

Jail Diversion Master Plan Update

July 2022

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Executive Summary

This Jail Diversion Master Plan update summarizes and highlights the collaborative work that has occurred in the criminal justice system in Missoula County since the 2018 update. The 2016 Missoula City-County Jail Diversion Master Plan included 40 recommendations for system improvement in three areas to address jail overcrowding: Behavioral Health; Pre-sentencing; and Sentencing and Post-Disposition.

Missoula has focused significantly on improvements at the intersection of behavioral health and criminal justice. The Mobile Support Team and Crisis Intervention Team both provide pre-arrest resources for law enforcement dispatched to calls where behavioral health crisis is a primary driver. The pending construction of a Crisis Stabilization Facility on the Western Montana Mental Health campus will provide first responders and the community a resource for individuals in crisis when the hospital or jail are not appropriate.

Missoula continues to approach supportive services with a “housing first” model, noting that lasting changes are difficult to achieve when individuals lack stable housing. Treatment Courts help defendants with addiction and mental health needs to navigate the justice system, resolving complex personal and legal issues, and the jail continually improves its healthcare services and access to programming and reentry services for inmates.

Ongoing evaluation of case backlogs, system efficiency components, and evidence-based best practice continue to guide pretrial and post-disposition practices. Each stakeholder in the Missoula criminal justice system demonstrates a commitment to improved office function and system health, and the Criminal Justice Coordinating Council offers a space for agencies to come together and navigate complex system issues.

Introduction

Missoula City and County adopted the Jail Diversion Master Plan (JDMP) in November 2016. It was compiled by key criminal justice stakeholders to investigate solutions to overcrowding in the Missoula County Detention Facility. In April 2018, Missoula County Commissioner Nicole “Cola” Rowley, and Missoula City Council member Michelle Cares prepared a written update which addressed progress made towards the recommendations. This second update serves as an overview of system-wide and policy-specific changes that have been made in Missoula’s handling of non-assaultive defendants.

In 2018, Missoula County’s criminal justice stakeholders formed the Criminal Justice Coordinating Council (CJCC), which gave stakeholders a forum to meet and discuss topics that impact multiple offices and entities in Missoula’s criminal justice system. Much of the progress made since 2016 is a result of collaborative system work.

When the JDMP and the first update were written, lack of housing and mental health services were issues at the forefront of community health conversations as they are primary drivers of crime. In post-2020 Missoula, both housing and mental health services are in a state of crisis. Addiction to alcohol and opioids continues to plague our community and both drug-related and violent crime have risen.

Like the rest of Montana, Missoula County's population has increased, and the face of Missoula is changing. However, our community's resolve to ensure appropriate use of our jail and to maintain a fair and equitable justice system have remained and may be more needed today.

This update follows the general format of the Jail Diversion Master Plan and has three sections: Behavioral Health, Pre-sentencing, and Sentencing and Post-Disposition. Not every recommendation will be discussed, rather, a narrative will be presented about overall progress and developments, whether the progress stemmed from a recommendation or not.

Recent Statistics

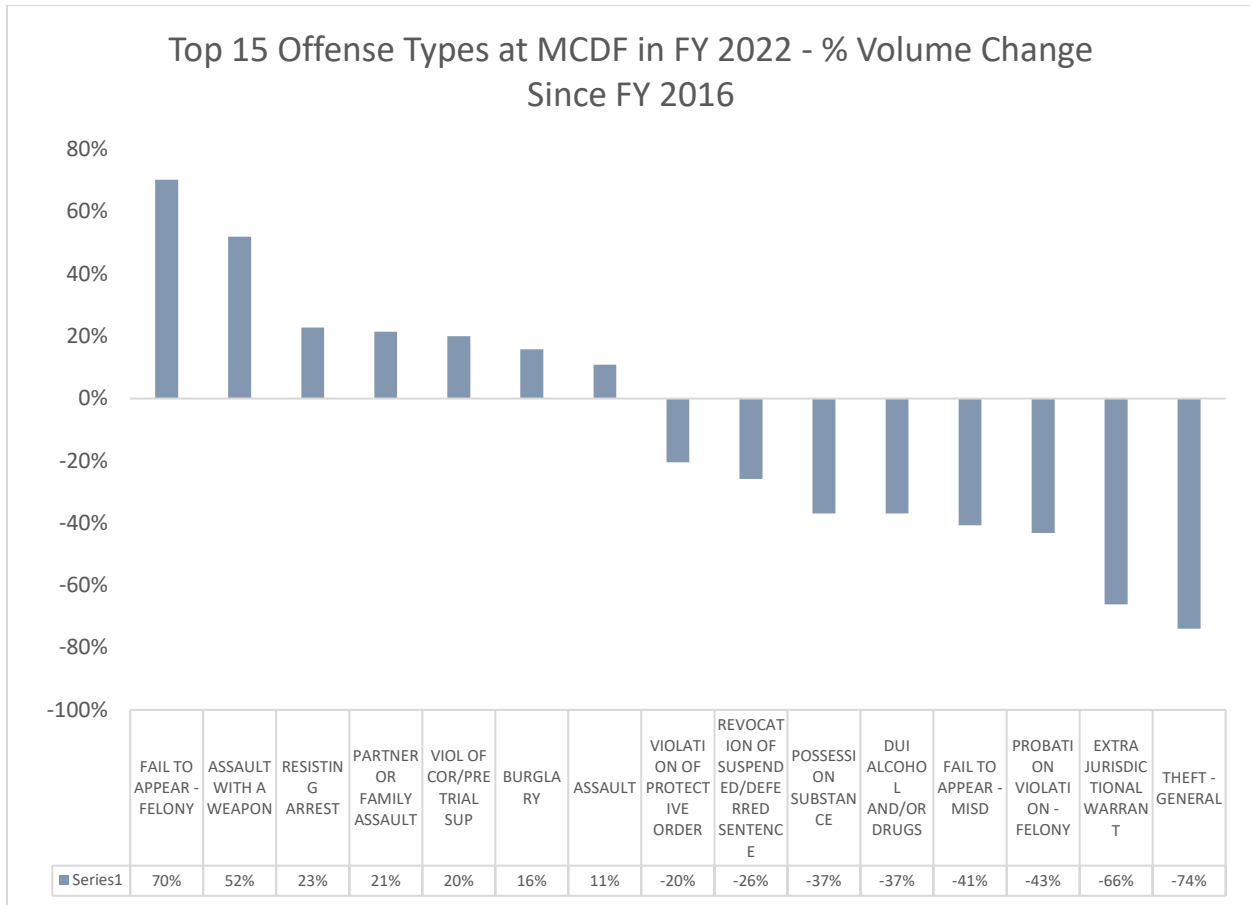
Top 15 Charges at Admission by Volume for Missoula County Detention Facility, a Comparison of FY 2022, 2018, and 2016			
Rank	FY 2022	FY 2018	FY 2016
1	FAIL TO APPEAR - MISD	FAIL TO APPEAR - MISD	FAIL TO APPEAR - MISD
2	PARTNER OR FAMILY ASSAULT	EXTRA JURISDICTIONAL WARRANT	DRIVING WHILE SUSPENDED/REVOKED
3	DUI ALCOHOL AND/OR DRUGS	DUI ALCOHOL AND/OR DRUGS	DUI ALCOHOL AND/OR DRUGS
4	FAIL TO APPEAR - FELONY	THEFT - GENERAL	THEFT - GENERAL
5	PROBATION VIOLATION - FELONY	PROBATION VIOLATION - FELONY	EXTRA JURISDICTIONAL WARRANT
6	POSSESSION SUBSTANCE	DRIVING WHILE SUSPENDED/REVOKED	INSURANCE
7	EXTRA JURISDICTIONAL WARRANT	PARTNER OR FAMILY ASSAULT	PROBATION VIOLATION - FELONY
8	ASSAULT	OBSTRUCTING PEACE OFFICER	PARTNER OR FAMILY ASSAULT
9	RESISTING ARREST	POSSESSION SUBSTANCE	DISORDERLY CONDUCT
10	THEFT - GENERAL	REVOCATION OF SUSPENDED/DEFERRED SENTENCE	GENERAL
11	REVOCATION OF SUSPENDED/DEFERRED SENTENCE	PARAPHENALIA	POSSESSION SUBSTANCE
12	VIOL OF COR/PRETRIAL SUP	INSURANCE	OBSTRUCTING PEACE OFFICER
13	ASSAULT WITH A WEAPON	AGG DUI	PARAPHENALIA
14	VIOLATION OF PROTECTIVE ORDER	TRESPASS TO PROPERTY	AGG DUI
15	BURGLARY	FAIL TO APPEAR - FELONY	TRAFFIC - OTHER
			CRIMINAL CONTEMPT - MISD

Average Length of Stay of Defendants (May 2022)

27.9 days

Average Daily Population of Missoula County Detention Facility (May 2022)

184.0 inmates



These charges have been grouped by offense types instead of by specific statute codes or descriptions. Montana Code Annotated is updated every two years, so comparing the admission volume of specific statute codes or descriptions can be misleading when looking across several years.

The important story is that by and large, the volume of offenses seen at MCDF in 2022 is much lower than it was in 2018 and 2016. Apart from felony FTAs, violations of conditions of release, and some violent offenses, we are seeing significantly lower volumes of most other offense types at the jail. Thus, if someone were to look at the top 15 list for 2022 and say, “Wow, there are a lot of violation type offenses,” it would be most accurate to say, “We’re seeing much fewer of these offenses at MCDF than in years past for misdemeanor FTAs, revocations, and felony probation violations.” However, because the volume of other offense types (namely minor misdemeanor/traffic) offenses has dropped so much, it has catapulted some violation type offenses higher on the list. (Ziegler, 2022)

When comparing statistics across recent years, it is vital to note the impacts of the COVID-19 pandemic on jail operations. In response to the pandemic, Missoula County Commissioners,

Justices of the Peace, District Court Judges, and attorneys, all recognized the need to slow the growth of Missoula County Detention Facility's inmate population. On March 18, 2020, the Missoula County Commissioners adopted Resolution No. 2020-029, citing a need to stem overcrowding. This resolution stated:

Effective immediately, the Missoula County Detention Center will not accept individuals into the detention center who have been charged, but not convicted of non-violent misdemeanor offenses under state laws and/or city ordinances... [or individuals] who have been arrested based on a warrant for failure to appear for court dates related to non-violent misdemeanor offenses under state laws and/or city ordinances.

On February 5, 2021, Amended Resolution No. 2021-012 was adopted. This resolution amended Resolution No. 2020-029 and stated:

Effective immediately, the Missoula County Detention Center will continue to not accept individuals into the detention center who have been charged, but not convicted of non-violent misdemeanor offenses under state laws and/or city ordinances other than Resisting Arrest, DUI 2nd, DUI 3rd, or when exigent circumstances exist upon request by law enforcement.

Resolution No. 2020-029 further outline types of warrant holds which may and may not be held at the jail, including the delineation that warrants from courts within Missoula County may be holdable if the bail amount is \$2,000 or greater.

Resolution No. 2021-071 was adopted on May 18, 2021. This resolution provided greater judicial discretion in determining which defendants would be admitted to the jail, with the charges listed in previous resolutions to be used for illustrative purposes. Beginning May 3, 2021, Missoula County Justice Court and Missoula Municipal Court began specifying which warrants would be detainable and which necessitated only a court appearance. This resolution goes on to state that the detention center will "take all individuals sentenced to the detention center or brought to the detention center on a warrant specifying detention" but if the detention center had "significant capacity concerns or there is a public health emergency, the Missoula County Detention Center may decline intake of an individual brought to the detention center by an arresting officer on a new offense."

Section I: Behavioral Health

The topic of behavioral health has received much attention both locally and nationally in recent years. In Missoula, there are several entities working to examine the intersections of behavioral health within our criminal justice system and to improve those intersections for all users.

Justice Alliance for Behavioral Health

Missoula County Grants Administrator Erin Kautz facilitates the Justice Alliance for Behavioral Health (JABH) which formed in 2016.

The JABH is a group comprised of stakeholders from criminal justice agencies, behavioral health providers, and social service agencies interested in improving services and responses for individuals with mental illness and/or co-occurring disorders. The Justice Alliance meets monthly to identify gaps in the crisis care continuum and discuss possible solutions, learn about other programs and local crisis intervention services, and improve communication between first responders and service providers. (Kautz, 2022)

Mobile Support Team

Missoula's Mobile Support Team began operations in October of 2020 and is managed by Missoula Fire Department Health & Wellness Coordinator John Petroff. The Mobile Support Team provides emergency response for individuals in crisis where a law enforcement response would be less appropriate. Since its inception, the Mobile Support Team has responded to 2206 calls, with 186 in June 2022 alone.

The Mobile Support Team (MST) is a collaboration between the Missoula Fire Department and Partnership Health Center. The original funding for MST came from the County Tribal Matching Grant and the MacArthur Foundation's Safety & Justice Challenge grant. The MST is a county response unit which currently operates 10 a.m.-8 p.m. Ninety percent of responses are on 911 calls that law enforcement would normally respond to unassisted. We work closely with both Missoula Police Department and Missoula County Sheriff's Office.

The goal of the program is to create emergency department and jail diversions, recognizing that many individuals that are jailed and taken to the Emergency Department multiple times have a mental illness. This program can help in jail diversions by responding to a behavioral health crisis and offering a team approach. The team arrives without an agenda and meets people where they are. Every patient has a different path, and the MST works toward obtaining resources to break patterns which many times leads to jail admissions.

The program focuses on the appropriate continuum of care for individuals and works to prevent further mental health crisis through follow up and case facilitation.

There are significant positive outcomes due to this response. The MST has assisted with getting people connected with housing, de-escalated multiple scenes that law enforcement or EMS presence may have escalated, and worked with numerous agencies to help disadvantaged communities. Last year, the MST worked with both housed (67% of the time last year) and the unhoused community (33%). (Petroff, 2022)

The Mobile Support Team tracks outcomes as much as possible, but results are difficult to determine due to data systems that do not interface. MST uses recordkeeping systems which are based in the fire department, but call information is often housed in the police department, hospitals, or other agencies.

Crisis Intervention Team

The Missoula Crisis Intervention Team Program (CIT) is a community-based program that brings together law enforcement, first responders, mental health professionals, mental health advocates, service providers, and other partners to improve community responses to mental and behavioral health crises. Under the management of Theresa Williams, the CIT program has been active in Missoula since 2016 but expanded from training to full program implementation and has been housed in the Missoula Police Department since 2022.

Crisis Intervention Team training is available for all law enforcement officers, Mobile Support Team members, or those working closely with individuals experiencing behavioral health crises and consists of a 40-hour academy. Since 2016, CIT Missoula has planned and delivered six 40-hour CIT Basic Academies, totaling 224 individuals. 79 of these are sworn law enforcement officers (this excludes detention officers and probation and parole).

When Missoula dispatch receives a call which involves a person in behavioral health crisis, a shift leader may direct their CIT officers to the call if they are available. Additionally, CIT Officers and Deputies may attach themselves to behavioral health-related calls for service. Law Enforcement can also request the Mobile Support Team to co-respond or stage nearby so they can provide support after the scene is determined to be safe. The Missoula Police Department has at least one CIT-trained officer on every shift, and the University of Montana Police Department and Missoula County Sheriff's Department have CIT-trained officers on most shifts. CIT International states that mandatory officer training is not best practice, and that outcomes are better when being a CIT Officer is an optional designation.

In April 2022, the CIT Program implemented the Mental Health Referral Form, which is used by Law Enforcement Deputies and Officers transporting individuals to Emergency Receiving Facilities. The Mobile Support Team uses the form when they are voluntarily transporting someone as well, and they will complete it if they co-responded with Law Enforcement to a scene where someone was taken to an Emergency Receiving Facility on an involuntary commitment. The Mental Health

Referral Form improves the communication of critical details between law enforcement and certified Mental Health Professionals (MHP) at the Emergency Rooms and Dakota Place. CIT has identified five operational measures for the form:

1. Individual in crisis was connected to mental health services
2. Keep individuals in crisis out of jail
3. Improve warm handoff
4. Law Enforcement mental health literacy
5. MHP follow-up (improved communication)

The Mental Health Referral Form has been approved by all pertinent agencies. The Missoula [CIT Response Graphic](#) is intended to summarize Law Enforcement's options and necessary considerations when responding to a call that involves a mental health component. Posters of the graphic have been provided to UMPD, Airport Police, MPD and MCSO. This graphic was first presented in the CIT Academy's "Assessment, Commitment, and Legal Considerations" module in April 2022. Notably, there is a more specific CIT Response Graphic for our local community, which includes actual crisis resources and links to MST and CIT after incident support and follow up, but the statewide CIT Response graphic was included for broad reference. (Williams, 2022)

Both the CIT Program Manager and the CIT Law Enforcement Program Coordinator are CIT Montana Board Members and Missoula CIT is a member of CIT Montana. Each year CIT Missoula sends instructors and partners to the annual CIT International Conference. Funding for these trainings, in addition to overtime for both sworn and unsworn law enforcement, is supported by Missoula County's Crisis Diversion Grant.

CIT Program Manager was active in 2020/2021 [legislative efforts](#) revising a legislative bill and improving language in existing Montana Code Annotated § 44-7-110. The purpose of this effort was to clarify verbiage and administration of a state system of support for regional crisis intervention team programs in Montana communities. A secondary goal was to push for allocation of hard funding dollars from Montana's general fund to support such a centralized effort. (Williams, 2022)

The 2016 Jail Diversion Master Plan's Recommendation 3.3 detailed that "CIT trainings should include and underscore resources for Native Americans in crisis" (pg. 41).

In September 2016, CIT Montana added the "Cultural Diversity" module to the Learning Management System. Participants review the modules prior to class and then meet with the subject matter experts/resources in the class or during community site visits to reinforce learning.

All Nations Health Center has actively participated at the Missoula Academies to provide information about their services. Recently, Dr. Ann Douglas, Behavioral Health Manager for All Nations Health Center, attended the Academy to provide a presentation on Native Community Cultural Considerations:

- This module asks participants to think about the communities they interact with every day considering advocacy, cultural awareness, and diversity topics.
- Learning Objectives:
 - Discuss two Native Community resources.
 - Explain the difference between culture humility and cultural competence.
 - Identify techniques for interacting sensitively and effectively with people in crisis from cultures and communities that differ from one's own.
 - Explain how one's culture and life experience influence one's work with community members from diverse backgrounds.

CIT Missoula also added Strong Hearts Native Helpline – 1-844-7NATIVE (762-8483) to the pocket Crisis Resource Guide for CIT participants (Williams, 2022).

Emergency Detention Beds

The 2016 Jail Diversion Master Plan identified that Missoula lacked adequate emergency detention beds or community-based treatment options. Additionally, surrounding communities that lack resources bring individuals who are mentally ill to Providence St. Patrick's Hospital for screening and treatment. As a result, Missoula has the highest state hospital admission rate in the state. (Wolken, 2016)

The 2018 update states that in 2017 “with support from State and County funding, Western Montana Mental Health Center [WMMHC] constructed two involuntary emergency detention beds with compassionate supervision by trained behavioral health specialists for people in a mental health crisis.” (Rowley & Cares, 2018)

Currently, those WMMHC beds are unavailable as resources to law enforcement use due to post-COVID staffing issues. WMMHC is seeking to hire additional crisis stabilization workers with a goal of reopening the emergency detention beds in the coming months (DeStein, 2022).

The Providence/St. Patrick Neurobehavioral Medicine Intake Unit (NBMI) offers acute psychiatric inpatient care with 30 inpatient beds, six adolescent beds, six intensive care beds, and 18 general care beds (Mental Disabilities Board of Visitors, 2016). “The county attorney has the authority to arrange for [one's] emergency placement in any federal, state, or private mental health

facility... [including the] Montana State Hospital at Warm Springs if there is no room at a local facility” (Disability Rights Montana, 2018).

Social Detoxification Beds

Individuals who are chronically intoxicated comprise about 10% of the homeless population but consume about 50% of the resources devoted to houselessness. An individual who persistently accesses emergency services can cost the community \$30,000 annually in emergency responder, hospital, and law enforcement resources and these individuals often have co-occurring disorders and are resistant to services (Moore, 2015).

In 2009 and 2012, St. Patrick’s Hospital estimated their costs for charity care were between \$3 million and \$4 million annually. Community Medical Center (CMC) does not earmark specific funds for charity care but estimates that in 2011 the hospital spent \$4,400,000 in unsubsidized costs to care for indigent populations (Reaching Home Working Group, 2012). Consequently, both hospitals have an interest in exploring alternative detoxification facilities in Missoula.

When individuals are in the custody of law enforcement and must be hospitalized for detoxification, it effects the availability of law enforcement to respond to other situations in the community. It is common for a law enforcement officer to spend much of a shift in the emergency department or hospital with a single patient, which manifests in both lost patrol strength and in overtime pay for officers.

The lack of social detoxification options in Missoula results in people detoxifying in hospitals or in jail which places significant strain on jail staff, hospital staff, and law enforcement. Ambulatory Detoxification Centers are a community-based stabilization resource for citizens and an alternative tool for law enforcement to utilize when hospital or jail admission are less appropriate.

Terry Kendrick is the Program Manager for the Missoula Strategic Alliance for Improved Behavioral Health, located in Partnership Health Center. The Strategic Alliance operates at the system level to address unmet behavioral health care needs of Missoula County residents who experience barriers to accessing care—specifically people with limited economic means, youth, unsheltered individuals, and those with a co-occurring substance use disorder. Strategic Alliance members include Providence St. Patrick Hospital, Community Medical Center, Western Montana Mental Health Center, Partnership Health Center, All Nations Health Center, Missoula City-County Health Department, University of Montana’s Curry Center Behavioral Health, the Mayor’s office, Missoula Board of Commissioners, and representatives from other City and County agencies.

In 2019, the Strategic Alliance conducted a qualitative gap analysis of behavioral health crisis care in Missoula. One gap identified repeatedly was the need for an additional short-stay crisis receiving site. Law enforcement, health care providers,

and people with lived experience expressed the need for a safe place for people to go who may be having a mental health crisis and/or could be under the influence of a substance. For many of these people, the only place they can go is to the hospital emergency department or be taken to jail.

Providence St. Patrick Hospital's Emergency Department saw an average of 7.58 patients per day seeking behavioral health care in Quarter 1 to Quarter 3 of 2020. This is an annual cost of \$5,475,000 a year. Most of these individuals did not need emergency room care.

The Crisis Receiving Center will provide a safe place for people who are not in an acute medical state and will be a community-based option to avoid the emergency department or jail when appropriate.

The crisis center will provide:

- Up to 24-hour (23 hour and 59 minute) voluntary crisis stabilization
- Space for up to 16 people to stabilize and connect to the next level of care
- Assessment of mental health, substance use, and psychosocial needs
- Individualized Substance Use Treatment Planning
- Care Coordination to connect with community resources
- 24 hours a day availability 7 days a week, 365 days a year
- Quick referral source for first responders so they can return to work in the community.

The Crisis Receiving Center will be on the Western Montana Mental Health Center campus. Plans for the site have been reviewed by health providers, law enforcement, representatives from community agencies, and people with lived experience and a contractor has been secured. The goal is to open in early 2023. The expected cost of operation is approximately \$1.7 million a year. (Kendrick, 2022)

Increased access to detoxification and treatment resources will reduce the levels of addiction in our community as “more than half (58%) of state prisoners and two-thirds (63%) of sentenced jail inmates met the criteria for drug dependence or abuse, according to data collected through the 2007 and 2008-09 National Inmate Surveys (NIS),” (Bronson, 2017, p. 1) and “during 2007-09, about 4 in 10 state prisoners (42%) and sentenced jail inmates (37%) said they used drugs at the time of the offense for which they were currently incarcerated,” (Bronson, 2017, p. 6).

About 21% each of state prisoners and sentenced jail inmates said their most serious current offense was committed to get money for drugs or to obtain drugs ([table 7](#)). A larger percentage of prisoners (39%) and jail inmates (37%) held for property

offenses said they committed the crime to get drugs or money for drugs than other offense types. Nearly a third of drug offenders (30% of state prisoners and 29% of jail inmates) said they committed the offense to get drugs or money for drugs. Approximately 1 in 6 state prisoners (15%) and jail inmates (14%) who committed violent offenses said they did so to get money for drugs or to obtain drugs (Bronson, 2017, p. 6).

Supportive Housing

The 2018 update to the Jail Diversion Master Plan states that in March 2018, “Missoula County was awarded funding for a Supportive Housing Program for returning citizens through the Montana Board of Crime Control (MBCC). Promoting the use of a Housing First model, the MBCC sought applications that could help provide housing for individuals returning to their community.” (Rowley & Cares, 2018) Since 2018, the issue of affordable and available housing in Missoula has been on the forefront of many conversations. Missoula continues to pursue a housing first approach to services, extending [Reaching Home: Missoula’s 10-Year Plan to End Homelessness](#) into [A Place to Call Home: Meeting Missoula’s Housing Needs](#).

Reaching Home’s mission is to:

Develop a plan for Missoula that puts housing first in helping people experiencing homelessness or housing instability—whether a family fallen on hard times or a hardened veteran of the streets. We want to ensure that the money spent in Missoula on people who are unsheltered or precariously housed is spent principally on housing, not just on managing homelessness. We understand that there will always be a role for emergency shelter in our community; our work is rooted in the belief that the solution to homelessness is housing.

Trinity Mullan Subdivision and Navigation Center

In November of 2020, the Missoula City Council approved the Trinity Mullan Subdivision. “The Trinity Project is a collaboration between Homeward, the Missoula Housing Authority, and BlueLine Development. This 202-home project will be located on two sites in Missoula” (City of Missoula, 2022). A component of the Trinity Project is a Navigation Center which will be built below the Trinity Apartments on Mullan Road.

The Trinity Navigation Center is intended to enhance our community’s ability to transform our system into a sustainable continuum of options that serve all Missoulians who are unhoused. It will be a hub of the Missoula Coordinated Entry System (MCES) and central access point to serve neighbors who are unhoused.

The Navigation Center was created as part of the Trinity project to create a hub for housing navigation and support services for Missoulians who are trying to make

forward progress in their journey to stable housing. The Navigation Center will be a main advertised Access Point for the Missoula Coordinated Entry System, with staff dedicated to housing navigation and support services to work through next steps and accompany clients on their housing journey. As a hub for MCES, the Center will also serve a key role for other providers across the community by creating a place where they can meet clients in a supportive, convenient setting with integrated services. It will be responsive to cultural needs and considerations, and offer basic services like laundry, showers, and a microwave. Coordination and operations for this site are still being finalized.

The Navigation Center may work particularly closely with neighbors identified as FUSE (Frequent Users of Systems Engagement) who are identified as the most vulnerable in Missoula and benefit from a high level of support; these are individuals who have a pattern of high utilization of crisis services or health or behavioral health challenges as well as frequent interaction with the criminal justice system.

The Navigation Center will include a satellite health clinic of Partnership Health Center. The Clinic will be adjacent to the main Navigation Center facility and is planned to be a key resource to provide medical and behavioral health care to clients who access the Navigation Center, as well as the general Missoula public. (Armstrong, 2022)

All Nations Health Center was awarded the contract for clinical services at the Trinity Navigation Center (Missoula Current, 2022). The Trinity Project is scheduled for completion in autumn of 2022.

Treatment Courts

The importance of treatment courts was discussed in the 2016 Jail Diversion Master Plan, which identified both lower recidivism rates of participants and high return on investment for money invested in diversionary courts. The 2016 JDMP cites “ROI of \$1.50-\$2.21 per dollar, with a long-term system savings of \$3,000-\$13,000 per participant.”

The 2016 JDMP lists three diversionary courts serving adults: Missoula Family Drug Treatment Court, Missoula County Co-Occurring Treatment Court, and the Missoula Veterans Court. The Missoula County Youth Drug Court serves youth.

In 2020, SMART Court (Strategies in Maintaining Addiction Recovery and Treatment) was added to serve defendants struggling with addiction, primarily methamphetamine and opiate addiction.

Jenny Brown, Coordinator of Co-Occurring Court, offered the following overview of changes to Treatment Court options since 2018:

Since 2019, we have received a federal BJA grant and hired a new Veterans Court Coordinator, Rick Reed. Veterans Court has funding to expand to 25 participants and hire a case manager for half time if necessary.

Co-Occurring Court remains state funded but was awarded a \$5,000 grant for fiscal year 2022 which was used to purchase incentives for treatment court participants. We have also split our court in half with one half of participants in the “DUI track” of Co-Occurring court. Participants in the DUI track are all charged with felony DUI. (Brown, 2022)

Both Youth Treatment Court and Family Treatment Court are completely state-funded.

ROAD Court

In 2019, Justice of the Peace Landee Holloway began presiding over ROAD Court (Responsibility, Opportunities and Accountability for Drivers). ROAD Court is a DUI treatment court for defendants facing misdemeanor DUI charges and is available to defendants of both Justice Court and Municipal Court. ROAD Court follows an evidence-based model, and the ROAD Court team includes a Licensed Addiction Counselor, prosecution and defense attorneys, law enforcement officers, and probation officers. Samantha Arcand is the ROAD Court Coordinator and provides the following program overview:

ROAD Court is a holistic program intended to save lives and make roads safer by reducing alcohol or drug-related traffic offenses, through holding participants accountable for their actions, getting to the root of the problem and by addressing chemical dependency and co-occurring issues.

Participants are required to make regular court appearances, participate in chemical dependency treatment, meet with their probation officer, and court coordinator, submit to frequent and random drug and alcohol testing including urinalyses, breathalyzer, and continuous alcohol monitoring.

The goal of ROAD Court is to produce benefits both tangible and intangible, which extend beyond crime reduction and cost savings. Transitioning a repeat DUI offender into sustained recovery means more than just reduced recidivism. Recovery also leads to healthier families, better work productivity, fewer people on public assistance, fewer medical costs and numerous other benefits to communities, families, and individuals. (Arcand, 2022)

Since March of 2019, ROAD Court has reduced jail incarceration around 554 days of jail time, which is a savings of roughly \$55,400. The program is anticipated to save more money as the cost

of a night's stay in jail has recently increased to nearly \$140. ROAD Court has seen 101 referrals and approximately 20 graduates.

Missoula County Detention Facility Healthcare and Programming

Medical, mental health care, and programming options at the Missoula County Detention Facility have seen many changes in the past several years. Wellpath has been contracted to provide medical and mental health services to the detention facility, which includes both examinations and management of prescription drugs. Partnership Health continues to provide dental services to the detention facility, and a recent collaboration has established Partnership as the obstetrics provider for inmates who are pregnant.

Wellpath currently staffs four mental/behavioral health positions at the detention facility: three therapists, one care coordinator, and they provide MHP services as well. A component of the mental health contract states that all mental health providers will have mental health credentials. Four of the MHP positions are full time and two are on call. A change that has made a difference for inmates is the availability of telepsych appointments. These remote appointments allow inmates to continue psychiatric medications and establish management with appropriate providers.

Western Montana Mental Health provides chemical dependency evaluations for defendants and inmates in Missoula. There is one full-time Licensed Addiction Counselor (LAC) housed in the Office of the Public Defender and a half-time LAC who works at the jail, "spending about 20% of his time facilitating a therapy group in the jail, and the rest of his time conducting SUD assessments," (Blackwell, 2022).

The detention facility evaluated the recommendation that they hire a Certified Application Counselor. They found that the need for CAC services within the inmate population was low relative to the cost of bringing on a full-time position to administer application services.

The COVID pandemic significantly impacted availability of inmate programming at the jail. To preserve a safe environment for inmates, in-person programming ceased and remains suspended and at the time of this update as rates of COVID infection in our community remain in the "high category." If rates of infection decrease, the detention facility intends to return to in-person programming in autumn of 2022.

The following programs are currently available for adult inmates of the detention facility: creative writing, yoga, Alcoholics Anonymous, religious study groups, parenting, opioid overdose, and mental health.

The following programs are currently available for juvenile inmates of the detention facility: religious study, Alcoholics Anonymous, yoga, Free Verse, and school.

Additionally, the detention facility offers tablets to inmates which are pre-loaded with both programming and entertainment options. The following educational content categories are available to inmates via tablets: Basic Ed & Literacy, Job & Finance, Mental Health, College, Legal, Spirituality & Health, Making Changes, and GED (Rodrick, 2022).

Section II: Pre-Sentencing

From the time of the last update to the present, Missoula's three courts: Missoula Municipal Court, Missoula County Justice Court, and Missoula County District Court, have endeavored to improve communication and case flow within offices and between the courts. Since 2020, the courts have managed significant case backlogs which mired the system during local pandemic lockdowns when trials and hearings were delayed.

Justice Court and District Court are working together to streamline and minimize court appearances for defendants. Justice Court Judges also attend regular meetings with the Municipal Court Judges, and the court administrators from Municipal, Justice, and District Courts attend monthly meetings together.

In 2018, Justice Court developed a Conditions of Release (COR) form for use in Initial Appearances for defendants in custody. The form was heavily revised in 2019. In 2020, Justice Court and District Court collaborated to develop a standardized felony Conditions of Release Order which is used by both courts, helps defendants understand their conditions of release, and allows for smoother communication when cases move between courts and with supervising agencies.

To increase consistency in court calendaring, all felony arraignments occur on Mondays in Department 4 of District Court. This scheduling shift began January 1, 2020, with the hope of reducing Failures to Appear (FTA) at arraignment. Defendants receive their arraignment dates in writing during their initial appearances in Justice Court. Honorable Jason Marks presides over Department 4 and states anecdotally that the system "has helped greatly with the issue of FTAs at arraignment."

The 2016 Plan included a recommendation that courts expand their hours of operation. The added operational expense of additional court hours outweighed the potential benefits of adopting this recommendation. However, Municipal Court, Justice Court, and District Court all offer the option of remote Zoom appearances for most hearings. Municipal Court has also expanded their geographic availability by offering Shelter Court at the Poverello Center. Shelter Court removes transportation barriers to Missoulians experiencing houselessness who live or visit the Poverello Center and enables those residents to address and resolve their Municipal Court matters more easily.

Evidence-Based Risk Assessments and Pretrial Program Options

Justice and District Courts have participated in the Montana Public Safety Assessment (PSA) Pilot Project since 2018. The PSA project is run by the Office of the Court Administrator, and Missoula is one of five sites in Montana that are testing the project. The PSA is a validated pretrial risk assessment tool which is to be used by courts to assign release conditions and determine placement options (Montana Judicial Branch, 2022). PSA scores are produced using criminal history and

charging information and scores reflect an individual's calculated likelihood to engage in new criminal activity, commit a new violent crime, or fail to appear in court if released before trial. These scores are expressed 1-3, with 1 being the lowest risk indicator and 3 being the highest. PSA scores are a tool which judges may use to assess release conditions for a defendant. PSA scores are used in conjunction with the Montana Decision-Making Framework to ensure that conditions of release remain relative and consistent to the defendant's risk level and current charges.

District Court guides that, generally speaking, defendants with a PSA score of 1 are released on their own recognizance(O/R); defendants with PSA scores of 2 are often released O/R with some conditions if there has been a history of felonies; defendants with PSA scores of 3 generally are reviewed more closely or referred to Pretrial Supervision; additional attention and conditions are given to domestic violence, violent crimes and other serious offenses, and often are required to post bond. Missoula Correctional Services (MCS) provides the Pretrial Supervision program to Justice and District Court defendants, as ordered by the courts. Missoula Correctional Services is a nonprofit corporation that provides correction programs to the community and to the State. MCS's 2020-2021 Pretrial Annual Report states that:

MCS had 337 Direct Placements from the Courts in the fiscal year. The PSA scores for these defendants were as follows:

- 66 Level 1 19.6%
- 124 Level 2 36.8%
- 83 Level 3 24.6%
- 64 PSA not completed 19.0%

(Missoula Correctional Services, 2021)

Missoula Correctional Service Officers administer the Ohio Risk Assessment (ORAS) to participants in the Pretrial Supervision program. The ORAS compliments the PSA by illustrating needs and an individual's history on community supervision. Information on the ORAS is verifiable by officers and provides judges a more complete picture of a defendant's personal history and current circumstances. The ORAS also looks beyond the pretrial window and its information can be used at any point in the system from pretrial to post-sentencing to corrections placement. Additionally, the ORAS may be used to evaluate defendants facing both felonies and misdemeanors. The high/medium/low risk designations of ORAS often answer nuanced questions from a judge's perspective, beyond the simpler question of whether a person should be released at their initial appearance.

The ORAS is conducted in-person, unlike the PSA that is based on records and State information. The intake process of Pretrial Supervision Officers spans multiple meetings and gives officers an opportunity to build trust and rapport with the defendants on their caseload. Pretrial Officers verify the information defendants provide during these meetings to ensure accuracy and honesty, increasing the effectiveness of case management efforts going forward.

Pretrial Supervision release conditions may include check-ins with a Pretrial Supervision Officer, drug and alcohol testing, or GPS monitoring. This program is often utilized in lieu of jail custody. Missoula Correctional Services is currently working with Missoula County to develop a client management statistics database which will enable MCS and Missoula County to better track case progress and outcomes.

Seeking a pretrial supervision option more tailored for misdemeanor defendants, Municipal Court is developing its own pretrial program which will utilize electronic check-ins rather than more structured forms of monitoring.

Municipal Court has developed a Supported Release Program that utilizes evidence-based conditions of release to ensure that defendants reappear and do not receive additional charges during the pendency of their case. The program, currently in development with the County, will utilize Court reminders and periodic check ins for defendants who need additional services to be successful on release. The court is currently developing criteria that will inform the frequency or intensity of the conditions of release but will largely not include alcohol monitoring or GPS monitoring, at least for the foreseeable future due to cost, logistical hurdles, and lack of empirical support for the efficacy of such conditions. Additionally, the Court is developing meaningful data tracking mechanisms to continuously monitor and analyze the efficacy of the fledgling program at both micro and macro levels. (Coolidge, 2022)

Missoula County is evaluating the expansion of pretrial supervision and monitoring services available to the courts. This discussion has included home arrest, as well as restarting a sobriety and accountability program under the 24/7 model of alcohol monitoring. At the request of former Sheriff Carl Ibsen, Missoula Correctional Services housed a Sobriety and Accountability Program (SAP) from 2012 to 2021. The SAP Program was a client self-pay program based on the 24/7 model. Unfortunately, SAP had to close due to staffing issues related to COVID and lack of finances to support continuing the program. Missoula Correctional Services holds that no one should be turned away for inability to pay fees associated with a program. Ideally, these programs would be available to all defendants regardless of their ability to pay for testing and monitoring. However, the feasibility of a county-funded program requires further evaluation.

Warrants and Detention

During 2020, a significant backlog of warrants occurred. Each clerk and court office dealt with this issue independently, through a warrant review process. Municipal Court reviewed all outstanding warrants in 2021. Megan Smith, the Municipal Court Administrator, detailed that “This resulted in dismissal of old cases, quashing of unnecessary warrants, and designating less serious cases as appearance only warrants. Nearly 10,000 outstanding warrants were addressed in this process.” It is Municipal Court’s practice that any person arrested during business hours on warrants or new charges can be brought to see a judge immediately, and those cases are prioritized

above scheduled matters. Municipal Court advises that “most defendants are released on their own recognizance in our court, if they are not, a bond review hearing will be set a few days out to reassess. In-custody defendants can be scheduled on any jail day regardless of the judge to allow for earlier release.”

Justice Court also holds regular reviews of all outstanding warrants. They edit warrants for expiration and jurisdiction and send any felony-level warrants to the County Attorney’s Office for review. Justice Court notes that failure to pay no longer results in driver’s license suspensions or warrants. Additionally, the Justices of the Peace have agreed to see warrants in each other’s departments. The result of this collaboration is that anyone can come into Justice Court and get a warrant quashed any day of the workweek.

In 2021, Municipal Court and Justice Court began issuing Appearance Warrants along with their conventional Bench Warrants. Appearance Warrants are a mechanism for law enforcement to advise an individual that they need to appear in court without taking that individual into custody. Instead, law enforcement officers provide individuals with an “orange card” which advises them to contact the court and provides them with the court’s contact information. Judges have discretion to issue Appearance Warrants or Bench Warrants depending upon the type of offense; whether there are victims; restitution, or a history of failures to appear. Of note, Appearance Warrants may be converted to Bench Warrants if an individual was notified of the Appearance Warrant and then failed to appear. District Courts seldom use Appearance Warrants, but Department 1 uses Appearance Warrants when information about a non-appearance suggests that the individual has limited means to communicate with counsel, may be homeless, et cetera, but is not reported to be violating other laws or conditions of release.

Each of the three Missoula courts prioritize in-custody appearances in their calendaring, and District Court departments each regularly review who in their caseload is in custody. District Court trials for in-custody defendants are prioritized (based on length of stay) over trials for out of custody defendants.

Court Hearings

Continuances and Failures to Appear are two drivers of protracted case duration. Requests for Continuances and continued hearings are difficult to track with current software and data analytic capabilities. Continuances are tracked by Municipal Court, but only based on how a hearing is resolved. There are limits to this data and the courts do not track who requested the continuance or why a case was continued. Neither the Office of the Public Defender (OPD) nor the County Attorney’s Office currently have the capacity to track continuances. For further information on continuances, manual collection of case information must be performed.

In August 2021, the Office of the Public Defender launched a court reminder system for its clients. Through a program that is bundled with their new case management software, clients may receive

text message or email reminders about upcoming court dates. Clients may opt out of these reminders, and use of the system is constrained by defendants who do not have regular access to a cell phone or internet. To mitigate this barrier, the OPD accesses grant money from the Safety & Justice Challenge and uses it to purchase basic cellphones and plans for their indigent clients. In addition to allowing enrollment into the Court Reminder System, these phones enable OPD clients to contact their attorneys, OPD case managers, the courts, and other supportive services.

Court Navigation and Diversion

The Missoula OPD currently employs one case manager and one Native American Support Specialist who assist clients in navigating legal matters and accessing needed services. The Native American Support Specialist position started in 2021 and intends to lessen the disparate proportion of Native Americans who are involved in our justice system.

As of June 2022, Misty Haran, the OPD's Native American Support Specialist had been referred 81 individuals with 145 active cases. Of those, 45 were in District Court, five were in Justice Court, and 95 cases were in Municipal Court. Misty has been assigned to an additional 76 cases that are no longer active. Of those non-active cases, 19 are at warrant status and 57 have been closed by a court disposition (Mercer, 2022). Misty's work includes attending court hearings with clients, answering questions about legal processes, accessing clothing and housewares vouchers for clients, and assisting clients in obtaining identification and getting their driver's licenses reinstated (Haran, 2022).

Both Justice Court and Municipal Court have initiated programs to divert Driving While Suspended cases out of traditional trial tracks. This diversion option is intended to lessen office caseloads, to free up court calendars, and to gain and incentivize compliance rather than focus on punitive measures. In April 2019, the Missoula County Attorney's Office and Missoula County Justice Court reached an agreement whereby defendants charged with Driving While Suspended and Driving Without a License can have those charges dismissed if a defendant can prove that their driving privileges have been restored within 90 days of the scheduled initial appearance. The agreement goes on to state that if the defendant fails to restore their license within 90 days, but the license is restored within 180 days of the initial appearance, the charge may be amended down to Driving Without a Valid Driver's License.

Missoula Municipal Court is currently designing a Traffic Court program which will remove Driving While Suspended cases from the traditional court calendar and utilize program specialists to assist defendants in getting their driver's licenses reinstated. Defendants who succeed in getting their driver's licenses reinstated will similarly avoid a conviction, circumventing the mandatory minimum jail time required.

In 2019, the Missoula County Attorney's Office launched Calibrate, Montana's first formalized prosecution-led pretrial diversion program. Ray Reiser serves as the Calibrate Pretrial Diversion coordinator.

Pretrial Diversion provides an innovative way to address criminal prosecution. The Calibrate Pretrial Diversion Program seeks to reduce the number of individuals involved in the criminal justice system by diverting those deemed eligible at an early stage, thereby minimizing the negative impact on the participant, and saving taxpayer dollars, while still providing an emphasis on community safety.

The target population for Calibrate is first-time, non-violent offenders. Participants in this voluntary program must adhere to a case plan that is tailored to their individual needs and circumstances. Successful completion results in dismissal of the criminal charge. Pretrial Diversion equates to fewer individuals being involved in the court system and corrections system, resulting in a savings of taxpayer dollars. Acceptance into the Calibrate Program often involves consultation with both law enforcement and victims involved in the underlying charge.

In May of 2021, the National Association of Counties recognized the Calibrate Program with a National Achievement Award for being an innovative new program worthy of sharing with other counties. In late 2021 the U.S. DOJ COSSAP (Comprehensive Opioid, Stimulant, and Substance Abuse Program) awarded Calibrate a federal grant to expand the program. Funds are being used to add additional staff and provide chemical dependency assessments to Calibrate participants free of charge.

Calibrate benefits participants who can have their charges dismissed and avoid the collateral consequences of a criminal conviction. Additionally, defendants address the root causes of what brought them to the attention of the criminal justice system, which in turn lessens their likelihood of reoffending in the future. On a macro level, fewer people involved in the criminal justice system lightens the burden on both the courts and the corrections systems. Diverting defendants early allows community corrections officers to focus their attention where it is most needed – on higher risk offenders.

Calibrate has exceeded a 90% success rate in terms of those who finish the program successfully vs. those who were terminated early and were returned to court to face their charges. (Reiser, 2022)

In January 2022, Calibrate announced that it had received a \$600,000 federal grant to bolster its work (Buchli, 2022). Reiser elaborated Calibrate's case-level success by stating:

Since its inception in late 2019, Calibrate has enrolled 56 participants and 23 participants have successfully completed the program and had their charges dismissed. Three have been unsuccessful and were returned to court to face their

charges. Early projections for the program were for 20 active participants, however the program typically has 30-35 participants. The total number of days on participants were on diversion since the program's inception is over 12,000. These are days that people were not in jail, not on probation and not on pretrial supervision. In addition, since the program's inception, participants have paid \$29,495.44 in restitution. Money owed to victims is then forwarded directly to them. (Reiser, 2022)

Section III: Sentencing and Post-Sentencing Recommendations

Court Fines and Fees

While Missoula Courts do not utilize an evidence-based assessment of ability to pay fines, each court has increased examination of a defendant's ability to pay court fines and waive them where appropriate. District Court assesses the defendant's ability to pay fees included in plea agreements, and judicial discretion allows judges to provide individuals with flexible timeframes for payment and offer community service as an alternative for those who are not able to pay fines. In both Municipal Court and Justice Court, if a defendant is facing a No Insurance charge but can provide proof of insurance monthly, they may receive credit for the insurance's cost off their fines. This practice "incentivizes insurance, reduces financial barriers to becoming insured, and ultimately serves the legislative intent behind the statute," (Coolidge, 2022).

The 2016 Jail Diversion Master Plan recommends that courts should send billing statements to offenders notifying them of outstanding debts and consequences of non-payment. This recommendation is not supported by current clerical duties, nor is it a financially viable practice. Outstanding balance information is available to District Court defendants via the Missoula Clerk of District Court's Office. Justice Court sets fine repayment schedules for defendants for the same amount of money at the same day each month and sends out letters to people who fail to make monthly payments. Municipal Court will send notifications of missed payments to defendants. Both Justice and Municipal Court do not suspend driver's licenses or issue warrants due to a defendant's inability to pay fines or fees. Honorable Jacob Coolidge further states that "we have forgiven fines older than 10 years old and have also been removing license suspensions and warrants on failure to comply with old MIP tickets and old drug paraphernalia tickets," (2022).

The Jail Work program may be utilized to provide defendants a mechanism by which to pay back fines assessed in sentencing. On April 1, 2018, credit for Jail Work was increased to \$15 per hour. Chris Watson, who manages the Jail Work program at the Missoula County Detention Facility states that a workday starts around 7:00 a.m., but supervising officers are understanding of those workers who arrive a few minutes late, citing that waiting a few minutes for program participants to show up on a workday takes less time than sending that worker back through the courts. Watson also advised that while workers who present with physical disabilities are rare, alternative work options would be found to accommodate workers of all abilities (2022).

Evidence-Based Risk Assessments

Montana Probation and Parole assists District Court by preparing a risk assessment during the Presentence Investigation phase. Probation and Parole administers versions of the Ohio Risk Assessment (ORAS); MORRA (Montana Offender Reentry and Risk Assessment) and the WRNA (Women's Risk/Needs Assessment) to determine risks and needs of individuals on supervision.

The results of the assessment are included in the Presentence Investigation Report and reviewed by judges prior to sentencing.

Missoula Correctional Services administers the Ohio Risk Assessment to all individuals sentenced to Misdemeanor Probation. Outcomes of the ORAS lend insight to what assistance may benefit a probationer. Misdemeanor Probation Officers use the ORAS as a case management tool to assess what resources and skill development may be beneficial to a probationer's quality of life. All participation in and interactions with those resources are voluntary for probationers and those on pretrial supervision, but a component of an officer's case management is connecting their probationers with opportunities and programs in the community that may improve a defendant's quality of life.

Reentry Services

Providing reentry services to individuals returning to the community has emerged as a critical component to increase public safety, reduce recidivism, and improve outcomes among people who have been incarcerated (The Council of State Governments Justice Center, 2018). In Missoula, the need for reentry services includes individuals released from the Missoula County Detention Facility as well as individuals reentering our community from Department of Corrections placement. Barriers in accessing employment, housing, benefits, and other resources are common whether a person has been released from state prison or from local jail incarceration. The Missoula County Sheriff's Department has formed the Community Supported Reentry Program to assist in lowering the Missoula jail population by offering stabilizing reentry services to frequent utilizers of our local systems. Kim White is the Missoula County Detention Facility's Reentry Coordinator, and she offers the following program overview:

The Missoula County Community Supported Reentry Program (CSRП) was developed to assist in reducing the pretrial population within the Missoula County Detention Facility (MCDF) and provide intensive case management services to the high demand, high needs offender population.

The CSRП offers an alternative to remaining in the MCDF for defendants awaiting court proceedings by meeting their needs through referrals to community partners. Participants in the voluntary program are connected to services available within the community pending court proceedings. These services include, but are not limited to, drug treatment, permanent supportive housing solutions, employment services, etc. Participants receive intensive case management to assist them as they navigate reentry/release to the community and while they move through the court process.

The CSRП applies the least restrictive conditions of release necessary to reasonably ensure the defendant attends all future court appearances and maintains arrest free behavior while moving through the court process. The program serves as an

innovative strategy to safely reduce the MCDF population while maintaining and enhancing public safety.

Goals for participants:

- Maintain law-abiding behavior
- Participate in community-based programs to address identified needs
- Improve life skills and develop appropriate pro-social activities
- Increase access to services which promote independent living
- Attend all court appearances through the duration of court proceedings

Program eligibility is extended to those defendants charged with a non-violent felony or misdemeanor offense(s) with a primary focus on Native American adults, female adults, and those that have established a pattern of frequent interaction with the criminal justice system.

By reducing the average length of stay in the MCDF for the high needs defendant it provides a large, tangible savings to the public/taxpayer. The CSRP also provides a no cost alternative to those with limited or no source of income.

This program began accepting clients/program participants in early April 2022. Data from this program is limited due its recent implementation. However, recent interaction with program clients have yielded positive results to include program participants attending court hearings, remaining in the community, and avoiding re-arrest, and maintaining contact with their case manager and involved justice partners.

This has assisted by reducing time/energy/workload concerns for the court, justice partners and law enforcement generated when an individual fails to attend court or engages in frequent contact with the justice system. (White, 2022)

The scope of the 2016 Jail Diversion Master Plan does not expressly include those in Department of Corrections supervision, but any revocations of Department of Corrections sentences will directly impact the population of the Missoula County Detention Facility. Missoula Correctional Services operates a prerelease facility for felony Department of Corrections offenders transitioning back into the community from secure facilities, and these reentry services have been provided since 1979.

Partners for Reintegration (PFR) began life in the fall of 2013 as a Steering Committee of the Missoula Interfaith Collaborative (MIC), focusing on barriers to reentry for individuals returning to the community from incarceration in state facilities. MIC's effort brought together community members and returning citizens involved in housing, treatment services, employment, and faith

communities in response to interest on the part of the Montana Department of Corrections in developing community partners and programs, especially for housing those with felony records (Staton, 2022).

By spring 2014, the Steering Committee had over 20 community members meeting voluntarily weekly, and PFR was launched as an independent community coalition, with MIC remaining as one of its partners and with strong support from our local Parole & Probation Office. From 2016 to 2019 PFR was under the aegis of the At-Risk Housing Coalition with a focus on housing access and is now a justice initiative of the Criminal Justice Coordinating Council. PFR continues to be a vital community coalition open to all those working on reentry into the community to continue its mission “to make Missoula a welcoming community for previously incarcerated individuals who want to succeed, by enhancing their access to housing, jobs, treatment, social connections, and relationships, and by working to change community practices, policies, misconceptions, and stigma... The goal is to reduce the rate at which offenders return to prison, because that will result in a safer Montana, fewer victims, and lower cost to Montana taxpayers” (Wolken, 2016). Partners for Reintegration continues to facilitate connections to services and between service providers in the Missoula area. Areas of assistance commonly include connections to treatment and mental health providers, assistance with housing and obtaining employment, assistance accessing benefits, and help accessing vouchers for clothing and household wares.

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