Team works collaboratively with Detention Center staff and our partners in the community to address mental health, suicide, and addiction issues for incarcerated individuals and to prepare those scheduled for release for a successful return into the community. The team includes two Behavioral Health Therapists, one Behavioral Health Case Manager, one Behavioral Health Coordinator, and one Education & Transition Coordinator.

The Behavioral Health Therapists conduct interventions within the Detention Center including crisis stabilization, de-escalation, and therapeutic interventions. Incarcerated individuals may request to meet with CJS staff using the inmate communication system or may be referred by Detention Center Officers, who are trained to observe and identify individuals who may be experiencing a crisis. CJS therapists are available Monday through Friday during business hours, and the Department partners with St. Peter's Mobile Crisis Response Team (MCRT) to fill in the gaps in service for crises that occur after-hours.

The Behavioral Health Case Manager and Education & Transition Coordinator provide care coordination by assisting individuals with successful transitions to the community. They advocate on the client's behalf, facilitating access to needed services, guiding clients through community resource options, and assisting clients in reducing barriers to community reintegration upon release. Examples of care coordination activities includes assisting individuals in determining benefit eligibility, completing housing applications, treatment placements, and referrals to continued behavioral health services upon release.



Therapist Chloe Smith and Deputy Sage Fairclough were recognized at C7T training for demonstrating excellent de-escalation techniques!

The team has conducted approximately **4,500** interventions from 2020 through June 2023 (Figure 11), including **64%** for therapeutic interventions and **36%** for case management services. Additional data collection began in 2023 to track the various types of care coordination services rendered during sessions (Figure 12); percentages will total over 100% as sessions may involve more than one type of service.

Figure 11

Inmate Interventions & Case Management

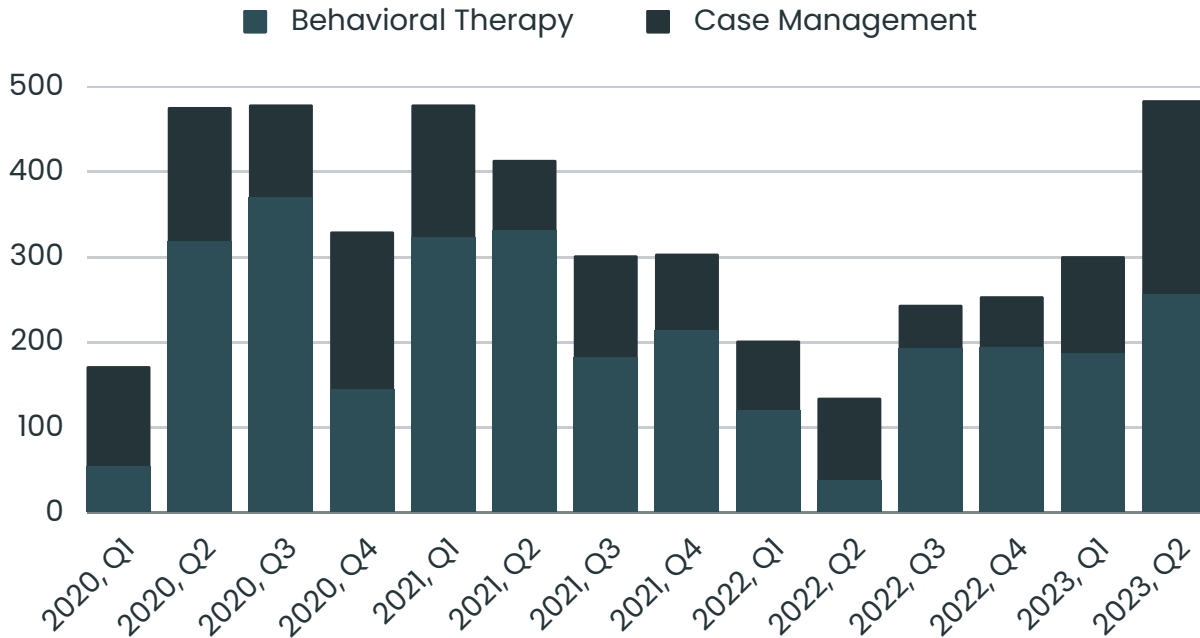
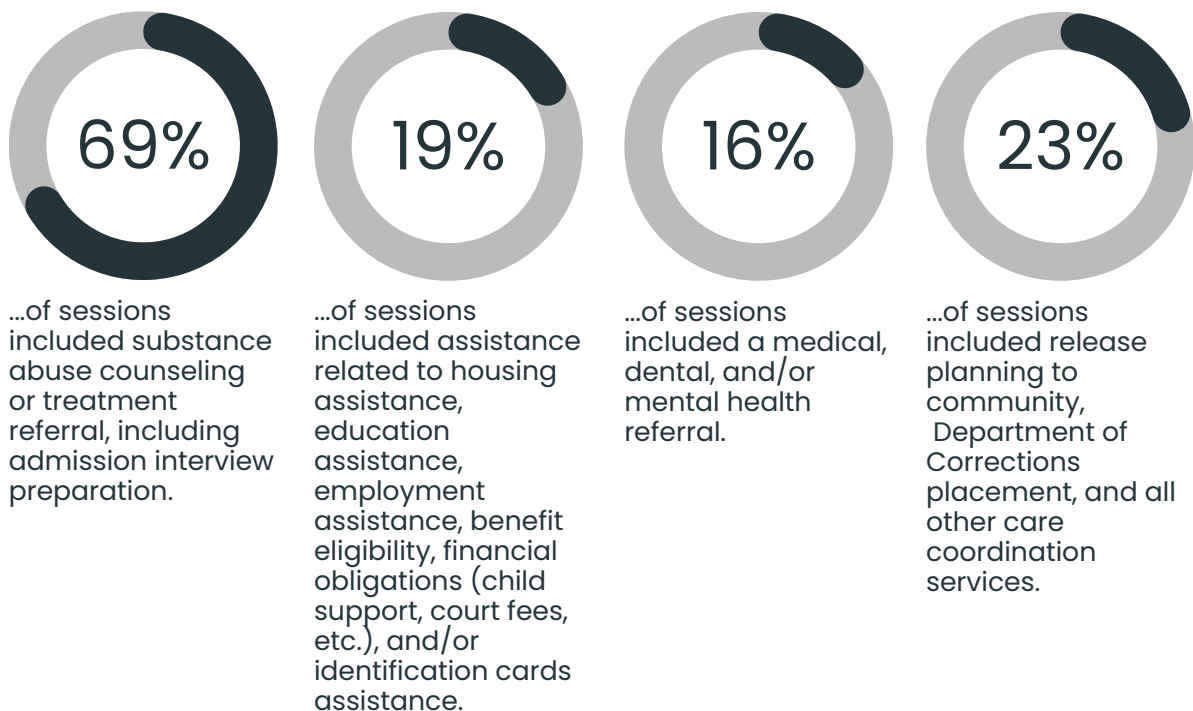


Figure 12

Types of Care Coordination Services (2023)



EDUCATION & VOLUNTEER PROGRAM

In addition to care coordination services, the Education & Transition Coordinator works with Detention Center staff to recruit and train volunteers from the community to lead programs and curriculum for incarcerated individuals. The Volunteer Program, established in May 2021, fosters connections between the community and incarcerated individuals and creates a web of support for them prior to their release.

Current & Upcoming Programs in the Detention Center

Alcoholics Anonymous (AA) & Narcotics Anonymous (NA) are both 12-step programs that provide a group setting for participants to address issues of addiction and to support those who wish to pursue and maintain a drug-free and/or alcohol-free lifestyle.

Living Well in the Community (LWC) is a 10-week program through Ability Montana that helps individuals set goals to support their overall quality of life and well-being through sessions by applying problem-solving skills and managing emotions, improving health by changing daily habits, discovering tools and skills that make achieving goals easier, such as effective communication and finding resources, and using those tools to practice self-advocacy.

Spiritual Services are available to incarcerated individuals including weekly church services on Sunday, Saturday smudging ceremonies, and one-on-one services with a Chaplin offered twice per week.

(Upcoming) **NCIC Schoolhouse Tablets** will become available to incarcerated individuals in 2023, offering hundreds of courses across multiple competences including life-skills, work training, and education programs. Inmates will have access to certificates for courses with a passing score. The tablets come with the Detention Center's purchase of an updated communication system.

(Upcoming) **High School Equivalency Test (HiSET)** preparation will also be made available on the NCIC tablets in addition to the pre-installed coursework. Individuals who begin the HiSET program will have access to their progress after their release.

(Upcoming) **Parenting Support & Education** will begin in 2023, in collaboration with Lewis & Clark County Public Health, to coach incarcerated parents and caregivers on how secure parent-child relationships can be supported and strengthened.

Participation has been difficult to track due to safety restrictions on traditional methods within the Detention Center. However, with the introduction of radio frequency identification (RFID) technology in the Detention Center in January 2023, program attendance is now consistently collected (Figure 13 & Figure 14).

Figure 13

Inmate Attendance for Volunteer-Led Programs & Services (2023)

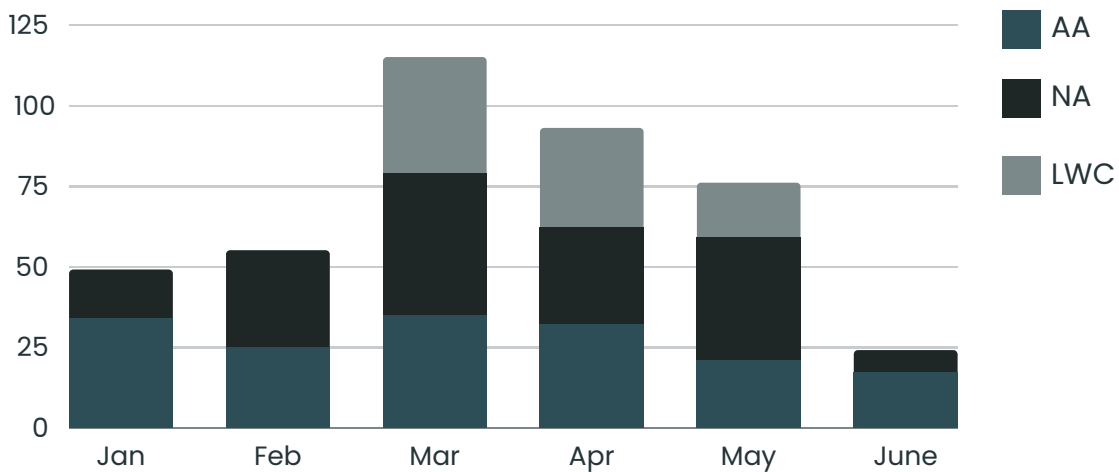
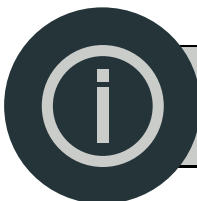
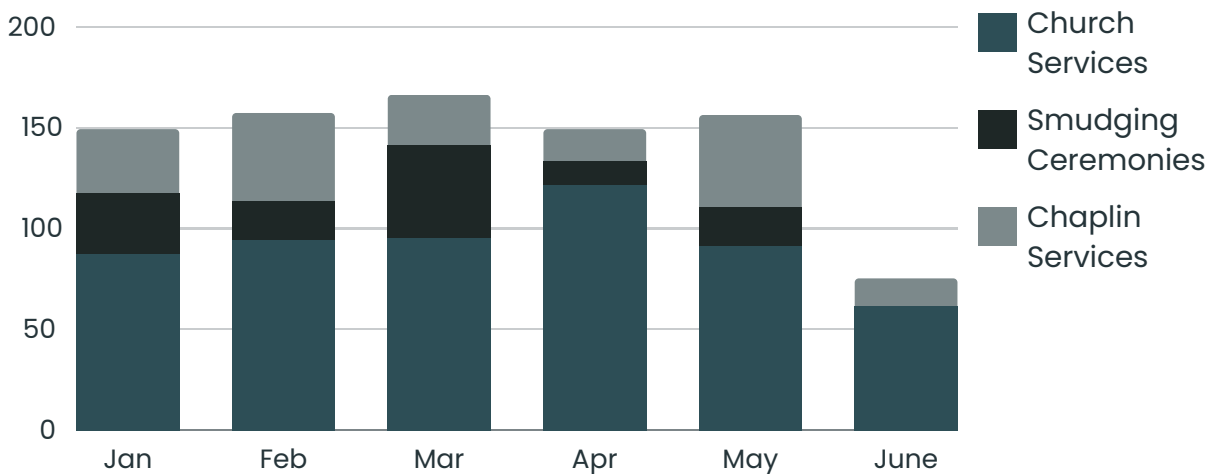


Figure 14

Inmate Attendance for Volunteer-Led Spiritual Services (2023)



If you are interested in becoming a volunteer at the Lewis and Clark County Detention Center, please fill out an online application at: <https://www.lccountymt.gov/cjs.html>

MEDICATION-ASSISTED TREATMENT BRIDGES PROGRAM

The Medication-Assisted Treatment (MAT) Bridges program was implemented in the Detention Center in 2021 to address individuals with opioid use disorders (OUD) through the use of medications in combination with counseling and behavioral therapies. FDA-approved medications for OUD safely block the effects of opioids on the brain, reduce cravings, treat withdrawals, and return patients to normal function. The goals of the program include:

- treat those with OUD utilizing effective MAT methods;
- encourage participation in counseling and behavioral therapies;
- build bridges between the Detention Center and community-based treatment providers;
- reduce return to opioid use and recidivism within the first 90 days of exiting incarceration.

In May of 2019, Lewis and Clark County was one of 15 counties selected from across the nation to participate in the Planning Initiative to Build Bridges Between Jail and Community-Based Treatment, a 9-month planning project, supported by Arnold Ventures and the U.S. Department of Justice, Bureau of Justice Assistance (BJA), and designed to help communities develop a comprehensive continuum of care model that targets the jail population and builds bridges between in-custody and community-based treatment. A multidisciplinary MAT Bridges team was formed to research evidence-based practices used in existing jail-based MAT programs across the country and develop a MAT program specific to the needs of Lewis and Clark County. The team included: a County Commissioner, the CJS Director and Behavioral Health Coordinator, Sheriff's Office Detention Center Captain, Physician, and Nurse Manager, Helena Indian Alliance-Leo Pocha Clinic's Behavioral Health Director, and PureView Health Center's Behavioral Health Program Supervisor. In 2020, CJS was awarded two three-year grants to assist with the implementation and support of the MAT Bridges program, including \$142,000 from the Institute for Intergovernmental Research's (IIR) and BJA's *Building Bridges Between Jails and Community-Based Treatment* and \$600,000 from the BJA's *Comprehensive Opioid, Stimulant and Substance Abuse Program* (COSSAP).

Since implementation, **92** individuals have participated in the MAT Bridges Program in the Detention Center.

OTHER PROGRAMS & SERVICES

In 2015, Lewis & Clark County joined over 500 counties across the nation to pledge a commitment to the Stepping Up Initiative, a national initiative to divert individuals with mental illness from incarceration. As a Stepping Up County, CJS is dedicated to supporting programs and services in our community that assist in reducing the incarceration or re-incarceration of individuals with mental illness as well as substance use disorders in ways that not only improve public safety, but promote positive outcomes for individuals, their families, and their communities. In addition to providing annual funding to our partners at Lewis & Clark County Public Health and Good Samaritan Ministries, CJS works collaboratively with a number of other resources throughout the community on behalf of justice-involved individuals.

Our Place Drop-In Center

Our Place Drop-In Center is a peer-run support program specializing in behavioral challenges and those recovering from addiction. Many of the individuals utilizing services are criminal justice system involved or at risk of involvement. Connection with Our Place services provides stabilization and helps keep those involved from acting out in ways that require law enforcement. Our Place Drop-In Center services includes:

- Outreach and Engagement
- Housing Assistance
- Peer Recovery Services
- Transportation Assistance
- Socialization
- Job Application Assistance
- Crisis Mitigation
- Medication Referrals
- Quality of Life Improvement
- Mental Health Services Referrals
- Community Groups
- Food and Food Packets
- Volunteer Work

CJS provides \$40,000 in operational grant funding annually to Good Samaritan Ministries for the Drop-In Center.



To learn more about the nationwide Stepping Up Initiative, please visit: <https://stepuptogether.org/>.

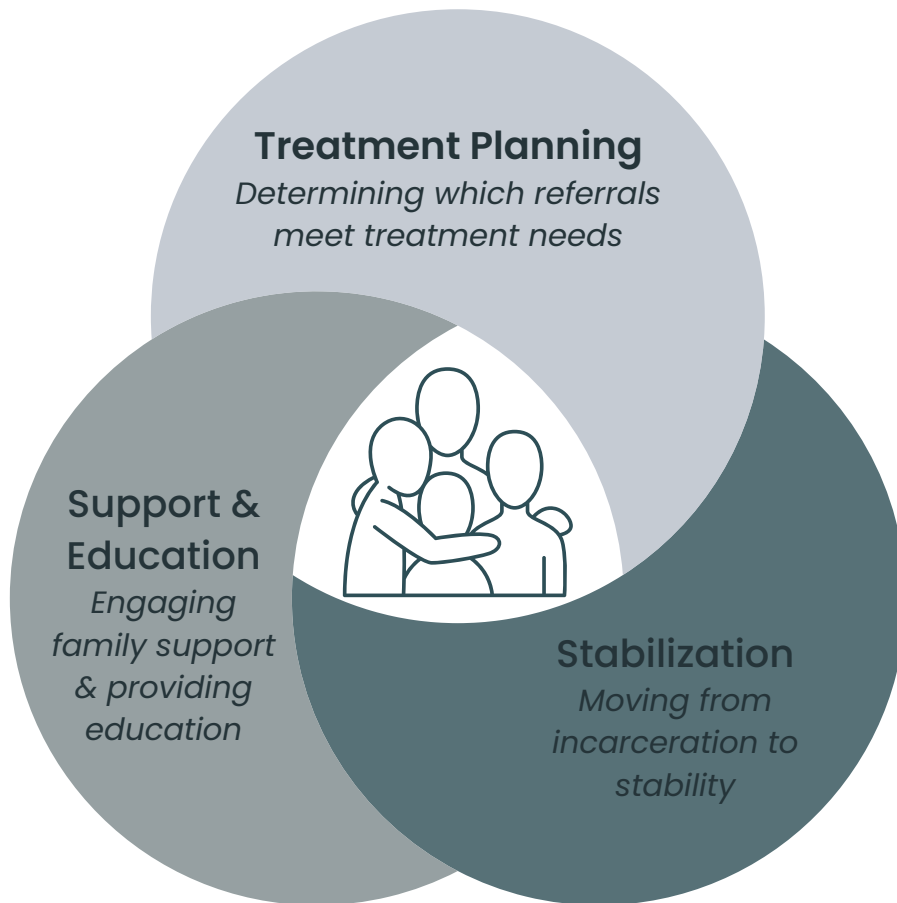
7-Generations Program

The "Seventh Generation Principle" is founded on the ancient Native American philosophy that the decisions we make today have a ripple effect that impacts the future through the next seven generations. Based on this principle, the 7-Generations Program (7-Gen) is designed for the caregivers and incarcerated parents of children ages 0–3 with the intention to stop the cycle of familial criminal justice involvement. 7-Gen assists with treatment planning, stabilization, and family support and education to both the incarcerated parent(s) and the caregivers of the children in the community (Figure 15).

CJS provides \$50,000 annually to Lewis and Clark County Public Health for the coordination of 7-Gen and assists with referrals based on questions asked during the booking process.

Figure 15

7-Gen Services



To learn more about Good Samaritan Ministries and the Our Place Drop-In Center, please visit: <https://www.goodsamhelena.org/>.

Narcan Vending Machines

With the support of our partners at City of Helena Police Department and Helena Municipal Court, CJS installed three vending machines dispensing Narcan using a portion of the grant funds that also support the MAT Bridges Program. The Narcan is provided by the State of Montana Department of Public Health and Human Services.



Narcan is an FDA-approved "miracle drug" with the ability to rapidly reverse an opioid overdose. Narcan works by binding with opioid receptors in the brain and blocking the effects of opioids for 30 to 90 minutes, reversing respiratory depression. It is considered safe, non-addictive and effective at restoring normal breathing. The Narcan is available at no-cost to the public, in an effort to increase community access to the life-saving medication.

The vending machines can be found on the first floor of the Law and Justice Center, the Our Place Drop-In Center, and the CJS reception area. Since the vending machines were installed in February of 2023, **315** boxes of Narcan have been distributed from the Law & Justice Center and CJS reception area.



Our primary goal is to eliminate opioid use in our community. The unfortunate reality is, many of us have neighbors, family, or friends that are struggling with opioid addiction. My hope is that these machines will be a resource for people who are trying to avoid losing their loved ones to addiction.

- Chief Brett Petty, City of Helena Police Department



NEXT STEPS

The Department has successfully implemented a number of programs and services required by Lewis & Clark County citizens with direction from the CJCC and CAC and with support from law enforcement, courts, and community partners. More work remains to further improve the County's criminal justice system, and CJS will continue to look for ways to strengthen and advance the work done at all levels. For the next fiscal year, the Department's primary objectives include improving data collection and quality through implementation of a CJS case management system, pursuing accreditation of the Pretrial Services program through the National Association of Pretrial Services Agencies, and supporting both current and new programs by expanding program access, improving performance analytics, and seeking new grant funding opportunities.

1

DATA INITIATIVE

Many of the Department's challenges have revolved around data collection, quality, and silos. The challenge of data silos in particular is not unique to CJS. In 2019, Justice Management Institute identified 18 data integration touch points throughout the County criminal justice system (Figure 16). Since then, progress at a County-wide level has been slow primarily due to a lack of resources across agencies.

In 2022, CJS has taken a more purposeful approach to the data initiative by first focusing on the in-house performance measures and eliminating the silos across CJS programs. The CJS analyst has identified a number of areas for data collection improvements, but none that would be more impactful than a modern, Department-wide case management system. This will allow for a seamless link across CJS program data, which will accomplish two objectives:

1. Better identify trends and relationships between Court Services, Behavioral Health Services, and detention that provide data-driven programmatic approaches;
2. Allow CJS staff and program coordinators to communicate fluidly on the needs, obstacles, and progress, of individuals.

The Department is currently in the procurement process to identify and select a CJS case management vendor.

2

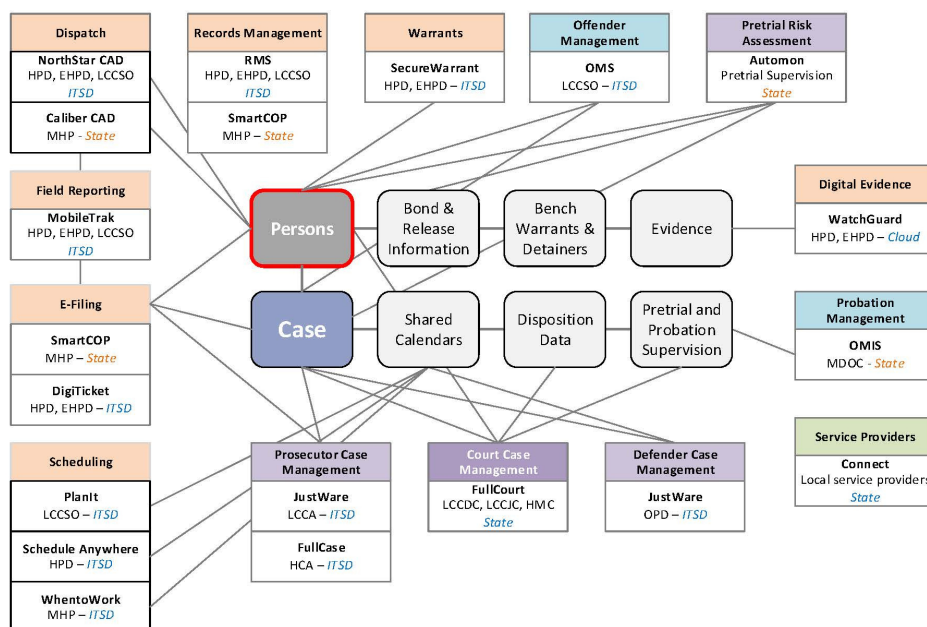
PRETRIAL PROGRAM ACCREDITATION

Beginning in 2023, the Department will work towards Pretrial Services program accreditation through the National Association of Pretrial Services Agencies (NAPSA). NAPSA is a national, non-profit agency whose mission aligns with CJS's mission to promote justice and public safety using evidence-based practices. The benefits of accreditation include "improved staff training and development, assessment of program strengths or weaknesses, defense against outside interests, establishment of measurable criteria for upgrading operations and performance based benefits."

The first step in this process will be to review the Department's Standard Operating Procedures for the Pretrial Services program and evaluate where improvements may be needed. As part of this initiative, a comprehensive report is planned for fiscal year 2024 examining the Pretrial Services program, including evaluating fidelity to the PSA, defendant barriers, impacts to financial bond, and how, if at all, these differences in assignment correlate with performance measure outcomes.

Figure 16

Lewis & Clark County Criminal Justice System, Data Sharing and Reporting Study (Justice Management Institute, 2019)



3

SUPPORT CURRENT & NEW PROGRAMS

While the addition of a case management system will improve data and communication across all programs, several programs or initiatives need additional support to increase access and efficiency.

One initiative between Good Samaritan Ministries and Helena Police Department forms the beginnings of an Intercept Zero program. The current initiative allows police officers to exercise discretionary authority to divert individuals to a community-based intervention for law violations driven by unmet behavioral health needs. The next steps will be to gather data and identify funding to support the existing, organic approaches transpiring daily in the community.

The MAT Bridges Program has also struggled to overcome a number of access to care barriers, despite extensive collaboration at the program's development stages. Low utilization can primarily be attributed to the lack of an in-house physician in the Detention Center. Following State-wide and national labor shortage trends, the Detention Center has been without a consistent in-house physician since 2022. In-house nursing staff are available to administer MAT-medications for individuals booked into the Detention Center with an active prescription but may not diagnose or prescribe. As a solution, the Detention Center and CJS coordinated with PureView Health Center and Helena Indian Alliance-Leo Pocha Clinic to offer telehealth and in-person office services for MAT Bridges participants. While this expands access for eligible individuals, Medicaid restrictions on incarcerated people reduce incentives to seek treatment, by obligating individuals to pay for the prescriptions and physician services that would otherwise be covered through CJS grant funding. Despite challenges, CJS is exploring all possible solutions to cover MAT-related appointments, both in person and telehealth, in addition to the already covered medication costs.

The Department of Criminal Justice Services, with the support of the CJCC, will continue to meet the needs of Lewis & Clark county as we collaboratively work toward thoughtful criminal justice reform.

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