



CORRECTIONS AT THE CROSSROADS 5-YEAR~10-YEAR~15-YEAR ANALYSIS CROSSROADS CORRECTIONAL CENTER

The attached document is an analysis and review prepared by the City of Shelby of the previous 5- 10-15 year period of a correctional facility operating in our community. The document provides information concerning several areas of concern expressed by the general public when consideration was given on the site selection process of Correction Corporation of America to locate Crossroads Correctional Center in Shelby, Montana.

The 660-bed facility is located within the corporate city limits of Shelby, Toole County, Montana. The analysis identifies several specific areas of interest expressed by a group of 10 residents (5-rural, 5-city) prior to the public hearing process that was conducted as part of the correctional facility site selection process. These specific areas of interest became the topics researched by elected officials as they considered the potential positive and negative impacts of a correctional facility in their community. It is appropriate to routinely look back and review these areas to quantify the impacts of a correctional facility in a rural Montana community.

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Crossroads Correctional Center

5-10-15 Year Analysis

SAFETY

A. **Escapes**

2000-2005: As reported by Crossroads Correctional Center, there have been no escapes reported at the facility. There was a related event, as the private prisoner carrier transporting several inmates from the Shelby facility reported an escape attempt while purchasing lunch for the inmates while transporting them to the state prison in Deer Lodge. The incident occurred 180 miles south of Shelby. All inmates were captured.

2009 Update: In the 10 year period, no escapes or attempts have been made at Crossroads Correctional Center.

2014 Update: In the 15 year period, no escapes or attempts have been made at Crossroads Correctional Center.

B. **Crime Rates**

2000-2005: According to Under-sheriff, Mike Lamey, officers did find their schedules varying to allow for activities associated with Crossroads Correctional Center. As evidenced in the Montana Board of Crime Control Statistics, the Toole County crime rate and crime index has decreased by approximately one-half since the correctional facility has opened. A report of activity will be presented by the Toole County Office of Public Safety in the near future. (*Appendix, Section A: Montana Board of Crime Control Statistics; Section J: Toole County Office of Public Safety Report*)

2009 Update: The Toole County Office of Public Safety has conducted a study of the impact of the Crossroads Correctional Center on the Toole County Department of Public Safety from 2005 to 2008. The study looked at 4 areas of impact. The areas include Civic Process, Criminal Investigation, Detention Issues and Other Impacts. The final conclusion of the study indicated that CCC accounted for approximately 1320 man hours expended by the Toole County Office of Public Safety over the last four years averaging 330 man hours per year. (*Appendix, Section J: Toole County Office of Public Safety Report; Section K: Toole County Office of Public Safety Impact Study*)

2014 Update: The Toole County Office of Public Safety has conducted a follow up study to the 10-year analysis. The study shows a slight yearly increase in activity. (*Appendix-Section L: Toole County Department of Public Safety CCC 15-Year Impact Report*)

C. **Welfare**

2000-2005: Social Services reported no increase in the numbers of individuals on assistance as a direct result of the correctional facility. It

was noted that many of those individuals who were receiving assistance were taken off the welfare rolls as they garnered employment with the correctional facility.

2009 Update: The number of Families Achieving Independence in Montana (FAIM) has remained relatively the same from 1998 to 2008. Before CCC opened, there were 13 families enrolled in the FAIM program. In 2007, only 11 families were enrolled. Medical Assistance numbers went from 339 in 1998 to 322 in 2007 with some fluctuations in the interim years. Food Stamps have remained fairly constant although the Department of Public Health & Human Services reports large fluctuations from month to month on number of recipients. (*Appendix, Section B: Montana Department of Public Health & Human Services Statistics*)

2014 Update: The FAIM* statistic is no longer available, but the number of TANF~ Temporary Assistance for Needy Families has fluctuated over the last 5 years with as many as 13 cases and as few as 5 cases. The amount of medical assistance with Medicaid has steadily increased over the last 5 years. (*Appendix, Section B: Montana Department of Public Health & Human Services Statistics*)

D. **Prison Release**

2000-2005: CCC officials report no problems with prisoner release situations. Many of the inmates are from areas outside the area and are anxious to leave this area and return to their homes and families. The average length of stay for inmates at Crossroads Correctional Center is 24 months.

2009 Update: The average length of stay for inmates is now 475.48 days (approximately 16 months). CCC officials report that inmates are generally picked up by relatives or friends or taken to the Great Falls bus depot upon release.

2014 Update: The average length of stay for State inmates is 643.73 days (just over 21 months) and 35.01 days for Federal inmates.

E. **Work Release**

2000-2005: The correctional facility will not establish an unsupervised work release program. It is anticipated that in 2005 a supervised work program will be enacted to allow inmates to perform work at or on public facilities and roadways in the community. A local opinion survey indicated strong support in the community for this type of program.

2009 Update: A supervised work release program has not been initiated at Crossroads Correctional Center. Inmates do receive training in carpentry, food service training, safety training, chemical training and laundry training.

2014 Update: Currently, there is a supervised work release program at the facility. The City of Shelby reports this program has provided thousands of dollars in manpower time in restoration work at Historic

Shelby High. Toole County reports needed improvements were also completed at the Marias Fair grounds.

IMPACTS

A. Employee Population

2000-2005: Crossroads Correctional Center employs 162 people from all over the Golden Triangle area. Employee rolls show 71 from Shelby, 27 from Cut Bank, 24 from Conrad and smaller numbers from Valier, Sunburst, Choteau, Whitlash, Dodson, Chester, Browning, Helena, Brady, Great Falls, Geysler, Joplin and Kevin.

2009 Update: Crossroads Correctional Center now houses 623 inmates in the 660 bed facility. CCC presently employs 181 people from the Golden Triangle area. (*Appendix, Section C: Population of Shelby/Toole County*)

2014 Update: Crossroads Correctional Center currently houses 642 inmates in the 660 bed facility. CCC employs 152 people from the Golden Triangle area. Employees come from the following communities: 2-Brady; 1-Chester; 3-Choteau; 16-Conrad; 24-Cut Bank; 1-Geysler; 3-Great Falls; 1-Hamilton; 2-Havre; 1-Helena; 1-Kevin; 2-Lothair; 1-National City; 1-Rocky; 87-Shelby; 2- Sunburst; and 4-Valier. Fully staffed, the facility would have 168 employees. (*Appendix, Section C: Population of Shelby/Toole County*)

B. Schools

2000-2005: Actual numbers are not available for the number of new students in the Shelby school system directly related to parent employment at the Center. Officials at Shelby Elementary School estimate 10 new students are from families whose parents are employed at Crossroads Correctional Center. At the high school, it is believed 5 new students have family members employed at the prison facility.

2009 Update: It is unknown how many students have family employed at CCC. (*Appendix, Section D: Shelby School District #14 Enrollment*)

2014 Update: It remains unknown as to the number of students in the Shelby Public School System that have family employed at the facility. (*Appendix, Section D: Shelby School District #14 Enrollment*)

C. Health Care

2000-2005: Crossroads Correctional Center offers basic medical, dental, and optometry services to the inmate population. The facility does have a pharmacy, emergency care and preventative medicine services. Skilled nursing care is also available 24 hours a day. Crossroads has averaged \$156,620.00 in physician fees for the last three years. Mark Cross, CEO of Marias Medical Center reported the facility has increased the volume of medical services performed at the Medical Center. He estimated that the prison facility generated an average of \$100,000 to \$150,000 yearly in medical services administered to the prison population. He also noted

one full-time physician was originally added to the Marias Medical Center staff in direct relation to the increase in patient load, but at the present time, one full-time physician's assistant and two part-time physicians are covering the caseload for the facility. Mr. Cross further noted that Crossroads Correctional Center has also brought more families to the community positively affecting the volume of medical services performed at the Marias Medical Center and Health Care facility and increased the available workforce in the community. He further noted that Crossroads Correctional Center has been working in partnership with Marias Medical Center in disaster planning and emergency procedures for the facility. Crossroads Correctional Center has also provided the necessary security measures for inmates visiting the medical center. Mr. Cross noted he has not had any negative feedback from staff and patients in the handling and performing of services in regard to the inmate population.

2009 Update: Crossroads Correctional Center reported \$160,484.00 in physician fees to Marias Health Care Center in the last year. Marias Medical Center averages a gross billing per month of \$11,085 and cash collections on this billing of \$8,961 for the hospital. Marias Health Care provided professional services of physician and doctor coverage. The physical assistant is three-quarter time and the doctor is half time. (*Appendix, Sect. E: Crossroads Correctional Center Breakdown*)

2014 Update: Crossroads Correctional Center has averaged \$192,495.04 in physician fees for the last three years. (*Appendix: Section E: Crossroads Correctional Center Breakdown*)

D. Economics

2000-2005: Crossroads Correctional Center does try to make as many purchases locally as they are able, but are hindered by the national vendors they are required to use. They report 5% of their supply purchases made from Toole County businesses and 75% from Montana based businesses.

2014 Update: CCC notes that 3% of their supply purchases are made from Toole County businesses and 15% from Montana-based businesses. The facility is also an active cardboard recycler in partnership with the Shelby Recycling Association.

***Payroll**

2000-2005: The annual payroll for CCC employees averages \$3,911,353.00. Yearly figures vary as prison populations fluctuate. Considerable pay increases occurred in 2004. The estimated payroll of \$4,756,038 brings the average salary to approximately \$30,000 per year.

2009 Update: The 2008 payroll figure indicates the payroll at CCC has nearly doubled since 2003. As indicated above, a pay increase was instituted in 2004 as well as the prison population increased,

increasing the amount of staff necessary to operate the facility.

(Appendix, Section E: Crossroads Correctional Center Breakdown)

2014 Update: Crossroads shows an average of \$5,777,437.65 for the last three years. *(Appendix, Section E: Crossroads Correctional Center Breakdown)*

***Utilities**

2000-2005: Between the years of 2001 and 2003, Crossroads Correctional Center averaged \$228,229.00 in gas and electricity. They spent an average of \$89,962 in water, sewer and sanitation services from the City of Shelby.

2009 Update: New utility averages for 2005-2008 is \$107,531 in water, sewer and sanitation services from the City of Shelby. Crossroad Correctional Center averaged \$304,849 in gas and electricity. *(Appendix, Section E: Crossroads Correctional Center Breakdown)*

2014 Update: CCC has averaged the following in utilities for the last three years: Gas & Electricity~\$446,934.49 and Water, Sewer & Garbage~ \$168,431.43. *(Appendix, Section E: Crossroads Correctional Center Breakdown)*

E. Taxes

2000-2005: The total county taxable value has decreased from the year 2000. Taxable value in Toole County in 2000 was \$14,554,951.00. Presently, the taxable value is \$13,386,073. Boyd Jackson, Toole County Treasurer, sites the decrease in number of working oil companies and their productivity in north Toole County as the reason for the decrease. The prison has had tremendous impact financially to the county in offsetting some of those losses. Crossroads Correctional Center contributed \$444,996.82 for 2004 in taxes for their prison site.

2009 Update: Taxable value has increased over 9% each year since 2004. In addition to Crossroads Correctional Center contributions oil and gas activity has increased in Toole County. Wind generation will soon have a positive impact in the coming years. *(Appendix, Section F: Tax Contributions of Crossroads Correctional Center)*

2014 Update: Crossroads Correctional Center contributed an average of \$477,206.63 over the last three years. *(Appendix, Section F: Tax Contributions of Crossroads Correctional Center)*

F. Judicial System

2000-2005: Merle Raph, county attorney, feels the prison facility has had some impact in the judicial system of Toole County, but found it not remarkable considering 500 people were added to the county's population. Instances of bad checks, partner abuse and misconduct were more frequent in Toole County during the first year of prison operation as the employment population was fluctuating. These instances have

tapered off as prison employment has stabilized. The district court caseload for domestic relations and criminal cases has remained relatively constant since the correctional facility has opened.

2009 Update: Toole County Attorney, Merle Raph responded to our request for an update with the following comments: “As I wrote in my five year assessment, the prison represents roughly ten percent of the population of Toole County. As such, it is a natural consequence that crime would increase in Toole County, Montana. In the beginning, this office had a large increase in misdemeanors but a mutual understanding now exists that certain misdemeanors are to be handled in the Department of Corrections administrative process while other more serious misdemeanors are referred to the Toole County Sheriff.” He goes on to say, “There hasn’t been a remarkable increase in felonies, given the increase in population, but the severity of the felonies is worthy of comment. This office tried a death penalty deliberate homicide case to a jury and convicted three inmates of riot for the beating of two correctional officers. Additionally, two inmate rapes were investigated but not prosecuted.” Mr. Raph also commented, “The transitional nature of the workforce at the correctional facility has stabilized with only a few criminal incidents involving correctional officers each year. These have been cases of illegal articles such as illicit drugs, tobacco and communication devices being transported into the facility. There have been numerous problems in the notification and investigation of alleged criminal acts but an ongoing dialogue is taking place to address these issues.”

Toole County Clerk of Court, Sandra Peers has provided additional information on the District Court cases involving CCC inmates.

(Appendix, Section G: Toole County District Court Statistics and Section H: Toole County District Court Statistics Involving CCC Inmates)

2014 Update: There has been an increase in the complexity of prosecuting cases at the prison. Serious assaults on correctional officers present issues regarding the gathering, preservation and presentation of evidence to the court. The turnover of leadership at the prison has frustrated the efforts of law enforcement and this office to prosecute those cases. Additionally, the inmates charged with crimes while in prison utilize the office of public defenders attorneys to file numerous motions of which many lack merit.

Once in court, special security measures are required to guarantee the safety of court personnel and the public without prejudice to the inmate in front of the jury. These cases and the prison present a tremendous draw on resources; however, none of these expenses are unusual with a prison located in this jurisdiction. Submitted by the Office of the Toole County Attorney *(Appendix, Section G: Toole County District Court Statistics and Section H: Toole County District Court Statistics Involving CCC Inmates)*

G. **Law Enforcement**

2008: The Toole County Office of Public Safety is conducting internal research as to the effects Crossroads Correctional Center has had on law enforcement in Toole County. Some information was gathered from recorded City Council minutes.

2014 Update: The Toole County Office of Public Safety conducted an impact study of Crossroads Correctional Center on the office from 2005-2008 and again in 2014. In the study, four areas were highlighted: Civic Process, Criminal Investigations, Detention Issues and Other Impacts. The study is included in Appendix, Section J. A follow up is included in Appendix-Section K. (*Appendix, Section J: Toole County Office of Public Safety Report; Section K: Toole County Office of Public Safety Impact Study*)

H. **Fire Department**

2000-2005: The Shelby Volunteer Fire Department does have the required fire suppression capabilities for Crossroads Correctional Center as well as the necessary equipment and manpower. The fire department has spent extra training time related to the facility in fighting potential fires and rescue operations. To date, the fire department has not had to respond to any fire calls from the correctional facility.

2009 Update: The Shelby Volunteer Fire Department does have a new pumper which will have a positive impact if needed at the Correctional Center. Again, no fires have been reported at the correctional facility.

2014 Update: The Shelby Fire Dept continues to have the necessary equipment and manpower to respond to any emergency at CCA. The department conducts one joint-training exercise per year with Toole County Ambulance, Sheriff and CCA personnel. The department has never responded to any calls within the CCA perimeter.

LOCAL LAND VALUES

A. **Property Adjacent to Crossroads Correctional Center:** An increase in property values is reported as these properties now have the provision of public utilities including water, sewer, gas and electricity adjacent to their land.

B. **Toole County/City of Shelby Property Values**

2000-2005: Between 1998 and 2004, the Toole County mill value went from \$16,630 to \$13,386. During the same time period, the City of Shelby mill value went from \$2845 to \$2937. In comparison to other rural Montana communities which are experiencing drastic declines in property values, the values in Toole County appear to have slightly decreased.

2009 Update: The City of Shelby mill value has remained fairly constant in the last reporting period. The County mill value has increased over 9% each year from 2004. (*Appendix, Section I: Toole County/City of Shelby Tax Valuations*)

2014 Update: Between 1998 and 2014 tax years, Toole County's taxable valuation has increased from \$16,630,330 to \$21,258,282. The City of Shelby taxable valuation has gone from \$2,845,470 to \$2,675,116. The decrease in the City of Shelby taxable valuation can be attributed to the Montana Department of Revenue tax re-evaluation procedures. (*Appendix, Section I: Toole County/City of Shelby Tax Valuations*)

APPENDIX

- A. Montana Board of Crime Control Statistics for Toole County
- B. Montana Dept. of Public Health and Human Services for Toole County
- C. Population of Shelby/Toole County
- D. Shelby School District #14 Enrollment
- E. Crossroads Correctional Center Breakdown
- F. Tax Contributions of Crossroads Correctional Center
- G. Toole County District Court Statistics
- H. Toole County District Court Statistics Involving CCC Inmates
- I. Toole County/Shelby Tax Valuations
- J. Toole County Office of Public Safety Report
- K. Toole County Office of Public Safety Impact Study~2008
- L. Toole County Office of Public Safety CCC 15 Year Impact Report ~ August 2014

A.
MONTANA BOARD OF CRIME CONTROL
STATISTICS FOR TOOLE COUNTY

| Year | County Population | Crime Index | Crime Rate | Homicide | Rape | Robbery | Aggravated Assault | Burglary | Larceny |
|------|-------------------|-------------|------------|----------|------|---------|--------------------|----------|---------|
| 1998 | 4823 | 120 | 2488 | 0 | 2 | 1 | 21 | 23 | 70 |
| 1999 | 4739 | 134 | 2828 | 0 | 4 | 1 | 21 | 23 | 74 |
| 2000 | 4740 | 76 | 1603 | 0 | 0 | 0 | 18 | 12 | 40 |
| 2001 | 5280 | 93 | 1761 | 0 | 0 | 1 | 9 | 14 | 60 |
| 2002 | 5310 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2003 | 5149 | 52 | 1010 | 1 | 2 | 0 | 9 | 5 | 32 |
| 2004 | 5149 | 123 | 2389 | 0 | 0 | 0 | 19 | 16 | 71 |
| 2005 | 5391 | 92 | 1706 | 0 | 2 | 0 | 20 | 11 | 49 |
| 2006 | 5142 | 90 | 1750 | 0 | 3 | 0 | 20 | 12 | 47 |
| 2007 | 5099 | 80 | 1569 | 0 | 0 | 0 | 18 | 10 | 47 |
| 2008 | 5,240 | 113 | 2198 | 1 | 2 | 0 | 15 | 11 | 79 |
| 2009 | 5,127 | 115 | 2243 | 0 | 1 | 1 | 16 | 20 | 70 |
| 2010 | 5,147 | 110 | 2137 | 0 | 2 | 0 | 23 | 13 | 67 |
| 2011 | 5,239 | 162 | 3092 | 0 | 2 | 0 | 22 | 15 | 115 |
| 2012 | 5,220 | 105 | 2011 | 0 | 0 | 0 | 0 | 14 | 81 |
| 2013 | 5,324 | 78 | 1465 | 0 | 0 | 0 | 18 | 18 | 37 |

| Year | Simple Assault | Domestic Abuse | Arson | Forgery | Fraud | Embezzlement | Stolen Property | Vandalism | Weapon Law Violation |
|------|----------------|------------------------------|-------|---------|-------|--------------|-----------------|-----------|----------------------|
| 1998 | 30 | 18 | 2 | 10 | 5 | 0 | 0 | 69 | 3 |
| 1999 | 20 | 8 | 3 | 0 | 4 | 0 | 2 | 53 | 1 |
| 2000 | 45 | 19 | 2 | 4 | 4 | 0 | 59 | 53 | 3 |
| 2001 | 48 | 14 | 0 | 3 | 5 | 0 | 5 | 61 | 5 |
| 2002 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2003 | 33 | 17 | 1 | 1 | 0 | 0 | 0 | 42 | 1 |
| 2004 | 39 | 22 | 1 | 4 | 1 | 0 | 1 | 41 | 0 |
| 2005 | 37 | 19 | 1 | 8 | 1 | 0 | 0 | 49 | 1 |
| 2006 | 50 | 30 | 1 | 2 | 6 | 0 | 0 | 47 | 0 |
| 2007 | 19 | 31 | 1 | 2 | 3 | 0 | 2 | 34 | 0 |
| 2008 | 52 | 3(Family or Partner Assault) | 2 | 2 | 1 | 0 | 0 | 47 | 1 |
| 2009 | 41 | 1(F/P) | 1 | 1 | 5 | 0 | 1 | 77 | 4 |
| 2010 | 57 | 5(F/P) | 0 | 0 | 3 | 0 | 1 | 54 | 0 |
| 2011 | 65 | 4(F/P) | 2 | 1 | 0 | 0 | 0 | 51 | 4 |
| 2012 | 0 | 0(F/P) | 1 | 0 | 0 | 0 | 2 | 85 | 2 |
| 2013 | 46 | 2(F/P) | 2 | 0 | 10 | 0 | 0 | 51 | 2 |

| Year | Prostitution | Sex Offender | Drug Offender | Gambling Offender | Family Offense | DUI | Liquor Law Viol. | Disorderly Conduct | Other |
|------|--------------|--------------|---------------|-------------------|----------------|-----|------------------|--------------------|-------|
| 1998 | 0 | 6 | 158 | 0 | 2 | 44 | 48 | 24 | 4 |
| 1999 | 0 | 6 | 112 | 0 | 4 | 31 | 113 | 18 | 155 |
| 2000 | 0 | 3 | 96 | 0 | 2 | 27 | 85 | 18 | 78 |
| 2001 | 0 | 10 | 0 | 0 | 0 | 24 | 72 | 31 | 45 |
| 2002 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2003 | 0 | 2 | 128 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2004 | 0 | 2 | 100 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2005 | 0 | 4 | 97 | 0 | 6 | 11 | 27 | 10 | 16 |
| 2006 | 0 | 1 | 89 | 0 | 9 | 10 | 18 | 25 | 28 |
| 2007 | 0 | 3 | 51 | 0 | 2 | 17 | 15 | 23 | 37 |
| 2008 | 0 | 3 | 15 | 0 | 0 | 6 | 5 | 15 | 9 |
| 2009 | 0 | 3 | 56 | 0 | 0 | 4 | 1 | 19 | 3 |
| 2010 | 0 | 4 | 23 | 0 | 2 | 9 | 3 | 8 | 6 |
| 2011 | 0 | 16 | 31 | 0 | 0 | 10 | 3 | 23 | 12 |
| 2012 | 0 | 0 | 43 | 0 | 0 | 11 | 2 | 12 | 7 |
| 2013 | 0 | 5 | 46 | 0 | 2 | 13 | 14 | 8 | 11 |

| Year | Curfew | Runaway | Motor Vehicle. Theft |
|------|--------|---------|----------------------|
| 1998 | 4 | 6 | 3 |
| 1999 | 6 | 7 | 11 |
| 2000 | 20 | 15 | 6 |
| 2001 | 15 | 11 | 9 |
| 2002 | 0 | 0 | 0 |
| 2003 | 0 | 0 | 3 |
| 2004 | 0 | 0 | 7 |
| 2005 | 2 | 1 | 10 |
| 2006 | 0 | 3 | 8 |
| 2007 | 0 | 0 | 5 |
| 2008 | 0 | 0 | 5 |
| 2009 | 2 | 0 | 7 |
| 2010 | 0 | 0 | 5 |
| 2011 | 0 | 0 | 8 |
| 2012 | 0 | 0 | 0 |
| 2013 | 1 | 0 | 10 |

Information gathered from Montana Board of Crime Control.

*Update: Information gathered from Montana Board of Crime Control ~ August, 2014

B.
MONTANA DEPT. OF PUBLIC HEALTH
AND HUMAN SERVICES FOR TOOLE COUNTY

| Year | *TANF Average Monthly Cases | Medical Assistance Average Monthly Medicaid |
|-------------|--|--|
| 1998 | 13 | 339 |
| 1999 | 14 | 293 |
| 2000 | 16 | 316 |
| 2001 | 16 | 294 |
| 2002 | 15 | 269 |
| 2003 | 17 | 267 |
| 2004 | 7 | 339 |
| 2005 | 18 | 333 |
| 2006 | 13 | 283 |
| 2007 | 11 | 322 |
| 2008 | 11 | 303 |
| 2009 | 13 | 298 |
| 2010 | 9 | 356 |
| 2011 | 9 | 419 |
| 2012 | 5 | 435 |
| 2013 | 13 | 459 |

*Temporary Assistance for Needy Families

Information gathered from Montana Dept. of Public Health & Human Services.

*Update: Information gathered from Montana Department of Public Health & Human Services ~ August, 2014

C.
POPULATION OF SHELBY/TOOLE COUNTY

| Year | Population of Shelby | Toole County Population |
|-------------|---------------------------------|------------------------------------|
| 1998 | 2,647 | 4,823 |
| 1999 | 2,596 | 4,739 |
| 2000 | 3,235 | 4,740 |
| 2001 | 3,315 | 5,280 |
| 2002 | 3,304 | 5,310 |
| 2003 | 3,306 | 5,149 |
| 2004 | 3,365 | 5,164 |
| 2005 | 3,420 | 5,298 |
| 2006 | 3,419 | 5,183 |
| 2007 | 3,417 | 5,144 |
| 2008 | 3,541 | 5,240 |
| 2009 | 3,523 | 5,127 |
| 2010 | 3,376 | 5,147 |
| 2011 | 3,326 | 5,239 |
| 2012 | 3,327 | 5,220 |
| 2013 | 3,294 | 5,324 |

Information provided by U.S. Census Bureau.
*Update: Information from the U.S. Census Bureau ~ August, 2014

D.
Shelby School District #14
Enrollment

| Year | Enrollment |
|-------------|-------------------|
| 1999 | 721 |
| 2000 | 686 |
| 2001 | 649 |
| 2002 | 632 |
| 2003 | 602 |
| 2004 | 621 |
| 2005 | 598 |
| 2006 | 573 |
| 2007 | 557 |
| 2008 | 551 |
| 2009 | 523 |
| 2010 | 512 |
| 2011 | 494 |
| 2012 | 446 |
| 2013 | 439 |

Information gathered from School District #14

*Update: Information gathered from School District #14 ~August, 2014

E.
CROSSROADS CORRECTIONAL CENTER
BREAKDOWN OF LOCAL PAYMENTS

| Year | Salaries & Benefits | County Property Taxes | Water, Sewer & Sanitation | Gas & Electric | Physical Services |
|-------------|--------------------------------|------------------------------|--------------------------------------|---------------------------|--------------------------|
| 2001 | 3,855,472 | 421,283 | 88,381 | 217,654 | 236,278 |
| 2002 | 4,189,253 | 515,675 | 89,738 | 238,331 | 143,774 |
| 2003 | 3,689,335 | 485,022 | 91,767 | 228,702 | 89,810 |
| 2004 | 4,756,038 | 444,997 | 104,619 | 272,838 | <i>Not reported</i> |
| 2005 | <i>Not reported</i> | 440,326 | 96,970 | 245,142 | <i>Not reported</i> |
| 2006 | <i>Not reported</i> | 450,977 | 97,030 | 329,499 | <i>Not reported</i> |
| 2007 | <i>Not reported</i> | 478,332 | 112,615 | 329,499 | <i>Not reported</i> |
| 2008 | 6,341,897 | 507,789 | 126,423 | 361,914 | 160,484 |
| 2009 | <i>Not reported</i> | 464,308 | 144,463 | <i>Not reported</i> | <i>Not reported</i> |
| 2010 | <i>Not reported</i> | 461,374 | 145,979 | <i>Not reported</i> | <i>Not reported</i> |
| 2011 | <i>Not reported</i> | 450,134 | 156,897 | <i>Not reported</i> | <i>Not reported</i> |
| 2012 | <i>Not reported</i> | 469,761 | 164,449 | <i>Not reported</i> | <i>Not reported</i> |
| 2013 | *5,777,437 | 458,310 | 164,019 | *446,934 | *192,495 |

*These figures are the average of years ~ 2011-2012-2013.

*Update: Information provided by Crossroads Correction Center ~ 2014

F.
TAX CONTRIBUTIONS
OF
CROSSROADS CORRECTIONAL CENTER

| Year | Amount |
|----------------------|-----------------------|
| 1998 | N/A |
| 1999 | 74,168.31 |
| 2000 | 440,753.37 |
| 2001 | 421,382.55 |
| 2002 | 515,675.31 |
| 2003 | 485,022.37 |
| 2004 | 444,996.82 |
| 2005 | 440,326.45 |
| 2006 | 450,076.82 |
| 2007 | 478,332.11 |
| 2008 | 507,789.15 |
| 2009 | 464,308.43 |
| 2010 | 461,373.75 |
| 2011 | 450,133.89 |
| 2012 | 469,760.51 |
| 2013 | 458,309.63 |
| Total To Date | \$6,562,409.47 |

Information provided by Toole County Treasure Office – Dec. 28, 2004 and October 7, 2008.

*Updated: Information provided by the Toole county Treasure Office – August, 2014

G.
TOOLE COUNTY DISTRICT COURT STATISTICS

| Year | Domestic Relations | Civil Cases | Criminal Cases | Commitments | Total Cases |
|-----------------------------|---------------------------|--------------------|-----------------------|--------------------|--------------------|
| 1998 | 22 | 36 | 59 | | 117 |
| 1999 | 22 | 39 | 44 | | 105 |
| 2000 | 29 | 63 | 39 | | 131 |
| 2001 | 18 | 72 | 47 | | 137 |
| 2002 | 27 | 38 | 68 | | 133 |
| 2003 | 11 | 43 | 39 | | 93 |
| 2004 | 21 | 67 | 54 | | 142 |
| 2005 | 31 | 95 | 55 | 3 | 184 |
| 2006 | 25 | 107 | 38 | 3 | 173 |
| 2007 | 29 | 119 | 38 | 6 | 192 |
| 2008 | 24 | 70 | 21 | 4 | 119 |
| 2009 | 40 | 78 | 32 | 5 | 155 |
| 2010 | 29 | 107 | 28 | 1 | 165 |
| 2011 | 29 | 92 | 36 | 5 | 162 |
| 2012 | 32 | 75 | 46 | 4 | 156 |
| 2013 | 34 | 78 | 43 | 4 | 149 |
| 2014 <i>(as of 7/31)</i> | 23 | 51 | 15 | 1 | 90 |

Information provided by Toole County Clerk of Court Office – Dec. 28, 2004 and October 2, 2008.

*Updated: Information provided by Sandra Peer, Clerk of Court -August 8, 2014

H.
Toole County District Court Statistics
Involving CCC Inmates

| Year | Total Cases | Type of Case |
|-----------------------------|--------------------|--|
| 2000 | 4 | Drugs-guard, prisoner, conspiracy, visitor |
| 2001 | 1 | Felony assault |
| 2002 | - | |
| 2003 | 1 | Homicide |
| 2004 | 2** | Rape/ Felony Assault |
| 2005 | 6 | Assault; illegal articles x2; distribution dangerous drugs x2 (one by prisoner, one by visitor); assault of peace officer x2; aggravated assault; drug paraphernalia |
| 2006 | 6 | Illegal articles (by guard); assault w/weapon x7; riot x4; misdemeanor assault x6; assault of peace officer x3; possession of weapon |
| 2007 | 0 | |
| 2008 | 0 | |
| 2009 | 1 | Assault of a peace officer |
| 2010 | 8 | Assault of a peace officer x 3; sexual assault; aggravated assault x4; assault w/ weapon x4 |
| 2011 | 1 | Violation of a protective order – third offense |
| 2012 | 5 | Possession of dangerous drugs (by prisoner); possession of a weapon; assault; possession of dangerous drugs (by visitor) x2; possession of dangerous drugs with intent to distribute |
| 2013 | 8 | Assault x2; assault with a weapon ; aggravated assault x3; intimidation; assault of a peace officer x2 |
| 2014 <i>(as of 7/31)</i> | 0 | |

Information provided by Toole County Clerk of Court/Toole County Attorney Office – January 17, 2005.

*Update: Information provided by Sandra Peer –August 8, 2014

| Year | Domestic Relations | Criminal | Civil | Total Cases |
|--------------------------|---------------------------|-------------------------------------|--------------|--------------------|
| 2005 | 2 | 0 | 14 | 16 |
| 2006 | 1 | 5 (Assault w/weapon, riot, assault) | 5 | 11 |
| 2007 | 0 | 0 | 3 | 3 |
| 2008 | 1 | 0 | 6 | 7 |
| 2009 | 2 | 1 | 9 | 12 |
| 2010 | 9 | 8 | 20 | 37 |
| 2011 | 0 | 1 | 10 | 11 |
| 2012 | 6 | 5 | 10 | 21 |
| 2013 | 0 | 8 | 14 | 22 |
| 2014 <i>(as of 7/31)</i> | 2 | 0 | 8 | 10 |

Information provided by Toole County Clerk of Court – October 2, 2008.

*Update: Information proved by Sandra Peers, Clerk of Court – August 8, 2014

I.
TOOLE COUNTY/CITY OF SHELBY
TAX VALUATIONS

| Year | Toole County Mill Value | City of Shelby Mill Value | Shelby Taxable Valuation |
|-------------|--------------------------------|----------------------------------|---------------------------------|
| 1998 | 16,630.33 | 2,845.47 | 2,845,470 |
| 1999 | 16,010.33 | 2,861.76 | 2,861,756 |
| 2000 | 14,554.95 | 2,761.08 | 2,761,084 |
| 2001 | 13,876.06 | 3,218.42 | 3,218,421 |
| 2002 | 13,897.32 | 3,171.35 | 3,171,349 |
| 2003 | 13,441.64 | 3,152.84 | 3,152,847 |
| 2004 | 13,386.97 | 2,973.07 | 2,937,073 |
| 2005 | 13,412.95 | 2,937.19 | 2,937,189 |
| 2006 | 14,237.73 | 2,896.02 | 2,896,022 |
| 2007 | 14,748.59 | 2,882.13 | 2,882,128 |
| 2008 | 14,988.59 | 2,928.55 | 2,928,554 |
| 2009 | 18,360.354 | 2,877.48 | 2,877,479 |
| 2010 | 18,946.802 | 2,756.401 | 2,756.401 |
| 2011 | 19,507.217 | 2,799.339 | 2,799.339 |
| 2012 | 18,388.046 | 2,759.436 | 2,759,436 |
| 2013 | 22,731.638 | 2,930.325 | 2,930,325 |
| 2014 | 21,258.282 | 2,675.116 | 2,675,116 |

Information gathered from Toole County Revenue Budget and Taxable Valuation/Mill Levy History and Analysis.

*Update: Information from the Toole County Treasure Office ~ August, 2014

J.
Toole County Office of Public Safety
Correctional Center Report

Crossroads Correctional Center Related Hours Monthly

| Year | Jan. | Feb. | March | April | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. | Total |
|-------------|-------------|-------------|--------------|--------------|------------|-------------|-------------|-------------|--------------|-------------|-------------|-------------|--------------|
| 1999 | | | | | | | | | | | | | |
| 2000 | | | | | | | | 8 | | | | | 8 |
| 2001 | | | | 60 | | 7 | 9.5 | 7 | 14 | 6 | | | 103.5 |
| 2002 | 2 | 13 | 4 | 2.5 | 16 | | 23 | 6 | 10 | 0 | 8 | | 84.5 |
| 2003 | | | | | | | | | | | | | |
| 2004 | | | | | | | | | | | | | |
| 2005 | | | | | | | | | | | 5 | 6 | 11 |
| 2006 | 0 | 6 | 0 | 8 | 12 | 6 | 1 | 0 | 0 | 0 | 8 | 6 | 47 |
| 2007 | 4 | 3 | 2 | 4 | 0 | 2 | 8 | 6 | 8 | 0 | 6 | 0 | 43 |
| 2008 | 4 | 1 | 9 | 2 | 0 | 3 | 7 | | | | | | |
| 2009 | 3 | 5 | 5 | 7 | 6 | 5 | 6 | 8 | 6 | 7 | 5 | 4 | 67 |
| 2010 | 4 | 9 | 7 | 5 | 5 | 7 | 5 | 6 | 11 | 4 | 7 | 4 | 74 |
| 2011 | 4 | 9 | 4 | 4 | 5 | 7 | 4 | 5 | 1 | 2 | 5 | 4 | 54 |
| 2012 | 11 | 3 | 2 | 9 | 6 | 14 | 8 | 7 | 4 | 10 | 9 | 6 | 89 |
| 2013 | 7 | 9 | 15 | 6 | 16 | 6 | 7 | 5 | 12 | 6 | 9 | 12 | 110 |
| 2014 | 7 | 12 | 12 | 19 | 7 | | | | | | | | |

*Open spaces indicate no report was given to the council during that reporting period

Information gathered from Shelby City Council Minutes.

*Update: Information gathered August, 2014 from Shelby City Council Minutes.

K.

Toole County Department of Public Safety Report 2008

The Toole County Department of Public Safety has conducted a study of the impact of the Crossroads Correctional Center operated by Corrections Corporation of America on the Toole County Department of Public Safety from 2005 to 2008. In this study we looked at 4 areas of impact that CCC has had on our agency over the past 4 years. We broke those areas of impact down into Civic Process, Criminal Investigation, Detention Issues and Other Area of Impact. (See attached appendixes for further explanation)

The final conclusions of this study indicated that CCC accounted for the very conservative estimate that over the past 4 years TCDPS expended **1320 man hours** with issues directly related to CCC being located in Toole County.

Overview

(Prepared from Toole County Department of Public Safety Report)

Civic Process (2005 – October 2008)

| Civic Process | Total Hours | Average Hours Per Year |
|----------------------|--------------------|-------------------------------|
| Clerical Impact | 53.5 | 14.27 |
| Actual Service | 82 | 21.87 |
| Total | 135.5 | 26.14 hours per year |

Criminal Investigation (2005- October 2008)

| Criminal Investigation | Total Man Hours | Average Hours Per Year |
|-------------------------------|------------------------|-------------------------------|
| Criminal Investigation | 472 | 125.87 hours per year |

Detention Issues (2006-October 2008)

| Detention Issues | Total Man Hours | Average Hours Per Year |
|-------------------------|------------------------|-------------------------------|
| # Transported | 90 | 44.72 |
| In-state Warrant | 7 | 2.55 |
| Out-of-state Warrant | 2 | .72 |
| Local Criminal Holds | 6 | 2.18 |
| Total | 105 | 50.17 hours per year |

Other Impacts (2006-October 2008)

| Other Impacts | Total Man Hours | Average Hours Per Year |
|------------------------|------------------------|-------------------------------|
| EMS Dispatch Incidents | 38 | 13.81 |
| Other Responses | 21 | 7.64 |
| Traffic Man Hours | 66 | 24 |
| Administrative Hours | 66 | 24 |
| Total | 191 | 69.45 hours per year |

Civil Process

The Toole County Department of Public Safety is the agency tasked with serving all civil process relating to inmates and staff at CCA. This includes wage garnishments on staff, orders of protection, and criminal court summons on inmates, as well as civil court action such as child custody and marriage dissolution on inmates. Many of these papers come from out of county or state and do not directly come through the local court system. Impact on our office can be broken down to 2 separate categories:

Clerical Impact:

When a paper is received by our office it is imputed into our computer system, assigned a file, and issued to an officer for service. This is all done by the department civil clerk. When the service is made by the officer, the clerk then issues the appropriate “return of service” or manages any funds or property returned depending on the type of service conducted. The amount of clerical time required per civil paper is approximately 30 minutes per paper.

| Year | Total CCC Civil Papers | Clerical Hours |
|---------------|-------------------------------|-----------------------|
| *2005 | 30 | 15 |
| 2006 | 28 | 14 |
| 2007 | 23 | 11.5 |
| **2008 | 26 | 13 |

Actual Service:

Due to the high level of security at CCA any time that an officer attempts to make service at the prison a considerable amount of time is required just passing through security. A normal civil process service at the prison takes about 1 hour. The number of papers served usually makes little difference in time required as travel to and from and security screening is the main time considerations. In an attempt to save time, papers are now held (if time permits) and service is only made when multiple papers can be served at one time. (This was not done prior to 2007)

| <u>Year</u> | <u>Total CCC Civil Papers</u> | <u>Service Attempts</u> | <u>Total Hours</u> |
|-------------|-------------------------------|-------------------------|--------------------|
| *2005 | 30 | 30 | 30 |
| 2006 | 28 | 28 | 28 |
| 2007 | 23 | 10 | 10 |
| **2008 | 26 | 14 | 14 |

Conclusion:

Civil process impacting the Toole County Department of Public Safety involving CCA has averaged **34 man hours per year** over the past 4 year period

| <u>Year</u> | <u>Clerical Hours</u> | <u>Service Hours</u> | <u>Total Hours</u> |
|-------------|-----------------------|----------------------|--------------------|
| *2005 | 15 | 30 | 45 |
| 2006 | 14 | 28 | 42 |
| 2007 | 11.5 | 10 | 21.5 |
| **2008 | 13 | 14 | 27 |

*** CFS instituted 10-5-05-data estimate prior to that date**

**** As of 10-1-08**

Criminal Investigations

The Toole County Department of Public Safety investigates all felony criminal occurrences and allegations that happen at CCA. However the nature of the case dictates the amount of time required for the investigation. Tracking this has been difficult due to the nature of criminal investigative procedure itself. Prior to this report we attempted to report actual time spent at CCA collecting evidence, conducting interviews, and direct coordination with CCA staff. This does not however provide an accurate picture of the time that goes into a criminal investigation. The criminal investigation does not stop after the initial response to the incident. It continues and encompasses such things as report writing, evidence submission and management, follow-up interviews, research, witness and trial preparation, and other case specific requirements.

The majority of cases investigated at CCA involve sexual assaults on inmates by other inmates, sexual assaults involving staff, drug smuggling, or violent assaults on inmates or staff. The simplest case investigated will take a **minimum of 8 man hours** from beginning to end. A more complicated case with numerous offenders such as the January 2006 riot that resulting in the stabbing of 2 inmates, and the felony assaulting of 3 correctional officers, or the May 2008 alleged sexual assault of an inmate by a correctional officer take considerably more time and effort. In the riot case a minimum of **250 man hours** were spent conducting interviews, processing and submitting evidence, preparing for trail, and doing case specific follow-up investigation. The sexual assault case consumed at least **20 man hours** due to inmates being moved to other state facilities prior to notification of the offense. This necessitated additional travel time and investigative time spent.

| | <u>Criminal Investigations</u> | <u>Minimum Man Hours</u> |
|--------------|--------------------------------|--------------------------|
| 2005 | 19 | 152 |
| 2006 | 18 | 144 |
| 2007 | 12 | 96 |
| *2008 | 10 | 80 |

Conclusion:

In the past 4 year the Toole County Department of Public Safety can conservatively state that they have consumed at least **750 man hours** investigating criminal cases at CCA.

* As of 10-1-08

Detention Issues

Impact on the *Toole County Detention Center* can be broken down into three categories:

Shuttle Transport Holds:

Due to the location of CCA the *State of Montana Prisoner Transport System* makes numerous trips to Shelby shuttling inmates from one state facility to another. This has facilitated the Toole County Jail being used as a Pick-up/Drop-off point for inmates from other agencies to easily accommodate this transport. Agencies all along the High Line now drop their inmates off at our facility to be picked up by the *Inmate Transport Shuttle*. These are short term holds that are not processed into our facility and are done as a courtesy for other agencies. An example would be *Blaine County* has an inmate ready to go to *Montana State Prison*. This inmate is dropped off at Toole County at 8AM and is held in the booking room cage until the shuttle van arrives at 11AM for the pickup. During this 3 hour time frame Toole County Jail Staff monitored and cared for the inmate and coordinate with the transportation shuttle and staff. At present we are averaging 2-3 inmate drop offs per month for an average of **6 to 9 man hours a month** on inmate transport holds.

Other Agency Warrants:

Inmates being released after serving their sentences at CCA that have outstanding warrants from other agencies are arrested by our officers. The warrants are served and the inmates are incarcerated and then extradited to the various agencies that issued the warrants. In-state misdemeanor warrants take approximately **1 hour** for an officer to respond to the prison, arrest, serve the warrant and transport the prisoner to the Toole County Jail. The inmate is processed into the facility taking approximately **1 hour**. The inmate is then held in jail until the agency that holds the warrant arrived to take custody of the inmate. This usually lasts less than 72 hours as we bill the agency at \$50.00 per day for holding the inmate. The arresting officer then has an additional **1hour** of paperwork compiling all case related documents, writing his offense report and managing his case file.

Out-of-state felony warrants work much the same with some marked differences. In this case the inmate may be held as long as 90 days and we are unable to bill the originating agency for holding costs. This is due to the *Interstate Inmate Extradition Compact* that the State of Montana is party to. All costs including inmate medical then fall back on Toole County. At minimum an out of state warrant arrest requires at least **5 additional man hours**.

Local Criminal Holds:

These are inmates that commit offenses while incarcerated at CCA and then discharge there sentence with the State of Montana and then revert to local custody. This is also a very difficult issue to quantify the impact. Any inmate

held in our facility costs us an average of \$50.00 per day to hold. It also places certain burdens on our facility and staff. As the majority of inmates held in Toole County Detention center are inmates on misdemeanor charges it is very difficult for us to mix these more serious felony (often predatory) inmates with local misdemeanor offender. This has necessitated our agency having to house these inmates in higher security facilities at local tax payer expense. We have been successful on occasion in trading inmates with other facilities to make this much more affordable. As these hold can last for many months while the case works its way through court we have had to be creative in our response to these issues. An example of this would be the January 2006 riot at CCA that involved 5 inmates being criminally charged, and then all 5 of them being released to our custody during the next year. 2 of the inmates were held in our facility and 3 were housed in Cascade, Hill, and Pondera County Jails for long periods of time. The two inmates held locally were held for a combined 140 days and necessitated **hundreds of man hours** each for court transport, processing and care. The 3 inmates held in other facilities required long distance transport and high security for court appearances as they were considered a very high security threat.

| <u>Year</u> | <u>#Transport</u> | <u>In state warrant</u> | <u>Out of state warrants</u> | <u>Local Criminal Holds</u> |
|---------------|-------------------|-------------------------|------------------------------|-----------------------------|
| *2005 | no data | no data | no data | no data |
| 2006 | 30 | 1 | 1 | 5 |
| 2007 | 30 | 2 | 0 | 0 |
| **2008 | 30 | 4 | 1 | 1 |

* CFS instituted 10-5-05-no data available

** As of 10-1-08

Approximation as no records are maintained

Conclusion:

Inmate Detention issues have resulted in the use of at least **250 man hours** over the past 4 years. Inmate detention costs at a minimum of **\$7000.00** have occurred.

Other Impacts

There are many other issues that impact the Toole County Department of Public Safety in regards to CCA being located in Toole County. In general we will break them down into the following categories.

Administration:

The administration of the TCDPS meets with and coordinates with the administration of CCA on a fairly regular basis. Sheriff Mattoon sits on the Prison Advisory Board. We have been involved in joint emergency table top exercises, as well as joint mock incidents. We have worked to provide mutual support and a favorable working environment between the two entities. A significant amount of time and energy has been expended trying to determine the extent that CCA has impacted our agency. This administrative action is conservatively estimated at **a minimum of 2 hours** per month.

Traffic Issues:

Periodically deputies conduct traffic patrols on the prison access roads and roads around the prison. We also receive citizen complaints regarding erratic driving by prison staff and visitors in the area of the prison. This necessitates the re-direction of our traffic patrols to cover this isolated area, often at high traffic times where we would normally be in other areas (school zones) due to CCA shift change schedule. Traffic accidents have occurred that require our response and investigation. We safely estimate that we have spent an average of **2 man hours per month** involved with traffic issues involving CCA in the past four years.

CCA Staff:

CCA employs approximately 200 employees. Many of these individuals live in this county and have come to Toole County only due to the employment at this facility. These employees have families and have increased the population of Toole County. As with any increase in population however that does have an impact on our agency. Their children are involved in the same incidents that any children are involved in. They are arrested for curfew violation, minor in possession of alcohol, and other such status offenses. The parents (employee's and spouses) are involved in the same type of interaction with local law enforcement that other citizens are. They are involved in minor traffic accidents, domestic disturbances, mental health issues, child custody issues, and are also the victims of crimes. It should be pointed out that these citizens do not appear to have a higher or lower instance of interaction with law enforcement than the general population. It does not seem possible to quantify the direct impact these citizens have on our agency without considerable effort, but this impact should be noted.

Miscellaneous Impact: The Toole County Dispatch Center provides emergency dispatch services for fire and medical emergencies at CCA. Deputies respond to any variety of complaints in the area from reported hunters shooting near the prison, to suspicious persons or vehicles sighted near, but off prison grounds. Once again it is not possible to quantify these issues but they should be noted as they do cause an impact on our agency.

| <u>Year</u> | <u>EMS Dispatch Incidents</u> | <u>Other Response</u> | <u>Traffic Man Hours</u> | <u>Administrative Man Hours</u> |
|---------------|-------------------------------|-----------------------|--------------------------|---------------------------------|
| *2005 | no data | no data | 24 | 24 |
| 2006 | 17 | 5 | 24 | 24 |
| 2007 | 13 | 7 | 24 | 24 |
| **2008 | 8 | 9 | 18 | 18 |

NOTE: EMS and OTHER RESPONSE is not shown in estimated man hours.

* No data / prior to CFS format

** As of 10-1-08

Conclusion:

CCA has impacted the Toole County Department of Public Safety a very conservative estimate of **200 man hours** in these areas of study over the past 4 years.

L.

**Toole County Department of Public Safety
CCC 15 year Impact Report
8-1-14**

The Toole County Department of Public Safety conducted a 10 Year impact study of the Crossroads Correctional Center on our agency. This report is a follow up on the conclusions reached with that study with the time line expanded out to 15 years. The study was conducted using the years 2009, 2010, 2011, 2012 and 2013. This was compared to the statistics and conclusions arrived at in the 10 year study. The results showed a slight increase in activity in most areas. We attribute this to the addition of a federal inmate wing at CCC increasing the inmate population at the facility. Also the fact that these federal inmates are mostly pre-trial detainees who are often in there very early stages of incarceration and often detoxifying from some form of substance abuse, or are just not institutionalized to the rigorous rules and regulations of a correctional facility leads to a disproportionate increase in activity based upon the number of inmates that the federal wing houses.

The previous study indicated 1320 man hours used directly relating to CCC responses by our agency this figure was arrived at over a 4 year span while this study looks at five years of activity.....however even taking the extra year into account this figure appears to be consistent with a slight yearly increase over the previous time periods analysis. The yearly breakdown for this time period is as follows:

Civil Process

| Year | civil papers served | total service hours | total clerical hours | total civil man ho |
|------|---------------------|---------------------|----------------------|--------------------|
| 2009 | 28 | 18 | 14 | 32 |
| 2010 | 44 | 25 | 22 | 47 |
| 2011 | 30 | 17 | 15 | 32 |
| 2012 | 46 | 30 | 23 | 53 |
| 2013 | 45 | 25 | 22.5 | 47.5 |

average yearly civil hours = **42**

Criminal Investigations

Some cases are more complicated than others and do require more time to investigate. On average each year one to two cases far exceed the normal hours invested in them due to trial

preparation and the details of the case. These cases typically require a minimum of 250 man hours additionally. The below listed figures do not reflect this additional time.

| year | criminal investigations | minimum man hours |
|------|-------------------------|-------------------|
| 2009 | 19 | 152 |
| 2010 | 27 | 216 |
| 2011 | 15 | 120 |
| 2012 | 20 | 160 |
| 2013 | 29 | 232 |

average yearly 176

Detention Issues

The only issue that has changed with any significance to this report is the addition of the federal holding wing. As these are often pre-trial inmates who are awaiting court dispositions they are not held at CCC for a significant time period. If these inmates do commit an offense while incarcerated at CCC such as attacking another inmate or a correctional officer it becomes a state crime and is investigated and prosecuted by our agency and local court system. Often in the time period between the commission of the criminal act and court proceedings the federal matter is cleared up and the inmate is transferred to an out of state federal detention center to serve their sentence. This causes our agency transportation and housing issues far out of the normal range of time and expense. A recent example involved the transportation of 1 inmate from Victorville CA twice in the same month for court appearances. There is no assistance available from federal authorities and we have been unsuccessful in gaining any help from CCC and have had to absorb the entire cost of this activity with our budgetary dollars and man hours.

Also due to the extreme potential of violence due to the character of these high risk inmates while being held and transported during court proceedings, our agency has had to adopt the routine of security threat assessment and security plans for the court house as well as the purchase of additional security equipment to handle trial scenarios with this new violent class of inmate. This can be a time consuming process that is also something new on a fairly routine basis, often with a plea deal struck at the last minute making all planning wasted time.

With the exception of these issues all of the detainment issues listed in the 10 year report remains the same.

Other Impacts

| Year | EMS Dispatched | other response |
|------|----------------|----------------|
| 2009 | 11 | 21 |
| 2010 | 16 | 8 |
| 2011 | 7 | 11 |
| 2012 | 16 | 26 |
| 2013 | 15 | 21 |

Note: in this scenario we have eliminated the traffic man hours portion and the administrative man hours portion because we believe they are difficult to track, and will remain consistent from year to year with very little deviation. However we did take them into account in our final analysis and conclusion.