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"Alternatives to the Corrections System"

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Alternatives, Inc.

Annual Report: 2017-2018

MISSION STATEMENT: We promote public safety and challenge offenders to become responsible productive citizens.

FY2017-2018 in Review: A Year of Challenges and Accomplishments - *David O. Armstrong, CEO*

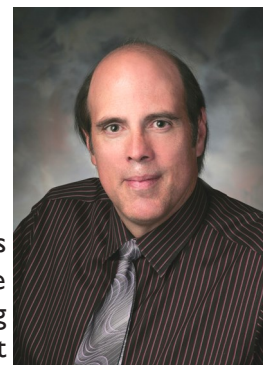
The winds of change in corrections were blowing at gale force this past year. The Montana Department of Corrections and the judicial system were adjusting to extensive reforms adopted by the legislature. The Federal Bureau of Prisons was under new administration and facing uncertainties in light of budget cuts. Corrections always works in the face of strong winds – it is by nature the story of people in transition and lives in upheaval - but this year even a weatherman couldn't tell you which way the wind blows.

Here are a few of the highlights brought about by the breezes blowing through the correctional system...

Alternatives reviewed a cognitive behavioral case management tool—the Carey System

Alternatives, Inc., making application through the City of Billings (Municipal Court) was fortunate to receive a housing grant from the Montana Board of Crime Control. To date this has permitted us to combine our men's and women's Employment Placement Specialists and Transitional Living Case Managers into one department under the supervision of Susy Paddock. We anticipate that 200 offenders will receive services related to renter's education, rent assistance, damage abatement, and employment during the coming year.

Alternatives ventured into the world of Medicaid certification and received it in April.



David O. Armstrong,
Chief Executive Officer

Alternatives, Inc. has provided affordable mental health and drug and alcohol treatment services for many years. This year, under the guidance of Chief Operating Officer Jan Begger, Alternatives ventured into the world of Medicaid certification and received it in April. Certification will lessen the burden on lower income clients and permit us to expand services.

Beta is also part of Yellowstone County's new pre-trial initiative under the auspices of County Attorney Scott Twito who received one of five grants statewide. Smart phone technology has been added to Beta's inventory of supervision options, permitting GPS tracking, messaging, and schedule reminders. As of this writing, the satellite offices in Carbon and Stillwater are awaiting word on a grant to provide services for persons convicted of domestic violence.

John Williams, Alpha House Director, oversaw the review of a cognitive behavioral case

(continued on page 2)

FY2017-2018 in Review - A Year of Challenges and Accomplishments

- *David O. Armstrong, CEO*

(continued from page 1)

management tool – the Carey System. This system was selected as the Montana Department of Corrections has shown interest in it. Alpha House Case Manager Nate Fisk and Passages Case Manager Ali Iverson and their clients have tested this system.

In response to legislative initiatives, both Alpha House and Passages began working with sanctioned and revoked offenders for up to 90 days and up to 9 months depending on the individual's situation and needs. This is part of a program of swift and sure sanctions aimed at reducing recidivism. Both the men's and women's programs added sanction beds and pre-release beds as part of the drive to reduce jail overcrowding. At present, expansion of Transitional Living and Enhanced Supervision options are pending.

Total Offender Management, or TOM, is Alternatives proprietary case management system. To speed critical advances, Alternatives contracted for the services of a development team. The expectation is that development cycles will be dramatically reduced, permitting the system to provide resident's remote access to pass and financial information, to accommodate Medicaid billing procedures, provide improved



Alderson I (Supportive Housing / Transitional Living)



Alternatives' logo for nearly 38 years will be retired soon. The upper half showed the Billings skyline, the bottom half the Territorial Prison.

tracking of jail alternative cases, and to improve the look and feel of the system.

What would a year be without audits? Arinda Phillips, Contract Oversight Specialist for the Federal Bureau of Prisons visited several times during the year. Areas for improvement were identified and much appreciated training was received. An audit was also performed by the Quality Assurance Bureau of the Department of Corrections, the Community Treatment Services group with the Federal Bureau of Prisons, and by the United States Probation Office. Good results were had throughout.

Alternatives' Community Development Committee undertook two major projects at the Board of Director's request. The first involved the redesign of the agency's logo which was adopted in 1980. After some serious discussion and with the assistance of Heins Creative, consensus was reached and the new family of logos should go public by the fall. The second project has been the development of a promotional video meant to educate the public on the activities of the corporation and corrections in general. A Rebel River production is anticipated for release this summer and if the early trailers are any indication, it should be an outstanding public relations tool.

Alternatives, Inc., now in its 38th year of operations, prides itself on its ability to adhere to two seemingly contradictory principles: delivery of effective and cost effective services; and flexibility and openness to changing conditions and client/system needs. It was the latter principle that ensured that FY2018 turned out to be a very productive year.

Human Resources Department: Looking Out For You in 2017/2018 - *Yolawnda Henry, Director of Human Resources*

DID YOU KNOW...

Alternatives, Inc.'s Human Resources Department strives to make the workplace a better place for YOU!!! Here are just a few changes made the past year in support of our staff members, as well as some other employee perks that are offered to staff:

- Alternatives, Inc. pays up to \$421.00 per employee per month for benefits. This year, the cost of health insurance was reduced by 10% and the savings were passed on exclusively to our employees. We also made contributions to the retirement plan of all qualified employees this year.
- The Employee Assistance Program (EAP), as well as UNUM's Life's Little Stresses programs, are both available to help staff tackle personal and work-related problems.
- The dress code policy was revisited and a revision was made to allow appropriate tattoos, and just in time for summer!
- All employees deserve the spotlight! So, we added a new group of staff to the Employee of the Month category who were not previously eligible.
- We also developed and implemented a new staff evaluation tool which encourages employee participation.



*Training is a primary focus at Alternatives, Inc.
Craig Botnen, Training & Development Coordinator*

- At Alternatives, we feel that it is important to celebrate our staff. Each employee is given \$10.00 for lunch during their Birthday month to enjoy a lunch hour out with colleagues. Milestones are also celebrated and employees this year will be recognized for 5 years, 10 years, and 30 years of service!



**Yolawnda Henry,
Director of Human
Resources**

This year, Alternatives has welcomed many new staff members, 16 staff members received promotions, and 21 staff celebrated anniversaries of 5 years or more!

Staff Anniversaries Celebrated in 2017 & 2018

Adeia Thompson, Beta Program Assistant: 15 years
William Chandler, Client Advisor III: 10 years
Craig Botnen, Training & Devel. Coord.: 10 years
Sherry Britton, Client Advisor IV: 10 years
Cheryl Maki, Client Advisor III: 5 years
Linda Percifield, Beta Receptionist: 5 years
Juanita Harman Roach, Case Manager: 5 years
Joseph Tonnsen, Client Advisor III: 5 years
Kyle Werth, Client Advisor III: 5 years
Kara Padilla, Misdemeanor Prob. Officer: 5 years
Jen Porter, Program Supervisor: 5 years
Karen Kellogg, Intake Coordinator: 5 years
Angela Walters, Admin. Support: 5 years
Christian Girardot, Client Advisor III: 5 years
Eric Braun, Jail Alt. Manager: 5 years
Bobbi Jo Walla, Admin. Support Supervisor: 5 years
Wendy Ruggles, Physicians Assistant: 5 years
Kelcey Deutscher, Admin. Support Supervisor: 5 years
Norma Sitton, Payroll Accountant: 5 years
Mal Tift, Treatment Assistant: 5 years
John Stone, Director of Finance: 5 years



Celebrating Our Alumni - 9 Years and Counting - Jan Begger, Chief Operating Officer and Passages Director

The 9th Annual Alumni Celebration was held April 27th, 2018 with another record attendance! Alumni from as far away as Spokane, Washington attended the event this year. The luncheon, catered by the Culinary Arts Program, was held at the Shrine Auditorium. As in years past, Alumni were invited to submit an essay for a \$500 award. This year's topic "What was your biggest accomplishment this year - and what area would you like to improve upon" generated twenty-two entries. Due to the quantity and quality of the essays, the committee voted to expand the prizes and along with the first place winner, monetary awards were given to the second and third place entries, as well as an Honorable Mention.

Along with honoring our Alumni, Passages recognized three special individuals for their contribution to our program.

"Volunteer of the Year"



Karen Bergstrom was recognized as Volunteer of the Year. Karen has over 11 years of service to the women of Passages. She was the first volunteer to join us when we opened our doors, facilitating Celebrate Recovery.



Jan Begger, Chief Operating Officer & Passages Director

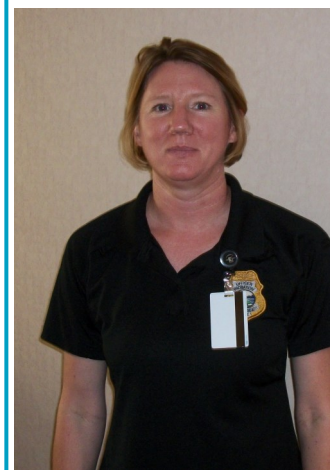
This continues to be the event that staff of Passages look forward to every year. The Shrine Auditorium is booked for April 26, 2019, so mark your calendars now!

"Community Partner of the Year"



Marguerite Jodry was our "Community Partner of the Year". Marguerite has given many hours, assisting Passages residents in enrolling in Medicaid as a representative of Planned Parenthood. She also gives her time to provide training and education to residents in the Passages garden.

"In Appreciation"



Kelly Nash, Institutional Probation and Parole Officer, was our "In Appreciation" awardee this year. Kelly is instrumental in the day-to-day operations of Passages, assisting in any area needed.

Jackie Frazier: 2018 First Place Winner in the Passages Alumni Essay Contest

The following is an excerpt from Jackie's essay on "What was your biggest accomplishment this year?":

My main goal is to continue and build upon how I feel about myself. I'm beginning to see that I am more than just worthwhile and can truly contribute to myself, my family, and my community. I have come to understand that I am part of my community and that I don't just live here. Some of the ways that my husband and I contribute are:

1. We decided we had more than enough for Thanksgiving dinner. We contacted our local thrift store for assistance in finding a family in need. We purchased the fixings for an entire Thanksgiving meal and had it delivered anonymously by the woman that runs the thrift store.
2. We asked the Sheriff how we could help the town and he talked to us about a place in our county that could really use a clean up. My husband and I asked for volunteers and went out and spent the day picking up trash and abandoned appliances on State land.
3. We decided to do something for our community's less fortunate kids at Christmas. We didn't have the money, so my husband volunteered to cut his hair for a fundraiser in which \$749 was raised.
4. A local woman slipped on the ice and was in the hospital in a coma. We decided to help with a local fundraiser to raise \$5,200 that helped with living expenses while in the hospital and her recovery at home.



"I'm using principles learned at Passages I didn't realize I'd even picked up, and I'm constantly amazed at the strength I didn't know existed in me." - Jackie Frazier, Passages Graduate



Staff and Passages' Alumni gather for the 9th Annual Alumni Celebration held April 27, 2018 at the Shrine Auditorium.



Alpha House - A Collage of Change - *John Williams, Alpha House Director*

John Williams,
Alpha House
Director



When you think about Alpha House as a whole and the change it's gone through in the last year, our landscape looks much different. We are definitely more than just the sum of our parts and our impact is far reaching and touches the lives of nearly every person in our community in one way or another. So, it's important to recognize "CHANGE" for the force that it is and the impact that it carries. Rarely, if ever, does anything stay the same and Alternatives is an agency that does not sit around waiting, but would rather anticipate the "winds of that change" in a pro-active manner to meet the needs of our residents, the community, and our partners.

As we approach the year 2020, the original portion of the building that houses the Alpha House Program is nearly 80 years old. With the efforts of Maintenance Supervisor Arthur Aue and Environmental Services Manager, Lucas Debats and their hard-working inmate workers, the Alpha House building continues to look great. New flooring on the second floor was put in place this past year and looks amazing. Resident bathrooms received new counters and we have replaced the porches on both Honor Houses. A new Gazebo will be put in place later this year so Honor's residents can enjoy the beautiful Montana weather.

Any successful organization can be seen as a reflection of the outstanding people that contribute to that success, and Alpha House is no different.

This year found three departments with new, experienced and outstanding leadership and a newly created fourth department. **Steve Peek**, a former long-term Alternatives employee has returned after gaining a wealth of experience in the Probation Parole Bureau to lead both the Alpha House and Passages Case Managers. Steve Peek is one of those outstanding individuals who possesses experience, knowledge and a sharp wit. This year also brings a new Operations Supervisor to lead and direct the Client Advisor staff. **Amanda Roos**, also a former employee with Alternatives Inc. returns to Alpha House after gaining nearly 10 years of experience in the Probation Parole Department. Her positive and professional attitude coupled with her experience and knowledge of the population we serve will bring stability in the Client Advisor department. The agency begins a new era of offering mental health and chemical dependency services as a certified Medicaid provider. This will permit the expansion of services during a time when the need in our community is at an all time high. We have been fortunate to add **Danielle Dunn** as our Clinical Treatment Supervisor. She brings with her 20 plus years of residential community treatment experience and knowledge and understanding of the State's Medicaid system.

Alternatives Inc. has been in the "re-entry" business for nearly 40 years but continues to refine its strategy to prepare our residents for successful transition to community supervision. **Susy Pad-**

dock has been promoted to manage the new Reentry Department, which has united both Passages and Alpha House Transitional Living Case Managers and Employment Placement Specialists. Susy will also be taking on the new “Supportive Housing” grant.

The Alpha House (men’s center) and Passages (women’s center) have stressed collaboration and a team approach to capitalize on the strengths and creativity of the agency’s many hardworking staff. Examples include joint train-

ing sessions, combined policies, and staff sharing. When you work in corrections, like it or not, you come to expect “Change”. Alpha House under the guidance and direction of Alternatives Inc. CEO Dave Armstrong, it has always been in the forefront prepared and ready. With patience and understanding, Alpha House and its wonderful staff will weather the winds of change as it always has. Merging the new while learning from the deep-rooted experience and history of others, Alpha House will continue to be prepared to take on the new year.



*Clockwise L to R: New (and experienced) leadership; newly installed gazebo; the resident “kiosk” stations.
Inset: Bathroom renovations by talented Inmate Workers and Maintenance*

Screening Committees: Balancing Public Safety and Offender Needs - *Georgiann Deckard, Screening & Disciplinary Coordinator Alpha House*

A diverse and well-informed Pre-Release Screening Committee provides the appropriate balance when considering if accepting a referral is in the best interest of the offender, the center and the community at large. The screening committee considers a variety of factors such as victim input, employability, the nature of the offense, criminal history, level of support from family and friends and ties to the community. All of these and more, make screening a difficult and challenging process.

I'd like to introduce you to a few of the men and women that have dedicated their time, talents, and experience on a weekly basis to the Alpha House Screening Committee.

Kyle McCall is a Deputy Juvenile Probation Officer. Prior to this he worked for the Helena Police Department as a Patrol Officer and before that he worked as a Case Manager at Alpha House, one of our own! Kyle sees his role on the screening committee as part of a resource of information that is helpful in making our community as safe as possible while being conscientious about victims.

Bryn Kojetin is a Juvenile Probation Officer. Prior to this she was an in-home Child and Family Specialist and an Adult Case Manager for AWARE, Inc. She recognizes that offenders should be afforded the opportunity to be return to Billings, if they are willing to invest in themselves and take advantage of the opportunities provided by the Alpha House program. She likes that the screening committee looks at each person as an individual and not just what their offense may be.



*L to R: Kyle McCall, Bryn Kojetin, Teri Woog, Phil Tanis
Seated: Dan Taylor*

Teri Woog has been employed as a United States Probation Officer for over 20 years. She began her career in corrections at the Butte Pre-Release Center as a Client Advisor and as an intern with the USPO Office. She has supervised offenders and written presentence investigations for the United States District Court. Teri has served on several District of Montana committees and is currently serving on the Information and Technology Training Committees. She has served as a member of the Administrative Office of the United States District Court National Review Team, is a long-time member of the Federal Law Enforcement Association (FLEOA) and the Federal Probation and Pretrial Officers Association (FPPOA). Teri brings a wealth of expertise and insight to the screening committee.



**Georgiann Deckard,
Screening and
Disciplinary
Coordinator**

Phil Tanis has been a Police Officer for over six years, the last four in Billings. He has received two Lifesaving awards and the Medal of Honor. He is a Crisis Incident Team State Coordinator, a Post Certified State Instructor and a Master Narcan Instructor. Phil offers his solid understanding of the problems currently facing our city along with experience working with our offender population.

Dan Taylor has served as the DOC's liaison to Alpha House for many years. He is a PO II Supervisor and has been with the Billings Probation and Parole Office for almost 10 years. Dan sees the weekly screening as one of his highlights of the work week. His vast knowledge and correctional experience provides the committee with valuable input for offenders going out to Transitional Living and eventually to supervised release.

You've had just a glimpse into the type of membership it takes to have a strong, successful screening committee. These truly are dedicated individuals who possess the characteristics needed to help keep our community safe while allowing offenders an opportunity to improve their lives.

Beta Jail Alternatives in Motion: More Programs, More Clients - *Amanda Green, Beta Jail Alternatives Supervisor*

Over the last year, staff have worked to continue the expansion of monitoring programs, apply for grants, respond to increased client numbers, and participated in new legislative endeavors. Currently Beta offers 56 a` la carte program options for the courts, probation and parole, and the Department of Public Health and Human Services range from Supervised Misdemeanor Probation and random drug and alcohol testing to Domestic Violence Treatment and Community Service. 2017-2018 projections predict over 6,000 program referrals, 286,000 accumulative days of supervision, and 9,100 hours of court ordered community service. Most recently, Beta has begun to provide monitoring services in Lewis & Clark County working with Justice Court and Boyd Andrews to provide Remote Breath, GPS, and SCRAM equipment.

The two service areas showing the biggest increases in referrals are the use of GPS tracking devices and the PharmChek Drug Patch. The "patch" is just that, an adhesive square normally placed on the client's upper arm or shoulder. It

serves as a continuous collection point for nonvolatile components of sweat, including drugs of abuse. A standard panel tests for the active components of methamphetamine, cocaine,



Installation of an active GPS unit.

opiates, phencyclidine (PCP), and marijuana (THC), while the expanded panel tests for hydrocodone, hydromorphone, oxycodone, and oxymorphone. The patch increases the detection window over a UA, is tamper evident, gender-neutral, eliminates the need to collect urinalysis samples, and results can be confirmed by a second methodology.



**Amanda Green,
Beta Jail Alternatives
Supervisor**

It's no secret that the Yellowstone County Detention Facility is above capacity most days. Thus the Courts have turned to GPS as one alternative to detention. In prior years the most common use for GPS was to track offenders committing Partner or Family Member Assault. This was done by alerting staff if the defendant came within a predetermined distance of the victim. However, there has been a noticeable increase in use of GPS for crimes such as theft, drug use, bail jumping, and many other non-violent crimes. The versatility of Beta's GPS equipment allows active tracking of client locations, movement into exclusion zones, and inclusion zones (alerts staff to arrival or departure from authorized areas such as work, school, or counseling). This provides an alternative to track defendants pre-disposition amidst the overcrowding.

Kitchen Budget Super Heroes - *Patrick McNellis, Chef*

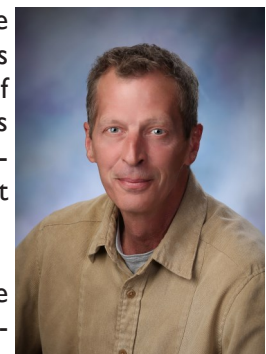
I would like to introduce the staff responsible for our ability to keep food expenditures on budget while continuing to increase food quality and quantity. I consider them super heroes because our foes are mighty and the kitchen staff does daily battle to keep food cost at bay.

Doug Dewitz: Superman. Ten years with the agency. Doug knows the kitchen, menu, food cost, and distribution like the back of his hand. His expertise is invaluable!

Monika Johnson: Wonder Woman. Monika has taken over the garden and increased yield and usage. Woe to those Inmate Workers who are wasteful.

Andy Fulton: The Incredible Hulk. Gets upset when his encyclopedic knowledge of food product exceeds seller's knowledge. Takes great personal pride in finding cost saving opportunities.

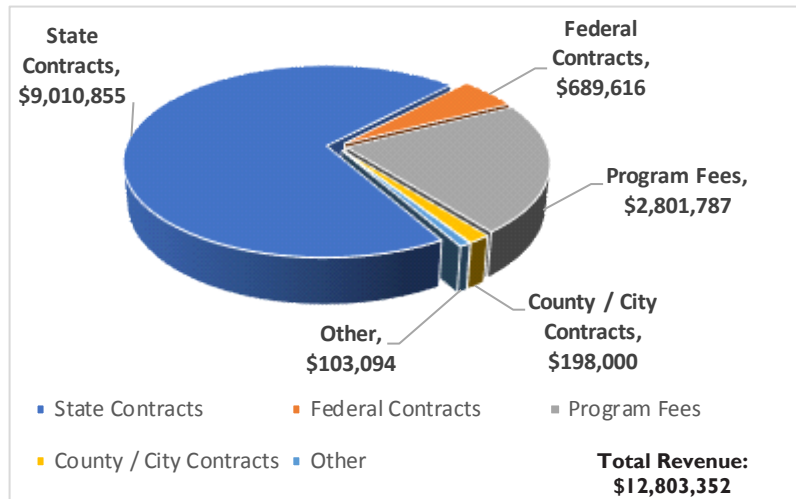
Jeff Birkholz-Wilkerson: The Amazing Spiderman. Completes the team. Understands best practices and employs them everyday.



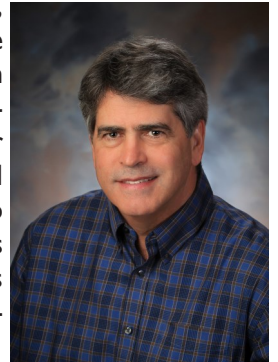
**Patrick McNellis,
Chef**

Revenue Analysis Fiscal Year 2017 - John Stone, Director of Finance

Despite a year of uncertainties in State and Federal contracts, the fiscal year ending June 30, 2018 is shaping up to be a very successful year for Alternatives. Revenues for the year are projected to be \$12,803,352, which is a slight, 5%, increase over fiscal year 2017. Total operating expenses for the year have increased only 1.5%, which shows what an excellent job management and staff are doing to control expenditures. Cash flow for the year is positive and the balance sheet is strong with a new asset growth projection of 10%. This was our first



full year using our new Accounting and Human Resource software. It has been a long learning curve, but we have become quite proficient in the day-to-day processes. The goal for fiscal year 2019 will be to continue to develop the system's reporting features that will assist management in monitoring key areas of their operations.



John Stone,
Director of Finance

Reentry Starts on the Foundation - Lance Trusty, Maintenance Manager

I laid awake trying to decide what to title the Maintenance Department's newsletter article. All buildings must be built on strong foundations as should people should have strong foundational structure. I came up with the following.....Reentry Starts on the Foundation.

Case Management and treatment are important parts of the reentry process. Before the treatment starts, however, everyone must have a safe, clean and healthy environment to make their transition. Alternatives' Maintenance and Housekeeping teams are all hard working and meticulous people. How does our team stack up? Our goal is to be the best.

Alpha/Beta and Passages have had significant upgrades ranging from new roofs, remodeling of resident rooms and common areas. Alpha House received an upgraded security camera system, paging system and emergency power generation system. These were exciting challenges that Art Aue (Alpha House's Maintenance Supervisor) rose to. Alpha is the best it has ever looked as Art takes pride in completing tasks on time.

Our new properties Alderson 1 and Alderson 2 (Transitional Living homes) require management. These properties have given us a chance to provide supportive housing and create new relationships in the community. The excitement of a resident when he or she moves into the apartments is more than I can describe. This is the true reward for maintenance staff.



Lance Trusty,
Maintenance Manager

In the Alternatives family both Housekeeping (Blackie Rodriguez, Misty Reed) and Maintenance Departments (Lance Trusty, Arthur Aue, and John Hougardy) work closely to keep the buildings clean and well maintained. We take pride in the work we do and when I say that "we strive to be the best", I mean it.

Board Officers and Employee Recognition - Gwen Albrecht, Executive Assistant



Blackie Rodriguez,
Housekeeping Supervisor
Alternatives / Administration

2017 Employees of the Year:



Ellen Moore,
Records Assistant
Alpha House / Beta



Chelsey Duenow,
Licensed Addictions Counselor
Passages

2017 Employees of the Month:

Alternatives/Administration:

January, 2017: Sally Cebuhar
February, 2017: Amanda Green
March, 2017: Art Aue
April, 2017: Bridget Girard
May, 2017: Tammi Reimer
June, 2017: Norma Sitton
July, 2017: Blackie Rodriguez
August, 2017: Kelcey Deutscher
September, 2017: Georgiann Deckard
October, 2017: Jen Porter
November, 2017: Mandy Hurr
December, 2017: Shannon Breipohl

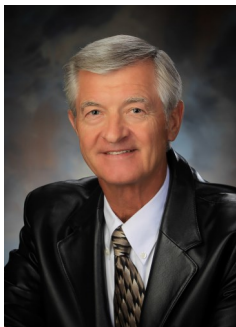
Alpha / Beta:

January, 2017: Jennifer Spencer
February, 2017: Nathan Fisk
March, 2017: Eric Peterson
April, 2017: Alouies Dworshak
May, 2017: Annette Saylor
June, 2017: Kara Padilla
July, 2017: Bryce Willis
August, 2017: Maci Braisted
September, 2017: Lindsey Olsen
October, 2017: Debbie Fredrickson
November, 2017: Ellen Moore
December, 2017: Megan Seeley

Passages:

January, 2017: Julie Draeger
February, 2017: Brigida Solorio
March, 2017: Jen Porter
April, 2017: Lacey Stovall
May, 2017: Zach Birkholz-Wilkerson
June, 2017: Misty Reed
July, 2017: Mal Tift
August, 2017: Stephanie Kraai
September, 2017: Chelsey Duenow
October, 2017: Heather Clubfoote
November, 2017: Angela Fulton
December, 2017: Eli Sisson

Meet Our Board Officers:



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Walt Backer
Northwestern Energy,
Retired



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Todd Buchanan
Buchanan Capital, LLC



2nd Vice President
Lisa Skriner
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Susan Stewart
Retired CPA



Past President
John Felton
RiverStone Health

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Kristi Summers
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Rocky Mountain College

J.A. "Ziggy" Ziegler
Business Owner

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Walla Walla University Professor

OF COUNSEL:
Eric Nord

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