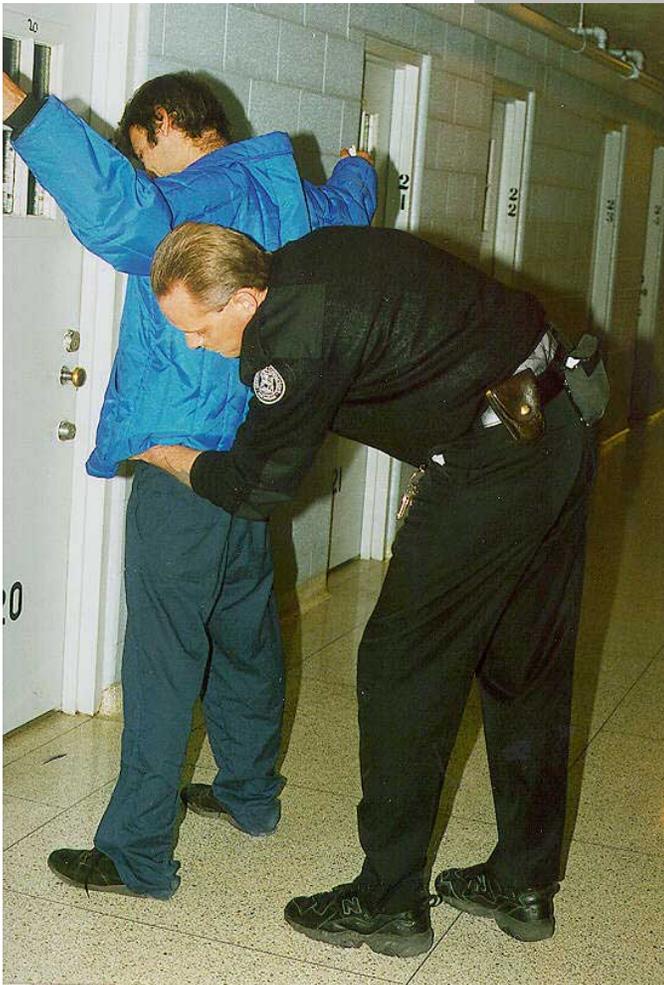


1998 Annual Report

Working Smarter



**To protect
Michigan
communities**

Michigan Department of Corrections

Number of copies printed: 1,500
Total Cost: \$2,151.47
Cost Per Copy: \$1.43
Printed at Ionia Temporary Correctional Facility

1998 Annual Report

Working Smarter

April, 1999

Dear Michigan Citizens:

The Michigan Department of Corrections joins Gov. John Engler in affirming Michigan's commitment to build better communities through service.

This department does its part by taking the vital role in the criminal justice system of helping to protect the public through providing a continuum of sanctions.

By incarcerating the state's most dangerous and chronic offenders and by providing a wide range of sanctions for those who do not require incarceration, the department contributes to the safety of communities in a cost-effective manner.

This 1998 annual report highlights the department's efforts to keep Michigan's communities safe by managing secure prisons, by making sure that the most cost-effective sanctions are available and by strictly supervising offenders serving sentences in our towns and cities.

At the core of the department are more than 17,000 corrections staff members who are dedicated not only to their daily assignments but also to upholding the proud tradition of the MDOC. If not for their conscious and careful attention to their duties -- and often courageous performance -- Michigan's families would not enjoy the kind of safe neighborhoods and communities they do today.



Bill Martin

Sincerely,

A handwritten signature in black ink that reads "Bill Martin". The signature is written in a cursive, flowing style.

Bill Martin, Director

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Corrections at a Glance

All adults convicted of felonies for which the statutory maximum is more than one year can be sentenced to the state's prison system which is under the jurisdiction of the Michigan Department of Corrections.

Most convicted felons are not, however, sent to prison. Instead, most are supervised locally through probation while others are given a sentence of up to one year in a county jail. Probation supervision is provided by the department and by various felony courts. Qualified offenders may be sentenced to the "Boot Camp" program as a condition of their probation.

Convicted felons who have served time in prison can be, if eligible, paroled. Parole is a period of supervision outside a facility.

The Structure:

The Michigan Department of Corrections is one of the principal state departments.

Final responsibility for operation of the department rests with the Governor who appoints the director, with the advice and consent of the state Senate. The director serves at the pleasure of the Governor. The director has full power and authority in the supervision and control of the department's affairs and is its chief administrative officer.

Beneath the director are the following **Administrations** headed by Deputy Directors:

Correctional Facilities is responsible for the operation of all prisons and camps, including the reception and classification process, and treatment and transfer of prisoners who are housed in a prison or a camp.

Field Operations is responsible for state probation and parole supervision. It also oversees the Special Alternative Incarceration program (boot camp), the Office of Community Corrections, Community Residential Programs and the Michigan Parole Board.

Administration and Programs is in charge of budget preparation and fiscal control, facilities planning, data systems and information, operation research and planning, prisoner services, maintenance of files, personnel, labor relations and training.

Also within this Administration is Michigan State Industries and the Bureau of Health Care Services.

In addition to these Administrations, the following units also report to the director:

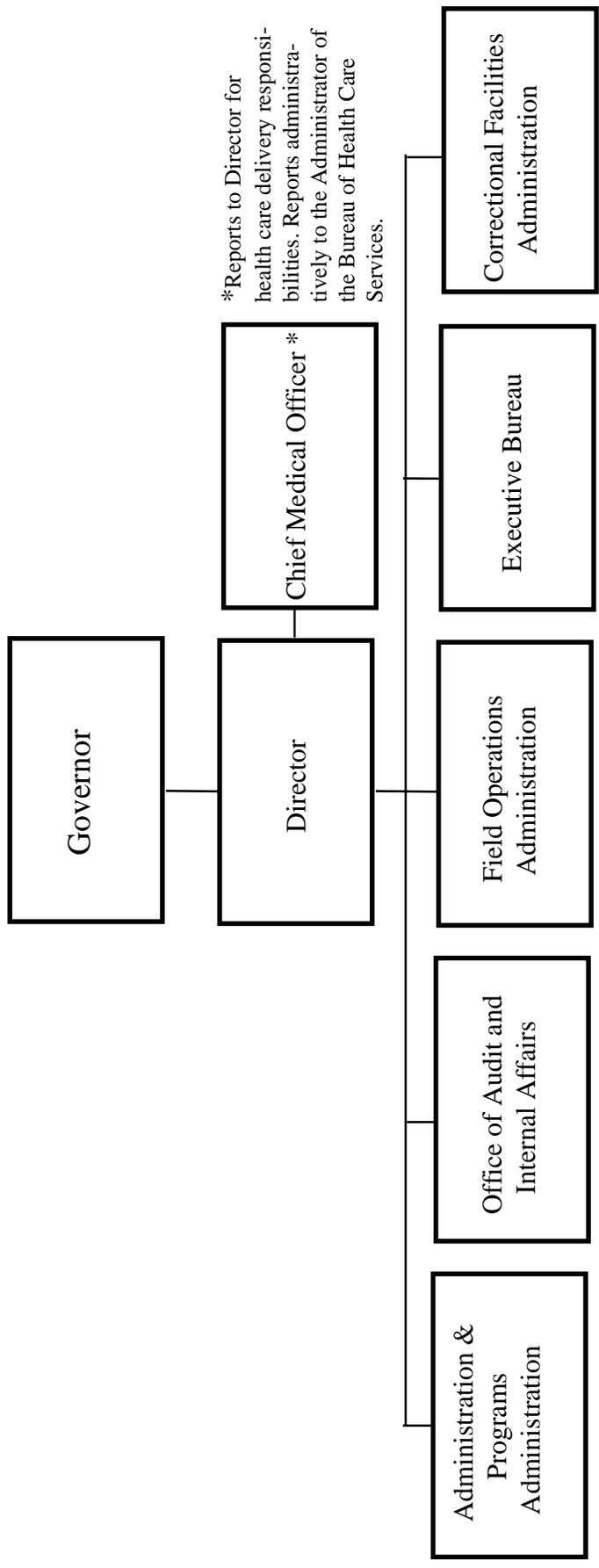
Executive Bureau: This unit, under the direction of the Executive Assistant to the Director, includes Public Information and Communications, the Legislative Liaison Section, and the Office of Policy and Hearings.

The **Office of Audit and Internal Affairs** has two primary functions. One is to evaluate the department's internal accounting and administrative control system. The other coordinates the investigation of possible criminal or administrative violations of laws or rules by department employees. It also oversees the unit that enforces state jail rules.

The administrators of **Female Offender Programs** and the **Equal Employment Opportunity Office** also report directly to the director.

MICHIGAN DEPARTMENT OF CORRECTIONS

Executive Management



MICHIGAN DEPARTMENT OF CORRECTIONS
Administration and Programs
Administration

Director

Administration &
Programs
Administration

Bureau of Health Care
Services

Bureau of Fiscal
Management

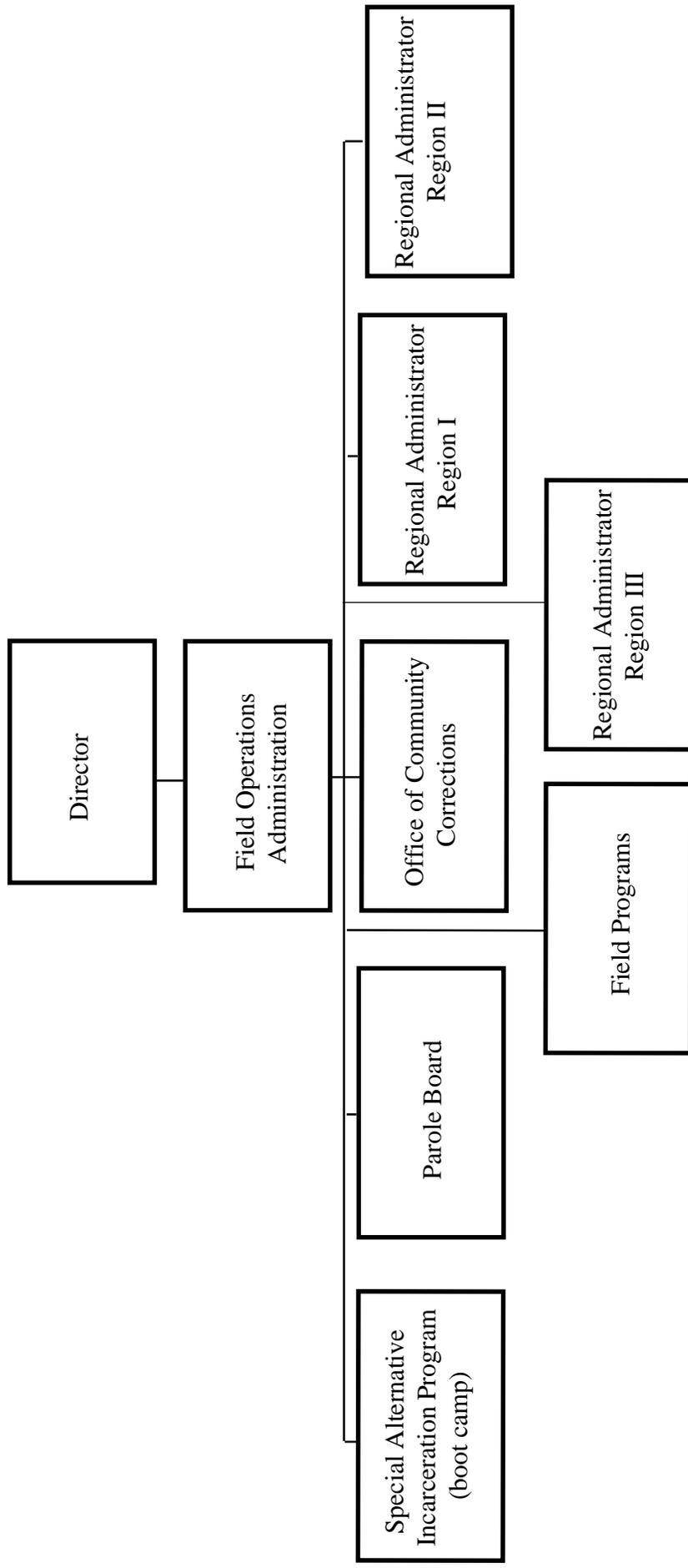
Office of Personnel/
Labor Relations

Bureau of Correctional
Industries (MSI)

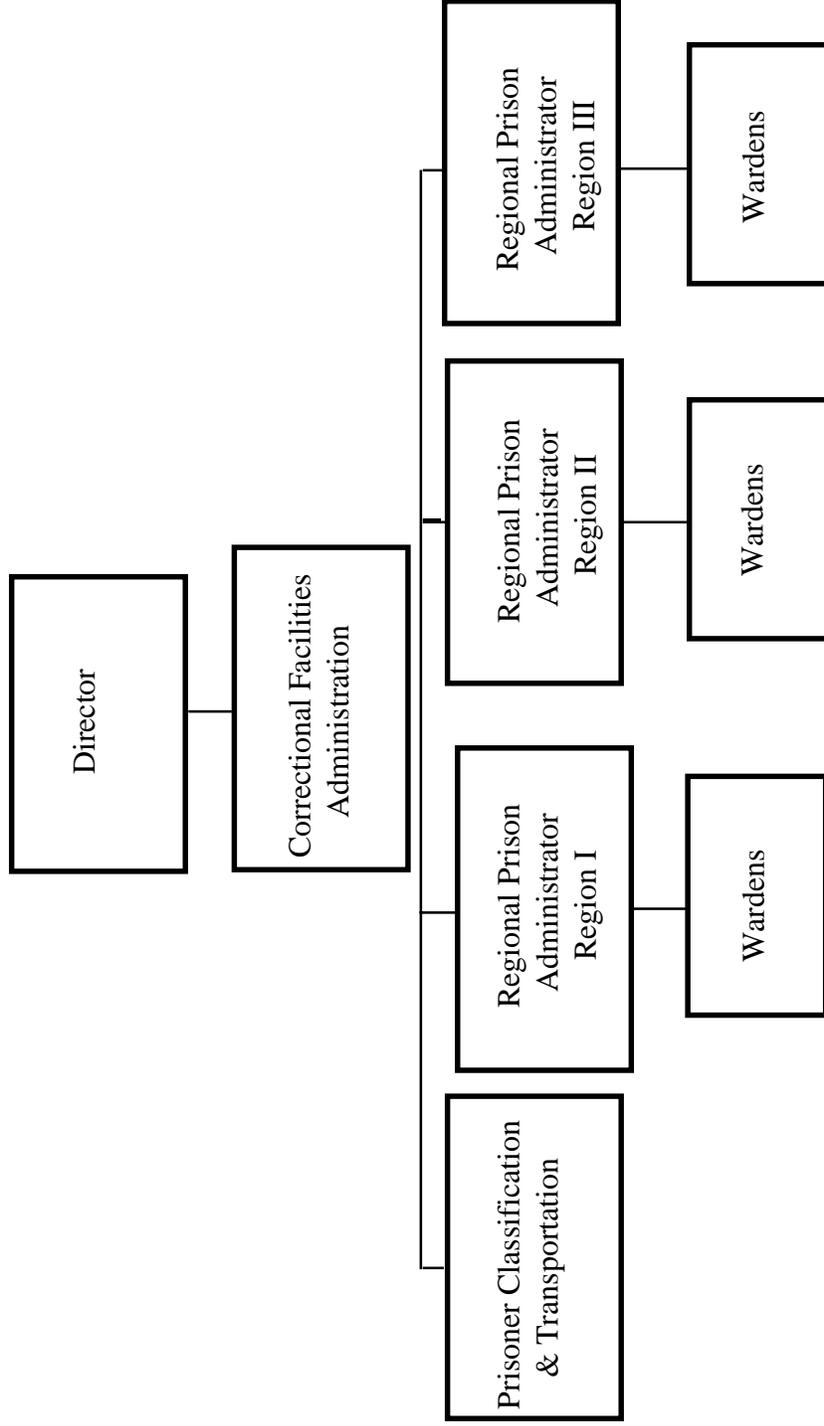
Office of Program
Services

Office of
Planning, Research &
Management
Information Systems

MICHIGAN DEPARTMENT OF CORRECTIONS
Field Operations Administration

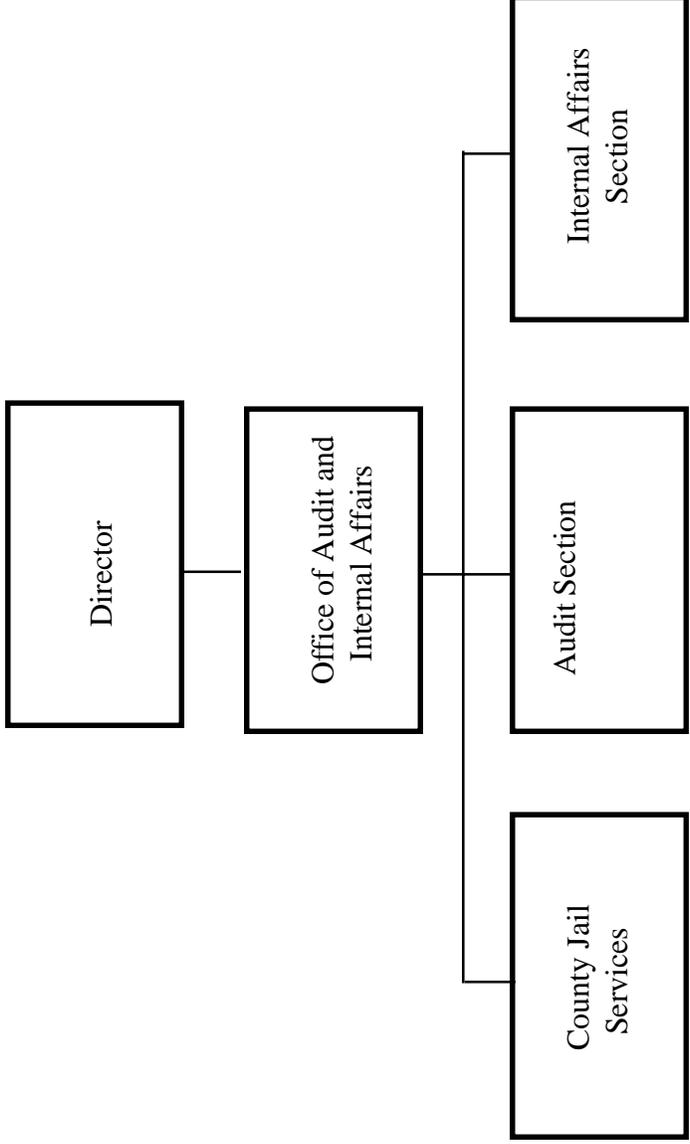


MICHIGAN DEPARTMENT OF CORRECTIONS
Correctional Facilities Administration



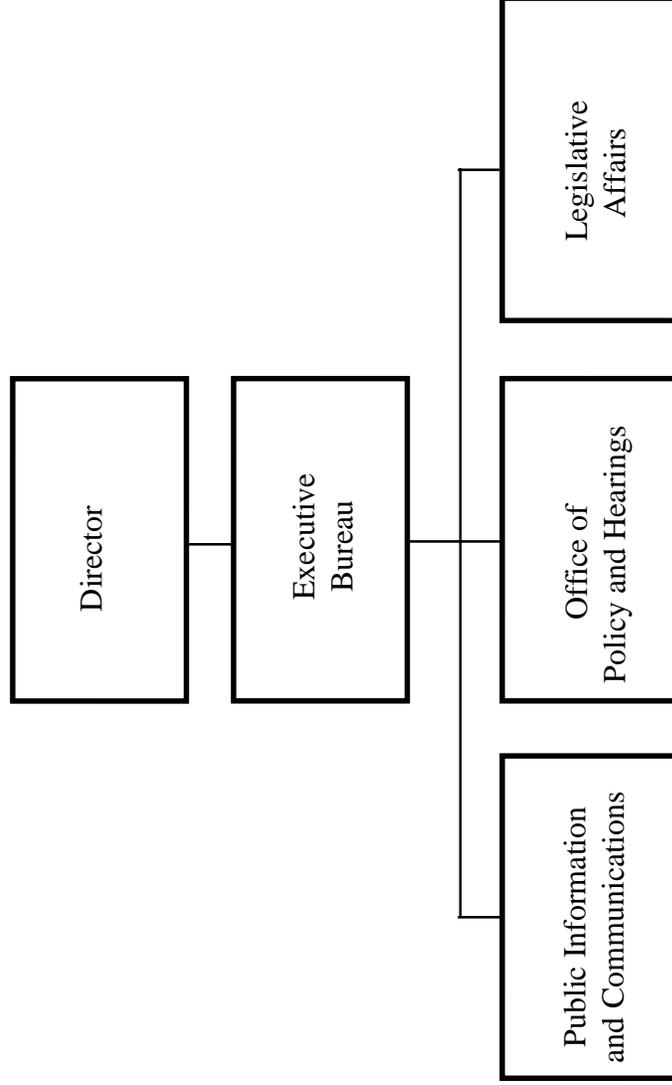
MICHIGAN DEPARTMENT OF CORRECTIONS

Office of Audit and Internal Affairs



MICHIGAN DEPARTMENT OF CORRECTIONS

Executive Bureau



Mission Statement

The criminal justice system consists of law enforcement, prosecution, defense, courts and corrections. The primary function of the criminal justice system is to enhance public safety and ensure just punishment for criminal behavior. As one of the components of that system, the department's Mission Statement is as follows:

The department enhances public safety by recommending sanctions to the courts and, as directed by the courts, carrying out the sentences given to convicted adult felons in a humane, cost-efficient manner which is consistent with sound correctional principles and constitutional standards.

The department shall carry out this mission by:

1. The administration of an integrated corrections system consisting of probation, prison and parole supervision.
2. Working with local jurisdictions on the development of a wide range of correctional sanctions that are available to the courts such as restitution for victims, community service and public works projects, community corrections components, probation supervision, incarceration in prison and parole supervision so that offenders will be supervised in the most appropriate setting consistent with public safety.
3. Providing meaningful opportunities for offenders to help themselves to improve their behavior and become law abiding and productive citizens through academic, vocational, work, recreational and religious programs.

Guiding Principles

Department employees are guided by the following principles in carrying out their assignments:

1. Service is our code. Each employee will provide the highest quality of service to the public, other criminal justice agencies, other employees of the department and the offenders under the department's supervision. When staff conduct their daily activities and interact with others, it shall be done in a professional way which reflects positively on the department, the profession and its employees.

2. The department's most important asset is people. Each staff person has unlimited potential to be a productive member of the department's team. Therefore, every staff person must be treated with the respect that will permit that individual to achieve his/her full potential as a contributing member of the department. Administrators, managers and supervisors shall develop and foster a work environment in which staff feel valued, have an opportunity for career development and feel that each person is an integral component in accomplishing the mission of the department.

3. Success requires that staff work together. Each person in the department is part of the same team and shall work cooperatively to achieve a common goal. Employees shall interact with each other openly, honestly and directly. It is the responsibility of administrators, managers and supervisors to create an environment where employees gain more knowledge and are able to participate in setting challenging goals to improve the services they provide, individually and collectively.

4. Department staff shall take the responsibility to look for and advocate new ways to continuously improve the services offered by the department. Employees shall perform to the best of their ability and shall be responsible for their behavior and for fulfilling the personal and professional commitments they make.

5. This department is an equal employment opportunity employer and encourages a diverse work force. All employees shall value and be sensitive to race, gender and other differences and shall encourage and treat others with respect. There shall be no favoritism, illegal discrimination or any other irrelevant subjective criteria in making personnel decisions.

6. Honesty, integrity, trustworthiness and dependability are standards of our personal and professional conduct. No employee in this department shall be driven by fear - either fear of failure or fear of recrimination for doing his/her job.



More than 315,255 pounds of excess prisoner property was removed from Michigan's prisons in 1998 making the facilities safer and easier to manage.

Achievements

The Michigan Department of Corrections seeks to maximize public protection and minimize public cost. One of the most important ways in which the department accomplishes its goals is to provide the state's criminal justice system with the widest possible variety of viable options for sentencing and sanctioning criminal offenders.

The costliest sentencing option is to sequester offenders in a secure prison. Because of that, the department, in 1998, continued its efforts to help maintain the lowest possible prison commitment rate through a wide variety of strategies. The state's prison population grew only 3.3 percent during 1998, one of the lowest growth rates in the nation.

Other important accomplishments in 1998 include:

- Significant progress in managing the state's prisons through reduction of prisoner property.
- Maintaining the lowest number of prison escapes since 1985.
- Nearly reaching the end of federal court management of those prisons under the USA Consent Decree.
- Continued support and expansion of substance abuse treatment and testing for offenders both in and out of prison.
- Maintenance of a large public works and community service program that provided services to communities throughout Michigan.

Managing the State's Prisons

Safety, security and economy are the guiding watch words used by the MDOC in running the state's prisons.

Because the department considers the control of prisoner property an essential ingredient in prison safety, it continued to fight a lawsuit that had been ongoing since 1988.

Persistence paid off, too, in dealing with a long-term federal consent decree: by the end of 1998, the state had asserted its right to manage its own prisons.

An increasing prison population challenged the department to find a sufficient number of beds. Gov. John Engler won approval from the Legislature to acquire more than 1,500 leased beds in Virginia and to get the funding to add 5,400 new beds to the state's prison capacity.

Prisoner Property Reduction

Controlling the type and amount of property prisoners may have is an important tool in maintaining safe and secure prisons. Since 1988, the Legislature and department have tried

to restrict prisoner property to allow for more efficient searches by corrections staff.

Thorough and frequent searches of prisoners helps greatly in reducing the amount of contraband in prisons. In particular, the near elimination of weapons and illicit substances also dramatically reduces assaults on staff and prisoners.

In 1988, prisoners brought a lawsuit to try to block the department from enforcing a new policy that would have restricted prisoner property, particularly in the most secure prisons, and would have made the possession of more and certain types of property an incentive for good behavior.

The policy had been revised many times without legal challenge, but the proposed 1988 revision made significant changes in the amount of property that could be possessed by prisoners in higher security levels.

(Prisoners had been allowed what would fit into a duffle bag and a foot locker; the revision limited Level IV and V prisoners to a duffle bag or foot locker.) The change was part of a thorough review of department security after the murder of two corrections officers in 1987.

Lawsuits were filed by several male prisoners and eventually consolidated into a single class action lawsuit assigned to Judge James Giddings of the Ingham County Circuit Court. The judge immediately issued a restraining order preventing implementation of the new policy. Later that year, female prisoners joined the lawsuit. Also, the prisoners filed an amended complaint, which expanded the lawsuit to address security classification, access to the courts, use of telephones and programming.

In 1989, due in part to frustration at the blocking of the new property policy by Giddings, the Legislature passed a statute that limited the amount of prisoner property in a manner very similar to that in the policy (Public Act 168 of 1989). Giddings enjoined implementation of the statute as well.

After 180 orders restricting the department's ability to manage the state's prisons, the case finally went to trial in April of 1997. Late that year, the judge ruled that the MDOC could manage prisoner property, but it was not until nine months later and major modifications of his own order that the department was able to implement its policy on prisoner property.



Staff at Carson City Facility pack up excess prisoner property.

Between Aug. 27, 1998, and Nov. 1, 1998, about 157 tons of material — more than 315,255 pounds of property — was removed from Michigan’s prisons. In all, more than 30,000 packages were taken out of the prisons with a significant amount coming from maximum and close-custody facilities. Much of the personal clothing no longer permitted was donated to charities such as the Salvation Army, St. Vincent DePaul and Goodwill Industries. Thousands of pounds were sent home with prisoners’ families when they came to visit or were discarded at prisoners’ requests.

The new property policy also requires that prisoners at higher custody levels (IV - VI) wear uniforms, something the department had been attempting to require for a number of years but had been restricted from doing so by Giddings.

Other enhanced safety and security efforts at prisons

Maintaining safe and secure prisons depends on many factors, which the department continued to stress in 1998. They include having:

- Detailed and organized prisoner movement plans
- Appropriate procedures so policies are understood and followed
- High sanitation standards
- Quality food operations
- Ways to reinforce and reward excellent employee behavior
- Thorough critiques of critical incidents
- A tested and validated prisoner classification system
- Proven security systems
- Relevant programming
- Ongoing and thorough training of both new and existing staff
- Well-written policies and procedures
- Effective ways of keeping contraband out
- Testing for use of illicit substances as part of substance-abuse treatment

Silent Shopping

Restricting unnecessary prisoner movement can reduce opportunities for violence. To that end, the department in 1998 expanded use of what is known as “silent shopping.”

The system as it now exists was piloted at the Saginaw Correctional Facility beginning in 1995. (An earlier, manual form of silent shopping was pioneered at the Cotton Correctional Facility beginning in 1986, though it was not expanded elsewhere.)

Silent shopping came about because of the difficulties of the previous system, which allowed prisoners to leave their cells and go to the “inmate store” where they bought items such as shampoo, deodorant and pop. Such a system allowed large groupings of prisoners to gather in the inmate yard where extortion and assaults could occur as prisoners carried



The Saginaw Correctional Facility was the first prison to use an automated silent shopping system. Here, the grocery items ordered by prisoners are taken to a truck which will carry it to a central location in the yard.

away their new purchases. The old system put a civilian staff person — the storekeeper — in an isolated area with inmates.

Under the new system, prisoners order the items they want from a checklist passed out weekly. The lists are collected and sent to the store where prisoners pack the items into a basket. The packed baskets are put onto a conveyor belt and each item is scanned into a computer to make sure the prisoner has the funds to pay for the items. The computer checks the prisoner's account balance against the total amount of the store items. If there are sufficient funds, the items are put into a sealed plastic bag. The bags are then loaded onto a truck which is driven into the prison yard near the cell blocks.

Prisoners are released in groupings of five at a time to claim their purchases. Only those prisoners who have purchased items can leave their cells.

The silent shopping system is used in conjunction with a computerized business application that helps storekeepers, warehouse managers and business offices manage the paperwork that comes with inmate stores.

Prisoners are not allowed to carry money because of the potential for theft, extortion, gambling and other illegal activities. Instead they use a debit card that deducts the appropriate amount from their accounts electronically when a purchase is made.

Restart

The department continues to develop innovative ways to deal with difficult prisoners such as Project Restart, operating at Oaks Correctional Facility, which gives prisoners a way to avoid a cycle of misconduct and administrative segregation. The idea is to reserve the most secure prison housing for the most difficult to manage prisoners.



Selected volunteer prisoners at the Oaks Correctional Facility (above) take part in a special RESTART program that aims to break the cycle of misconducts and administrative segregation.

Major progress in ending federal court intervention

Major progress was made in 1998 in ending the USA Consent Decree, which has been in place since 1984. The decree, an agreement between the state and federal governments, has cost Michigan taxpayers more than \$500 million. The mental health provisions of the decree were terminated on Dec. 25, 1998. Many of the other provisions of the decree had been dismissed earlier; what remained were the medical and mental health provisions at the affected prisons, all provisions at the affected Jackson prisons and classification at the Michigan Reformatory.

In dismissing the mental health provisions, U.S. Dist. Court Judge Richard A. Enslen noted that several residential treatment programs and outpatient teams received accreditation by the Commission on Accreditation of Rehabilitation Facilities (an accreditation body for long-term facilities) “although not required under the Consent Decree.”

Enslen said: “Over the years since the inception of this decree, defendants developed and implemented a succession of mental health plans, programs, and initiatives each of which achieved significant incremental improvements in care.”

A joint motion to terminate the remaining issues was filed on Dec. 8, 1998, and if approved will end the state’s involvement. Both the U.S. Department of Justice and Michigan told the court in the motion that “based on legal and factual analysis, and as supported by the declarations of expert consultants, there exists no current and ongoing violations of inmates’ constitutional rights at the subject Michigan prison facilities.”

The USA Consent Decree affected the former State Prison of Southern Michigan as it existed before renovations as well as the Parnall, Egeler, Michigan Reformatory and Marquette

facilities. Requirements relating to mental health also applied to mental health units at the Huron Valley Men's, Riverside and Western Wayne facilities. Provisions included sanitation, overcrowding and protection from harm, medical and mental health care, fire safety and access to the courts.

The decree was filed following an investigation by the U.S. Department of Justice of conditions at the prisons following riots in 1981.

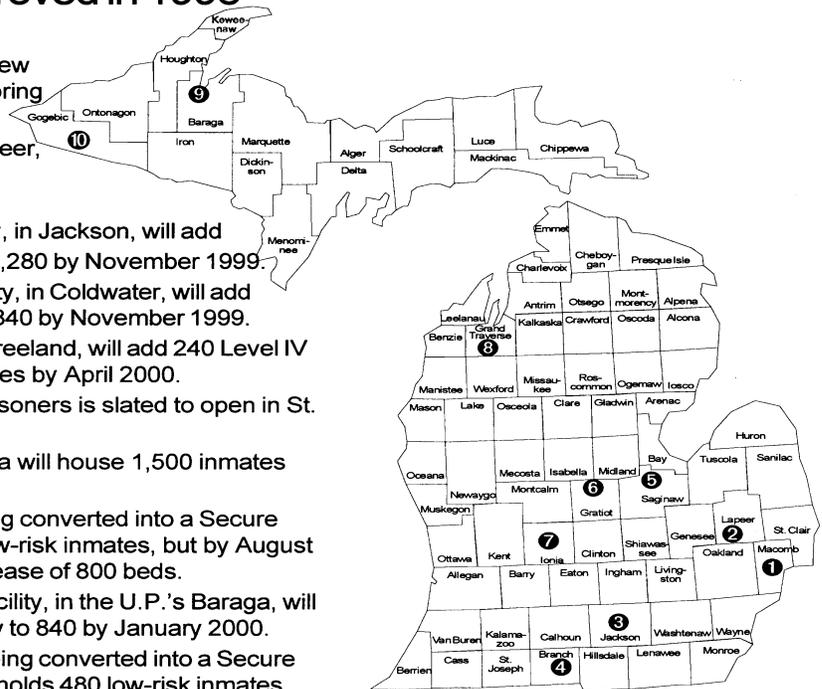
Managing a growing prison population

Gov. John Engler won approval of his plan to increase the state's prison capacity by more than 5,400 beds as a way of addressing modest prison population growth. At the same time, the department won legislative approval to lease prison beds in other state prison systems and made arrangements to transfer about 1,250 prisoners to a prison in Virginia at a cost of about \$35.8 million. By the end of 1998, the department had acquired 300 more beds in Virginia.

Of the 5,420 new beds, 2,460 will be in the form of two new prisons — one a Secure

Prison Expansion Approved in 1998

- ❶ Macomb Correctional Facility, in New Haven, will add 240 Level IV beds to bring capacity to 1,490 by March 2000.
- ❷ Thumb Correctional Facility, in Lapeer, will add 240 Level IV beds to bring capacity to 1,210 by March 2000.
- ❸ Cooper Street Correctional Facility, in Jackson, will add 480 Level I beds to bring capacity to 1,280 by November 1999.
- ❹ Florence Crane Correctional Facility, in Coldwater, will add 240 Level II beds to bring capacity to 840 by November 1999.
- ❺ Saginaw Correctional Facility, in Freeland, will add 240 Level IV beds to bring capacity to 1,500 inmates by April 2000.
- ❻ A Secure Level I facility for 960 prisoners is slated to open in St. Louis in January 2000.
- ❼ A multi-security level facility in Ionia will house 1,500 inmates when completed in August 2001.
- ❽ Camp Pugsley, in Kingsley, is being converted into a Secure Level I facility. It now houses 150 low-risk inmates, but by August 2000 will house 950 inmates, an increase of 800 beds.
- ❾ Baraga Maximum Correctional Facility, in the U.P.'s Baraga, will add 240 Level I beds to bring capacity to 840 by January 2000.
- ❿ Camp Ojibway, in Marenisco, is being converted into a Secure Level I prison for 960 inmates. It now holds 480 low-risk inmates, and will add 480.



Level I in St. Louis (a Level IV prison is already under construction in St. Louis) and the other a multi-security facility in Ionia.

The rest of the beds will come from additional housing being added at Saginaw, Thumb, Macomb, Crane, Cooper Street, Baraga, and conversion of Camps Ojibway and Pugsley. (See location map on page 25.) All but 1,500 of the beds are expected to be available in the year 2000.

Of the \$198 million appropriated in the 1998 FY to add the new beds, a total of \$49 million is coming from federal funds awarded to Michigan under the federal Violent Crime Control and Law Enforcement Assistance Act of 1994.

By the end of 1998 the department had already filled 1,330 of the 1,550 available beds at the Greensville Correctional Center in Jarratt, Va.



At left, prisoners arrive at Southern Michigan Correctional Facility in preparation for a trip to Virginia.

The first bus load was composed of volunteers, but after that the prisoners were chosen by staff of the Correctional Facilities Administration, based on department-designed criteria and the contract with the State of Virginia.

Under new law, prisoners sent out of state must be returned within one year unless they volunteer to remain.

The first bus load of Michigan prisoners headed out for Virginia on July 20, 1998.

In choosing Virginia, department administrators toured prisons in Ohio, Oklahoma, West Virginia and North Carolina. Among the criteria used to choose the Virginia prison was the similarity of programs offered by Virginia.

Of the first 1,250 prisoners transferred to Virginia, 71 percent were able to find jobs in the facility and 28 percent were involved in religious activities. Other prisoners were

involved in schooling, counseling and sex-offender treatment.

At the end of 1998, the department began making arrangements to set up videoconferencing for prisoners in Virginia and their attorneys and families in Michigan.

Any continued use of leased out-of-state beds will only be out of necessity until new facilities currently under construction are ready to accept prisoners.

Managing the state's scarce prison beds

The state's prison population grew only 3.3 percent during 1998, one of the lowest growth rates in the nation.

New court commitments dropped by 3.7 percent in 1998 over 1997 and have decreased from an historical high of 7,089 in 1992 to 4,894 in 1998, a decrease of 44 percent.

The department contributed to the low increase in prison population by focusing on providing a wide range of community sanctions.

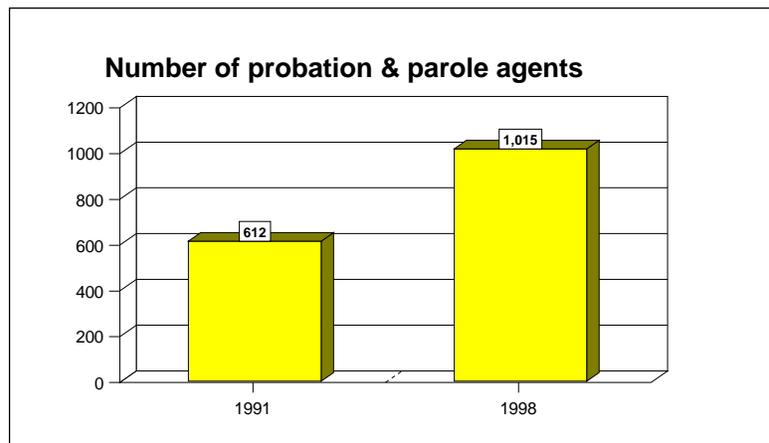
In 1998, the department awarded nearly \$48 million to counties throughout the state to help expand or add alternative sanctions as a way to reduce state prison commitments. This included \$18 million to house in county jails nearly 2,000 offenders who could have come to prison.

Programs such as Technical Rule Violation centers, which offer alternatives to prison for select parole and community corrections center violators, and the MDOC boot camp helped to slow the growth.

The department continued to focus on keeping the work loads of field agents as low as possible. Between 1991 and 1998, the number of agents increased 65 percent.

Violent and assaultive offenders staying in prison longer than in past years, and in many cases significantly beyond their minimum sentences, continued to drive the prison population up. Also contributing to growth was a 16 percent increase in the number of parolees who were returned for technical parole violations in 1998.

Most technical violators are kept in the community through progressive sanctions. A 1996 study showed that most technical returns had committed a new crime or absconded from supervision. Research indicates that 25 percent of those paroled are returned to prison



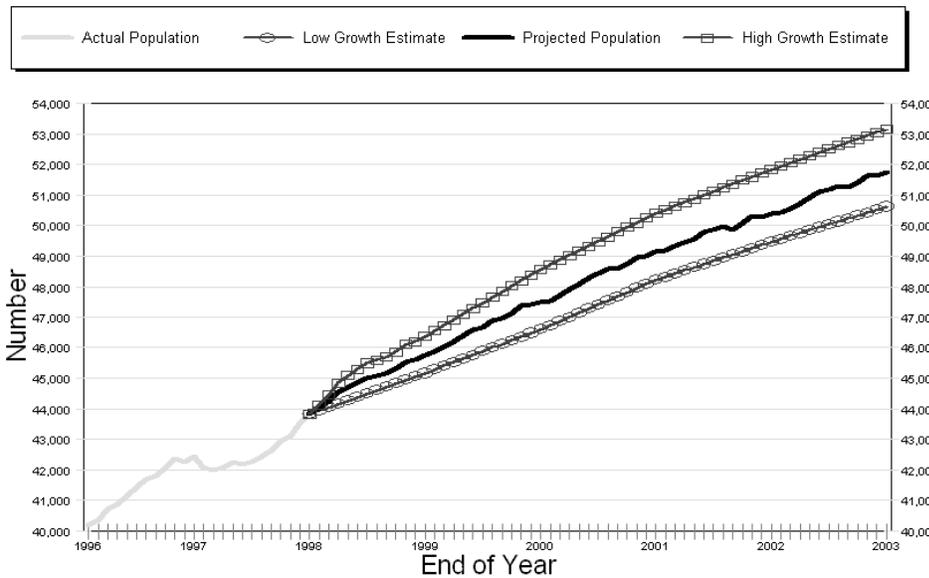
for technical violations.

In addition, there are increases in the number of prisoners serving ten years or more and the number of sex offenders (who have a low parole approval rate).

Fewer offenders are being paroled. Although paroles were down in general in 1998, earlier re-most search indicates that

denials come for those serving assaultive offenses. The parole approval rate for violent offenders has dropped from 54 percent in 1991 to 38 percent in 1997.

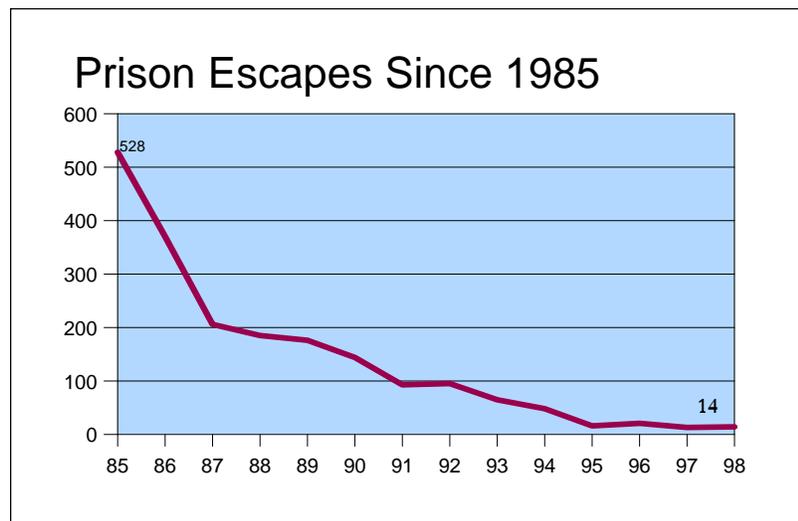
Michigan Department of Corrections PROJECTED PRISON POPULATION



Record lows in escapes continue

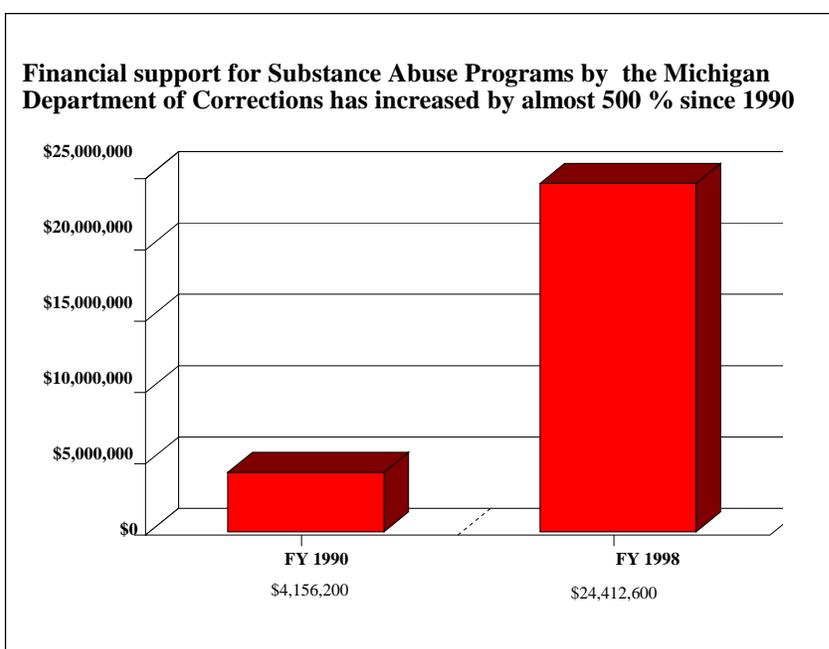
During 1998 the department continued to chart record lows in the number of prison escapes. In 1998, a total of 14 escaped, including three during transports from one location to another, and all were back in custody by the end of the year. This compares with a total of 528 escapes in 1985.

The reduction from



earlier years is the result of many efforts, including the acquisition of sufficient numbers of Level V beds for the most difficult-to-manage and escape-prone prisoners. Other reasons for lower escapes include improvements in perimeter security, careful analysis of all escapes to determine how they occurred, a demand for accurate prisoner counts, an automated prisoner movement system and emphasis on prevention of escapes by managers. The department's sound classification system also contributes to the low escapes.

Dealing with substance abuse and academically deficient offenders



The department's substance-abuse treatment program continued to evolve in 1998, adding new deterrent elements and planning for the state's first prison residential treatment program.

In 1998, Gov. John Engler cited the MDOC's substance-abuse treatment programs, saying, "Michigan is among the leading states providing significant drug treatment, drug testing and education programming for offenders."

In "Governor Engler's Blueprint for a Drug-Free Michigan," the Governor said there was a 31 percent decline among predominantly low-level drug law violators being sentenced to prison between 1990 and 1997.

The department has a comprehensive program of substance-abuse testing, sanctions, prevention and treatment throughout its institutions, camps, community residential programs and probation and parole offices.

The department's strategy is designed to deter, detect and treat substance abuse among offenders and to intervene with sanctions and treatment to address abuse in the most

cost-effective way possible.

In the past 11 years, Michigan has reduced drug usage in the institutions and camps from almost 9 percent, when random testing was first started, to less than 1 percent as of September, 1998. The 1998 results were down from 1.5 percent at the end of the 1997 fiscal year.

The lower positive finding can be attributed to special diligence in zero tolerance efforts in the Correctional Facilities Administration, including the new penalties affecting loss of visiting privileges for inmates with a positive test.

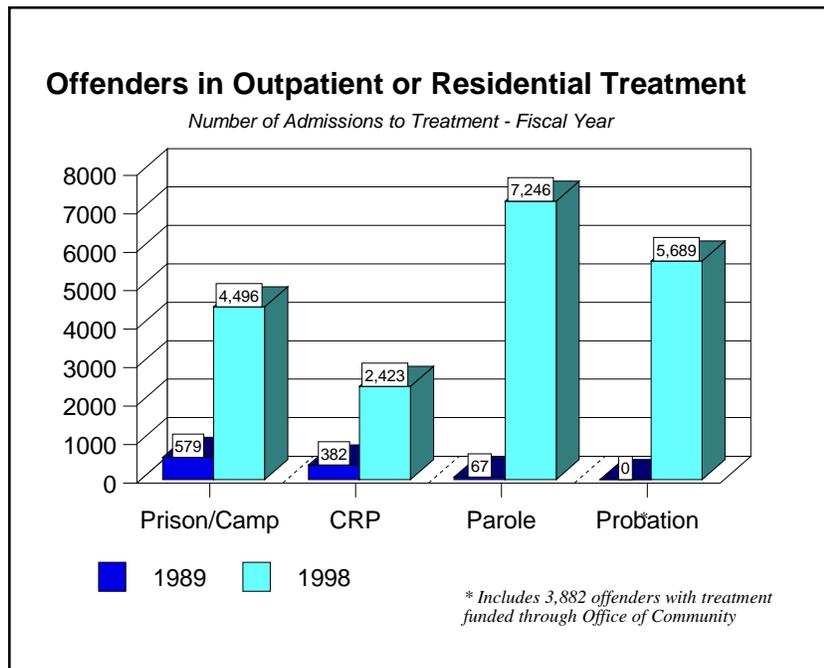
Few states, if any, are as successful as is Michigan in limiting substance abuse in prison, and most other states are just getting started in their efforts.

Since the 1990 fiscal year, funding for substance-abuse programs by the department has increased more than 500 percent — from about \$4.2 to nearly \$24.4 million in the 1998 fiscal year.

Enrollments in programs have leaped from a few hundred in FY 1989 to nearly 16,000 in FY 1998. An additional 1,091 offenders were assessed for substance abuse only in 1998. A total of 5,689 probationers were admitted to outpatient and residential treatment in 1998. Of those, a total of 2,860 persons were admitted for residential treatment in community settings.

The MDOC was one of the first states to be certified by the federal government under the Violent Offender Incarceration and Truth in Sentencing grant programs as meeting the new federal substance-abuse mandate, required for federal grants. All states were required to have by Sept. 1, 1998 a program of substance abuse testing, sanctioning and intervention.

A preliminary review by the U.S. Justice Department called the MDOC drug prevention and treatment strategy, "...one of the most comprehensive works on the implementation of drug testing, treatment and sanctions."



The MDOC focuses resources on offenders for whom the benefit is likely to be the greatest, which is for those already in or nearing release to the community. Treatment programs for substance abuse are widely available for offenders, with actual placement in programs based on need, appropriateness for treatment, proximity to parole, likelihood of revocation and resource availability.

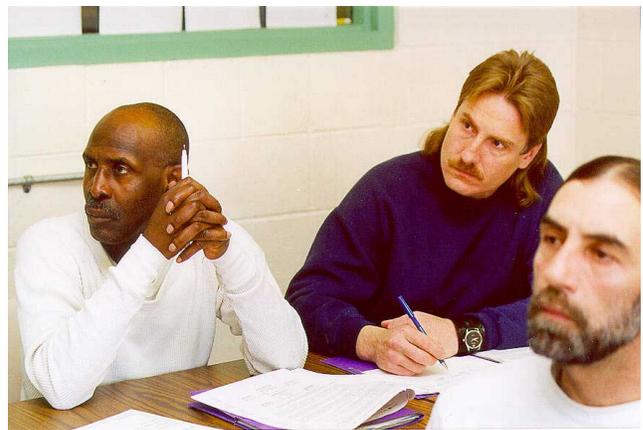
Residential Treatment Program

Planning began in 1998 for the department's first residential substance abuse treatment program inside a prison in recent history. The program — called Residential Substance Abuse Treatment (RSAT) — was opened early in 1999 at the Cooper Street Correctional Facility near Jackson.

Western Michigan University (WMU) is running the pilot program, which will cost approximately \$1.5 million annually. Three-quarters of the cost is being paid with a grant from the U.S. Department of Justice.

The pilot program will be evaluated by the National Council on Crime and Delinquency. It is expected to help the department determine the usefulness of an in-prison residential drug treatment program.

An important aspect of RSAT will be follow-up when enrolled prisoners are released. While in the program, prisoners receive a written aftercare plan that will include a job plan, a budget and treatment arrangements. Parole officers will receive the aftercare plan as will



Prisoners taking part in a residential substance abuse treatment program at the Cooper Street Correctional Facility (above right) are counseled using cognitive restructuring. Instructor (above) lists points of thinking process.

the prisoner's family.

A total of 272 beds at the Cooper Street prison house the program which is staffed by both WMU treatment personnel and custody employees from Cooper Street.

Prisoners are expected to participate for six months. They must volunteer for the program and sign an agreement consenting to treatment.

RSAT uses individual and group therapy, cognitive restructuring and integration of the 12-step philosophy of Alcoholics Anonymous. Frequent drug testing is also an important element of the treatment.

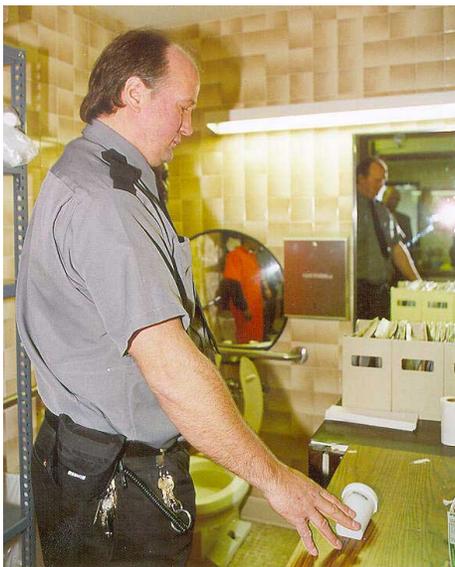
The program is designed for low security prisoners with severe substance abuse dependency and who are within 12 to 18 months from their next possible parole date.

STOP: Immediate sanctions equal deterrence

A new drug deterrent program for parolees using immediate sanctions for drug use began in 1998.

Known as STOP (Short Terms of Punishment), the program was started by the Field Operations Administration.

Program designers believe the application of swift and certain sanctions to each and every evidence of substance abuse will have an impact on behavior and reinforce the principal that any level of drug use is unacceptable.



STOP involves immediate sanctions for drug use.

An evaluation of an earlier generation of the program that ran in Wayne County in 1994 and 1995 showed a significant decrease in the number of positive drug test results. The earlier version of the program used the Dickerson Facility of the Wayne County Jail to house parolees who tested positive but was not cost-effective to pursue.

The retooled STOP program uses corrections centers to lock up drug users, which is much more economical.

The new STOP program has lengthened participation requirements from six to 10 months and, unlike the original STOP program, substance abuse treatment attendance is mandatory.

Participants, who are rigorously screened to weed out sex offenders and those with a high risk of assault, are those who show signs of being substance abusers.

Each offender is required to call a toll-free number daily to find out if he or she has been randomly selected for drug testing. Those identified report to a corrections center that same day where they are tested for cocaine, marijuana, morphine or amphetamines. Offenders with a supervision condition prohibiting use of alcohol are required to submit to a breathalyser test.

The results of all these tests are available in less than 10 minutes.

The selection process for random testing is designed so each offender will average two tests per week.

The new STOP program is operating in Saginaw, Muskegon, Battle Creek and Port Huron. A total of 145 offenders are enrolled, but as the program progresses it is expected that enrollment will reach 360.

Of the 2,500 tests that occurred between program start-up and Nov. 30, 1998, the positive testing rates are less than 5 percent. More importantly, there have not been any reports of new criminal activity among participants.

Itemizers: A quick, inexpensive way to deter

In 1998 the department added a new tool to its arsenal in its continuing mission to stop drug use and smuggling in prisons. That tool, called the Itemizer Contraband Detector (ICD), can detect and analyze more than 40 different drugs, both illegal and prescription, in less than a minute.

The device was first used in community corrections centers and Technical Rule Violation (TRV) centers as a deterrent and detection device in 1996 when it was piloted in Benton Harbor. Between February and October of 1998 the device was taken to each corrections center and TRV center. Parole agents have used the device in the homes of offenders to determine whether substance abuse was occurring in the home.

Itemizers are cost-effective and deter offenders from using drugs. Prison staff (at right) learn how to use equipment.



In 1998 the department began using the ICD in prisons.

The device can tell if an offender has recently handled any controlled substance by analyzing a piece of special paper, known as a trap. Traps also can be used to wipe

down surface areas such as pop machines, telephones or tables.

The ICD heats and vaporizes substances captured on the trap, then weighs and analyzes the results.

If the results are positive, a search of the offender's room is conducted if the offender is in a corrections center, a TRV center or in prison.

The Itemizer is cost-effective. Each sample trap is 25 cents, which allows staff to conduct frequent testing of offenders, their property and their rooms.

Field staff believe that even the presence of an Itemizer in a center can deter use of drugs.

By detecting potential substance abuse problems at a very early stage, staff can intervene to prevent the problem from getting worse. Educating offenders on the dangers of substance abuse, making treatment available and targeting offenders for more intensive supervision helps to ensure public safety.

Education Pilot

An evaluation of a computer-assisted education pilot program, which began in 1998 in eight MDOC facilities in the Upper Peninsula, gave the program high marks and has contributed to its expansion.

The program, which ran in the two Chippewa prisons (KTF and URF), Hiawatha, Kinross, Newberry, and camps Cusino, Manistique and Ojibway, was designed to develop a more efficient prisoner education system and prepare offenders for real-life jobs when they are released.

The most impressive of the evaluation was improvement in test scores — the average prisoner in the pilot showed an improvement of 4.2 grade levels in math and reading. Researchers said there was also a “positive movement” toward Adult Basic Education (ABE) completions and successful General Education Development (GED) completions among prisoners taking part.

The evaluation was based on the



Newberry Correctional Facility stresses GEDs

results of the first 397 prisoners completing the pilot.

In the pilot, Newberry served as a GED magnet school receiving inmates who had been prepared at other prisons, which acted as middle schools. Camps ran independent GED preparation programs.

The facilities worked together, functioning as a quasi-school district with standardized curriculum, an educational transfer policy and on-line testing.

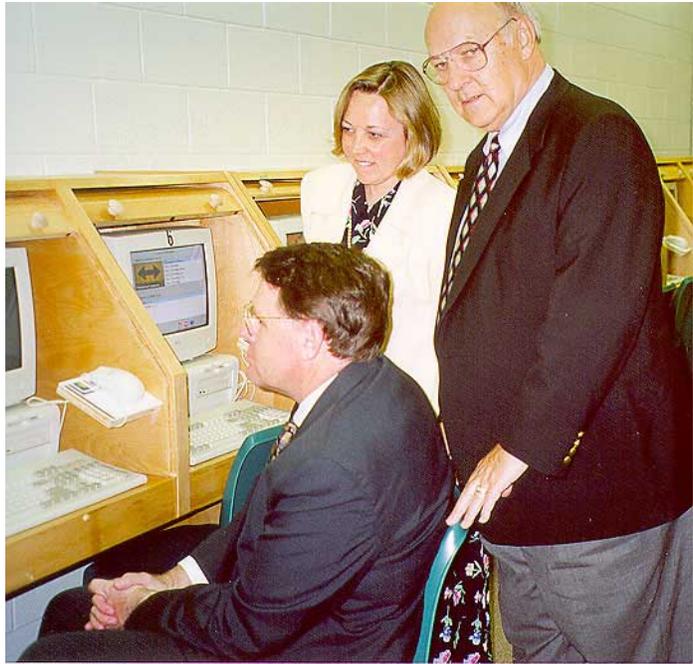
The new educational delivery method was piloted under the name Computer Assisted Instruction (CAI). It is already being used in Ohio, and about 30 other states use the computer software tested in the program.

Another level of evaluation for the Michigan pilot was determined by the anecdotal reports of teachers, principals, prisoners, officers and others. The interviews indicated that prisoners in the pilot were more motivated, worked more independently and were able to better concentrate on their work. Principals reported that they had to counsel fewer disruptive prisoners in the classroom, and teachers said that prisoners with learning disabilities had their needs addressed.

The software used in the program offers sophisticated programs for literacy, numeracy, basic education and GED preparation. The computers shifted some routine learning activities to computers while allowing teachers to provide individual instruction to those needing more attention.

In addition, the computer technology helped organize and track prisoner education records.

The CAI program is being incorporated into all of Michigan's correctional facilities and there are currently at least 10 computer stations for prisoners in each facility.



Former Director Ken McGinnis (seated) reviews the pilot. Standing from left: Chippewa Warden Pat Caruso and Superintendent of Public Instruction Arthur Ellis.

Serving the Public

Federal grants to Michigan

The department received nearly \$21 million in federal funds during the 1998 fiscal year for keeping violent offenders in prison. The state has been awarded more than \$55 million since the federal program VOI/TIS (Violent Offender Incarceration/Truth in Sentencing) was started in 1994.

The grants have come from the Office of Justice Programs within the U.S. Department of Justice, and are under the federal Violent Crime Control and Law Enforcement Assistance Act.

Michigan was awarded the grant money because of its efforts to keep violent offenders in prison. Michigan ranks fourth among states in the amount of money it has received.

The program also requires that offenders convicted of Part I violent crimes serve no less than 85 percent of their sentences. In Michigan, felons convicted of these crimes, which include murder, forcible rape, robbery and aggravated assault, already serve an average of 107 percent of their minimum sentences.

New court commitments to prison for those convicted of Part I violent crimes in Michigan have increased by 10 percent between 1995 and 1997, another requirement for receiving grants under the law.

The grant money is being used to help pay for increased capacity.

\$6.3 million to expand local jail capacity

A total of 18 counties received \$6.3 million from the department in 1998 to help expand jail capacity. Expansion of capacity in county jails and residential centers allows counties to reserve the more secure beds for dangerous or difficult-to-manage offenders and to reduce commitments to prison of non-assaultive offenders.

The money was awarded by the department's Office of Community Corrections. It will add about 920 beds to local jails.

About \$18 million went to counties to off-set the cost of housing otherwise prison-bound offenders.

Lapeer County was one of a number of counties able to construct new jail cells (at right) with funds from the department through the Office of Community Corrections.



Public Service and Public Works

Throughout Michigan many difficult but necessary community work projects are undertaken by offenders under the supervision of the MDOC.

In 1998, for example, 300 prisoners helped clean up communities after late spring storms, saving those areas approximately \$134,000.

In one situation, about 162 prisoners from three camps, five prisons, a corrections center and a TRV center helped communities in seven western and central Michigan counties clean up after a severe storm tore through the state early Sunday, May 31.

Crews, under the supervision of 18 corrections officers, came from the Brooks Correctional Facility, Carson City Correctional Facility, Michigan Reformatory, Ionia Temporary Facility, Mid-Michigan Correctional Facility, camps Pugsley, Sauble and Tuscola, the Muskegon Corrections Center and Camp Gilman Technical Rule Violation center.

The prisoners removed tree limbs and other debris from various locations including cemeteries and parks.





Offenders clean up after storms in Michigan. Prisoners removed downed trees, limbs and other debris from various locations.

In another example of emergency assistance, prisoners from camps Lehman and Pellston helped the City of Gaylord clean up after a major storm there in September.

The community suffered damage when winds of up to 80 miles per hour tore off roofs, toppled trees and knocked down power lines. The city was declared a disaster area by Gov. John Engler.

The city lost over 100 trees, and inmate crews worked at removing damaged ones. The City of Gaylord estimated that the inmate crews saved the city about \$4,000.

More than 280 offenders, mainly from corrections centers and the Technical Rule Violation centers, spent more than 1,000 hours collecting 16 tons of refuse from expressways in metro Detroit beginning in May of 1998.

Statewide, more than 500 prisoners were involved in the cleanup efforts covering hundreds of miles of highways and roads.

In the case of prisoners, public works crews composed of specially selected low-risk offenders work under supervision in public areas, such as state forests and in city cemeteries.

In the case of offenders in community supervision, probationers and residents of community corrections centers can undertake volunteer work with community agencies to help pay for the cost of their programming. The work both groups perform is very similar.

In 1998, about two million hours of labor were completed by prisoners from secure facilities on public works crews. Some of the tasks included making signs for the federal forest service, maintaining deer habitats, building fish cribs, washing and waxing floors in public buildings, maintaining cemeteries, repairing picnic tables in city parks, maintaining grounds at community hospitals, and washing cruisers for the Michigan State Police.

Prisoners in corrections centers, parolees and probationers worked more than 600,000 hours on public service assignments in 1998. Their jobs included cleaning up county road right-of-ways, monitoring a beaver dam site to control flooding, maintaining county parks and state and federal camp grounds, building handicap structures at camp grounds, cleaning and maintaining public access canoe sites, maintaining cemeteries, cutting and stacking firewood for the Michigan Department of Natural Resources and U.S. Forest Service, maintaining vehicles and buildings for county road commissions, operating and maintaining a county animal shelter, maintaining roads, providing assistance in a local soup kitchen, painting buildings, helping the Habitat for Humanity build homes, sorting clothes at Goodwill, providing home repairs for low income families and cleaning government buildings.

The programs do not compete with free-market labor, and before any public works project can be undertaken for a federal, local or county agency, a signed work agreement from the requesting agency is needed. Offenders are prohibited from doing work for private individuals or on private land.

In the case of public works assignments, qualified prisoners must be housed in a Level I (minimum security) setting and are carefully screened to minimize risk to the public.

An average crew consists of eight to 10 offenders. State corrections officers supervise prisoners while they work for an agency, unless approval has been granted by a warden and an



Prisoners cleaned up expressways in the Detroit Metropolitan area in 1998.

official for that agency such as the State Police or a municipal police department to provide supervision. Work crew supervisors are required to receive special training in managing the prisoner crews.

As of late 1998, about 1,300 prisoners worked daily in communities and public areas throughout the state of Michigan.

Victim Assistance Program

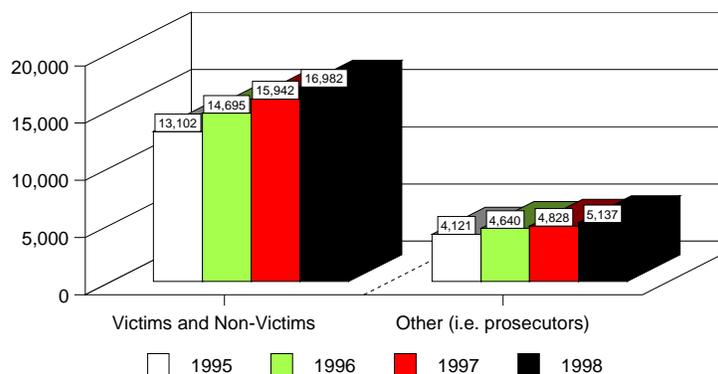
More than 17,000 crime victims — including relatives of victims — as well as prosecutors and other law enforcement officials were notified about the movement of Michigan prisoners in 1998. This was about 1,200 higher than in 1997.

Notification allows victims and their families to keep track of a convicted felon who is in the criminal justice system. It gives victims and family members a chance to address the state Parole Board before a decision has been made about whether to parole an offender.

Concern for victims as well as advances in computer technology have helped the department increase the number of notifications. Computerized record keeping helps the department keep track of all the required notifications, enabling the department to make the notifications in a timely fashion. In the event of an escape, staff at prisons and camps are able to find out instantly who needs to be notified so the process can begin immediately.

Notifications represent the movements of about 13,460 prisoners, which in some cases involves notifying numerous victims of the same prisoner. The information sent out can include: the date of a parole hearing, the date of a prison discharge, escape or transfer to a correcti

Persons Active in Crime Victims Notification Program



Operating Efficiently

The department continued in 1998 its commitment to making its operations more efficient. Increases in funding for essential programs were balanced by reductions in spending in a number of areas.

Health care was one major area where the department was able to reduce costs. Savings were achieved through use of managed health care, which made it possible to support several important health-related increases including new pharmaceutical treatment programs for AIDS.

Administrative efficiencies were achieved in such areas as camp administration medical care for prisoners.

A modest budget

The department's budget increased by 2.39 percent from FY 1997. The growth rate was slightly lower than the record-setting increase for fiscal year 1997 of 2.40%, which was the lowest growth rate in 20 years.

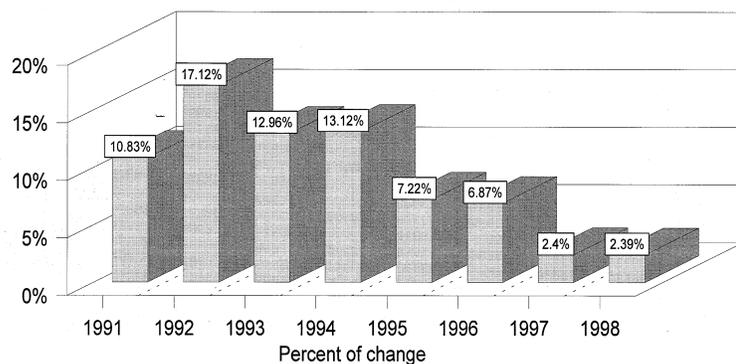
The FY 1998 budget provided funding for incarcerating 41,963 prisoners as well as housing more than 1,200 felons in community settings. The budget also emphasized 90:1 supervision staffing ratio for probation and parole agents to ensure adequate oversight. The budget provided \$17.2 million for substance-abuse treatment for offenders.

The budget also provided: \$4 million for a local facility expansion program; a 5% increase in per diem payments to probation residential centers; \$1.4 million to operate a probation detention center in Wayne County; and \$18 million to fund the County Jail Reimbursement Program.

The budget also set aside \$9.5 million to convert prison facilities to higher security status, thus allowing the department to maximize the use of existing beds to meet the demand for prison commitments. It allocated more funding for general adult basic education programs and relief from court-mandated college level education for prisoners.

Appropriations Change 1991-1998

Michigan Department of Corrections



To provide the funding necessary to protect public safety and yet achieve the lowest budget increase in history, continued restructuring of the department's operations was required. Those efforts resulted in reducing funding requirements by more than \$25 million by, among other things, reducing administrative positions and lowering the security level at Chippewa Temporary Facility. A state-wide early retirement program resulted in cost-reductions to the department of more than \$1 million.

Consolidation of electronic monitoring

The Field Operations Administration (FOA) consolidated operation of its Electronic Monitoring Centers to save more than \$750,000 during the 1998 fiscal year.

Michigan was one of the first states to establish an electronic monitoring system and has operated a program since 1985 to monitor prisoners, parolees and probationers. When the program was expanded statewide in 1987, monitoring centers were located in each of the three FOA field regions in the state. In 1997, new software, which allowed for more effective use of staff, became available, allowing FOA to combine the three regional centers into one.

The department has contracted with a vendor for customized modifications to the monitoring software that will improve performance and response time for field agents using the combined system. Daily activity reports on the 3,000 offenders being electronically supervised can then be delivered electronically to field agents' computers via a Wide Area Network (WAN), rather than by fax machines. Another enhancement being developed will allow field staff to directly put curfew data into the monitoring computer, which should reduce both input errors and the time required to update the database. Field agents also will be able to view information on their desk top computers on the prisoners, probationers and parolees under their supervision.

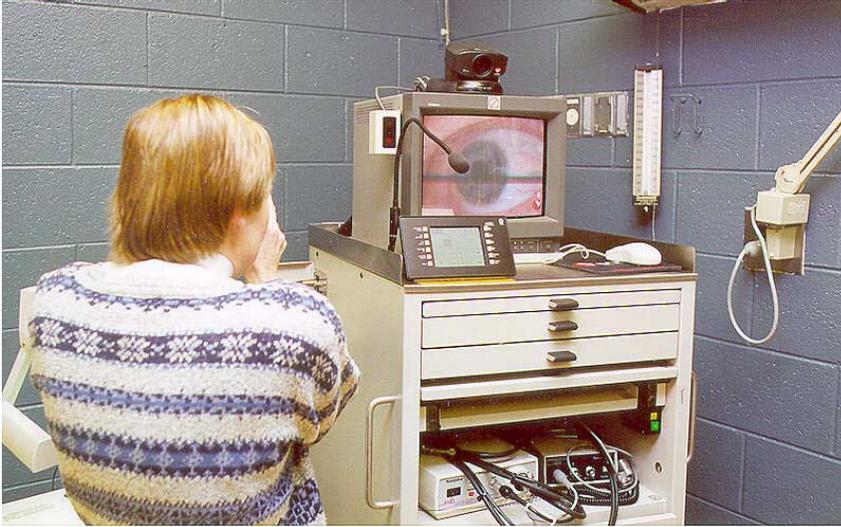
Reduction of prisoner health care costs

The department saved approximately \$16 million by using a managed health care company, Correctional Medical Services of St. Louis, Mo. (CMS) for prisoners.

The projected expense for prisoner hospital and specialty care for the year without managed care was \$50,371,300. The department predicted that managed care would save about \$10 million and so budgeted \$40,371,300.

Total expenditures came at \$34,473,600, a reflection of the reduction of average hospital and specialty costs per prisoner from \$846 in the 1997 FY to \$758 in the 1998 FY.

Overall, the average prisoner cost of care decreased by 1.8 percent from the previous fiscal year while the Consumer Price Index for all medical care showed that the average costs



Telemedicine is a growing factor in the department's efforts to save health care dollars. It can transmit live health care data via videoconferencing.

for health care for Americans increased by 3.6 percent for the same period.

While the success of managed care is due to a number of factors, a few major factors stand out.

One has been the managed care provider's ability to successfully negotiate a number of large cost-effective contracts.

Lower cost contracts with community hospitals have been made possible through the managed care provider's use of a system that requires pre-authorization of hospital and specialty services based on national criteria.

Also, expansion of the secure units (special high security sections within community hospitals in which prisoners are treated separately from the general public and guarded by state corrections officers) within the state has fostered competition among potential providers.

In 1998 CMS contracted for a nine-bed secure unit in a Muskegon hospital to provide urgent and scheduled health care, including general and orthopedic surgery for prisoners from Carson City, Ionia, Manistee and Muskegon.

Payments to the hospital in Muskegon are controlled under an arrangement in which a set amount of money per month is provided to cover the needs of the prisoner-patients.

Use of the secure unit in Muskegon further contributes to the savings already realized under the managed care contract as well as making treatment of prisoners at the hospital safer for other patients.

The department also uses a secure unit at Foote Hospital in Jackson and is planning at least one more unit in the upper peninsula. Regional placement of these units decreases prisoner transportation costs.

Offenders Paying their Way

Offenders frequently pay to offset some of the costs involved in incarceration and other dispositions.

Health Care Co-Payment Prisoners pay a \$3 co-payment when they request medical care except in some cases. Those cases are when it is a work-related injury documented by the prisoner's work supervisor, when it is for testing for communicable diseases such as AIDS or when it is a mental health care need or an emergency. If the emergency is due to an intentional self-inflicted injury, the prisoner is responsible for the full cost of the care. If the prisoner has no funds, the fee is considered an institutional debt. Negative balances can be referred to the Department of Treasury for collection after the person is released from prison. So far, the co-payment has helped to dramatically reduce requests for health care appointments by offenders. The reduction in frivolous requests for health care, in turn, has led to more proactive nursing contacts to prevent illnesses among prisoners and, therefore, lower costs to taxpayers.

Prisoner Reimbursement Act This law allows the state to collect money from prisoners to help defray the costs of imprisonment. The law allows the state to seek reimbursement if a prisoner has enough money to recover 10 percent of the estimated cost of imprisonment or 10 percent of the estimated cost for two years, whichever is less. During the 1997-98 fiscal year a total of \$804,560 was collected for the state's coffers.

Payment for Electronic Monitoring Offenders being supervised with electronic monitoring equipment pay a daily fee of \$7.30 which is the basic cost of monitoring one offender. For the 1997-98 fiscal year, \$4.2 million was collected from offenders.

Payment for Community Corrections Centers Prisoners and parolees in community corrections centers are required to pay their own support by paying board and room. The cost of housing at a corrections center is determined annually by the deputy director of the Field Operations Administration. Those unable to fully reimburse the state for costs are required to perform community service work in lieu of payment. A total of \$3.3 million was collected to pay board and room during the 1997-98 fiscal year.

Parole and Probation Supervision Fees Supervision fees, ranging from \$10 to \$30 a month, are charged to offenders on probation and parole. The fee is calculated based on the offender's projected monthly income and financial resources. A total of 20 percent of the

money collected is kept by the department for administrative costs and for enhanced services which can include counseling, employment training and placement and education. During the 1997-98 fiscal year almost \$7 million was collected from these fees. The amount reflects an increase of 102 percent since 1993. Besides helping to offset the cost of state supervision, the fee requires offenders to help repay the damage they did when they committed their crimes. Increases in the fee collection is the result of probation and parole agents holding offenders accountable for their behavior and assisting them in finding and maintaining employment.



New sentencing guidelines and the Truth in Sentencing law will make major changes in the operation of the Michigan Department of Corrections.

Issues

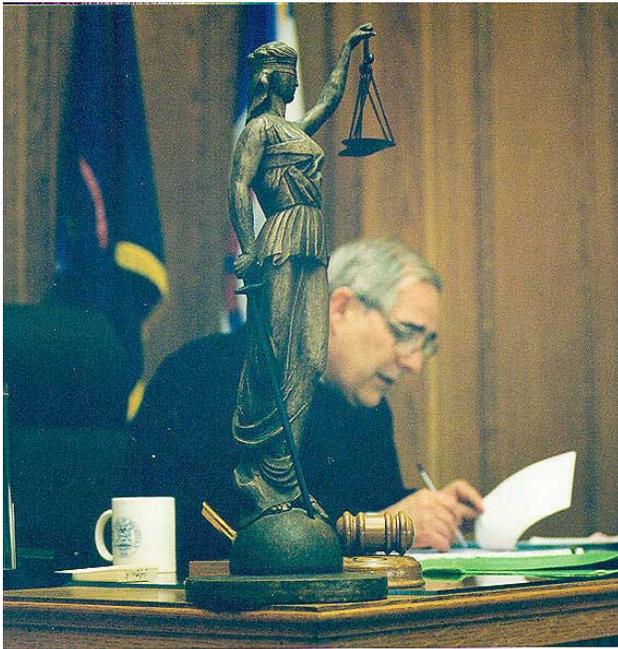
In 1998, the Legislature passed laws that will dramatically change the state's correctional system for the foreseeable future. One of the changes — Legislative imposed sentencing guidelines — is expected to further shift punishment for appropriate felons toward community sanctions and help reserve prison beds for the most dangerous and chronic offenders.

The result may be a greater concentration of prisoners with more serious crimes and longer sentences in the state's correctional system and expansion of various intermediate sanctions such as probation residential centers.

The second change — Truth in Sentencing (TIS) — eliminates “disciplinary credits” and, for prisoners nearing parole, community corrections programs.

TIS could create new challenges in managing its prisons because it will eliminate disciplinary credits as a way to motivate or encourage good behavior among prisoners and replace it with “disciplinary time” or bad time. Bad time will not be formally added to the minimum sentence, but the Parole Board will consider the amount of time each prisoner has accumulated when it decides whether to parole a prisoner.

The impact of the changes



A major consideration for the state Sentencing Commission as it designed the sentencing package was the potential impact on the state's prison population. But even as members completed their work and handed the final recommendations to the Legislature, many knew that estimates were merely hypothetical.

The actual impact will depend on the type and number of criminal convictions that occur and to what extent judges depart from the guidelines.

While judicially imposed sentencing guidelines have been in place since 1988, they were developed by copying sentencing practices already in place. The new guidelines are intended to actually



establish what sentences should be.

The commission was created by a 1994 law that called for an independent body to develop a systematic approach to sentencing. To assist lawmakers in measuring the budgetary impact of recommendations, the legislation also required the commission to assess the

impact the proposed guidelines would have on state correctional resources.

The commission, which began meeting in May, 1995, reported its recommendations to the Legislature in November, 1997. Some revisions occurred and the sentencing structure was subsequently placed into law in 1998.

It is impossible to predict what impact the guidelines will have on the state's prison system or on local government until a new "normal" is established and judges have experience in using the new grids.

In an effort to get an idea of the potential impact, researchers from Michigan State University (MSU) and the National Council on Crime and Delinquency analyzed the guidelines using a number of assumptions as to how judges would actually sentence. They determined that the guidelines may actually reduce prison population through the year 2007 because although some violent offenders will come to prison for longer periods of time than they do now, many lower level offenders now coming to prison will instead be given alternative sanctions.

Based on the results of a pilot project conducted by MSU researchers, judges are expected to depart from the guidelines anywhere from 5 percent to 15 percent below or above the minimum recommended sentence, depending on the crime classes.

Truth in Sentencing is likely, though, to offset any bed reduction caused by the new guidelines.

An initial evaluation by the Senate Fiscal Agency of the impact of Truth in Sentencing on assaultive offenders only concluded that the law might result in 0.4 of a year being

added to the average prisoner's time served. Extending the law to all crimes may result in an average sentence increase of 1.16 years.

By the year 2007, Truth in Sentencing is expected to add about 5,400 more offenders to the state's prison system, according to a NCCD analysis.

The changes in the grids contained in the new sentencing guidelines will likely change how counties are paid by the department for housing certain offenders in county jails.

The county jail reimbursement program was created in 1989 with the passage of Public Act 324 to pay counties to house offenders who might otherwise have come to prison.

The department has contracted with a private vendor to evaluate the impact of the new sentencing guidelines on jail reimbursement and to develop and evaluate alternative approaches to jail reimbursement that will be equitable to all counties.

Truth in Sentencing: It's impact on the MDOC

Public Act 217-218 of 1994 created Truth in Sentencing by eliminating disciplinary credits from the sentences for violent and assaultive crimes, by ending placement in residential program centers for all offenders and by adding "disciplinary time" to the sentences of those found guilty of breaking prison rules.

The law was tie-barred to another law overhauling the state Sentencing Guidelines Commission and was designed not to go into effect until the sentencing guidelines were adopted by the Legislature. Because that didn't occur until 1998, the earlier Truth in Sentencing law failed to go into effect from 1994 to 1998.

The law was amended in mid-1998 to initially apply only to assaultive crimes committed on or after Dec. 15, 1998, and then to all other crimes committed on or after Dec. 15, 2000. The amendment removed the requirement that disciplinary time be added to the minimum sentence. Under the revision, the accumulated time does not lengthen the minimum sentence but is to be taken into consideration by the Parole Board in deciding parole.

The law will change the way offenders are supervised in the public.

Currently, about 20 percent of all offenders leaving the prison system go out through the MDOC's Community Residential Programs, with 6,000 prisoners passing through these programs every year. That will end under Truth in Sentencing because affected prisoners will have to serve their entire sentence in prison, and not be eligible for community supervision until placed on parole.

The impact on prisons

Eliminating disciplinary credits may have little effect on the safety and security of Michigan prisons.

The practice of reducing a prisoner's sentence for good behavior is widely used in the



RESTART at Oaks Correctional Facility gives selected volunteers an opportunity to change their destructive behavior. Programs such as Restart help manage prisons safely.

Sentencing Guidelines may cause the state's prisons to end up with a concentration of prisoners with more serious offenses, it doesn't necessarily follow that these prisoners will be more difficult to manage.

Some of the system's most difficult prisoners originally came to prison for relatively minor crimes. Sex offenders are among the easiest to manage in prison, and offenders with long sentences are often resigned to spending their lives in prison and have decided to make the best of it by causing as little trouble as possible.

Maintaining a safe and secure prison depends on factors such as keeping prisoners productively occupied. To that end, the department has worked to reduce the idleness rate in prisons from more than 20 percent to 12.9 percent in 1998 with a further reduction being pursued.

Other elements include making sure staff treat prisoners humanely.

A critical factor in managing a prison well is having a good staff and ensuring that staff members enforce policies. A mission statement that reflects management's philosophy in dealing with prisoners — honesty, integrity and fairness — should guide each prison's operation.

Effective prison operation results from employees realizing that their ability to control

United States and has been a practice in Michigan since at least the 1930s.

It has been assumed that good time reductions are a major factor in maintaining the safe operation of Michigan prisons.

Like the disproved concern about dire consequences if the state went to double bunking, the fear that elimination of disciplinary credits will cause prison management problems may prove to be a bogey man.

Managing a prison to make sure it is safe and secure depends on many factors. It goes far beyond disciplinary credits.

Though the new

prisoners is enhanced by creating among the prisoner population a belief that not only will they be disciplined for unacceptable conduct, but that the staff members will work diligently to meet their legitimate needs.

This means:

- Prisoners get the information they need in order to follow rules.
- Prisoners are listened to by staff.
- Prisoner representatives meet routinely with the warden.
- Investigations occur when prisoners complain about abuse.
- Prisoner kites (or correspondence to staff) are responded to in a timely manner.
- Programming is organized so prisoners can make the best use of it.

Practices that enhance the safe operation of a prison also include thorough and relevant staff training as well as sound policies and procedures followed by staff.

Beyond disciplinary credits, the Michigan system has built in incentives for prisoners including limitations on property in higher security levels.

The first of the new prisoners coming into the system unable to earn disciplinary credits are likely to arrive sometime in the spring of 1999. It will take a number of years for their numbers to reach significant levels.

In the meantime, the MDOC will continue to fine-tune the strategies that have contributed to its success in running a safe and secure prison system.



The quality of staff is considered an integral part of any success in operating safe and secure prisons. At left, the 1998 Officer of the Year Gina Redmond from Thumb Correctional Facility talks to prisoners there.



Technical Rule Violation participants clear snow on walks in Lake County. Community service is an important aspect of the programming.

Community

At any one time, more than 43,000 convicted felons were incarcerated in Michigan prisons in 1998, but most offenders are supervised in community settings. More than 52,000 were on probation; nearly 13,000 were on parole; more than 2,000 were prisoners in Community Residential Programs.

Use of community sanctions for appropriate offenders continued to be a significant goal of the department in 1998. These efforts continued to help keep new prison commitments at levels much lower than in the past.

Community supervision and sanctions are more cost-effective than prison for some first-time offenders. This is true for those who have committed property or other non-violent crimes, those nearing parole and those who have completed the department's boot camp program.

Specially trained agents, who usually have degrees in criminal justice or related fields, supervise these offenders under strict policies and procedures set by the department. Some agents supervise parolees, or those who have been released from prison after serving their sentence; some supervise probationers, who are supervised in a community instead of being sent to prison; some supervise prisoners living in corrections centers or on electronic monitoring; and some supervise all three.

In addition, some agents supervise probationers and prisoners who have completed the department's boot camp program and who are returned to a community for the balance of their sentences.

In all cases, public protection is the objective for agents supervising offenders in a community.

To protect the public, the agents work to ensure that offenders are employed or going to school, are seeking and receiving needed programming such as substance-abuse treatment, and have a place to live that does not promote criminal activity.



Field agents in a number of Michigan counties work with local law enforcement agencies to keep close track of parolees and probationers.

The behavior of offenders is monitored through a variety of techniques including visiting an offender's home, contacting employers, requiring documentation of attendance at school or in required programs, substance abuse testing, and contact with law enforcement agencies to check on arrests.

All offenders in community settings must comply with the rules of the respective program with both standard and special conditions set by the judge, in the case of probationers, and by the Michigan Parole Board, in the case of parolees.

In some jurisdictions agents specialize in monitoring certain types of offenders such as sex offenders or substance-abuse offenders. Such specialization allows the agents to become very knowledgeable — and therefore more efficient — in dealing with these types of offenders.

There has been a 65 percent increase in the number of field agents between 1991 and 1998.

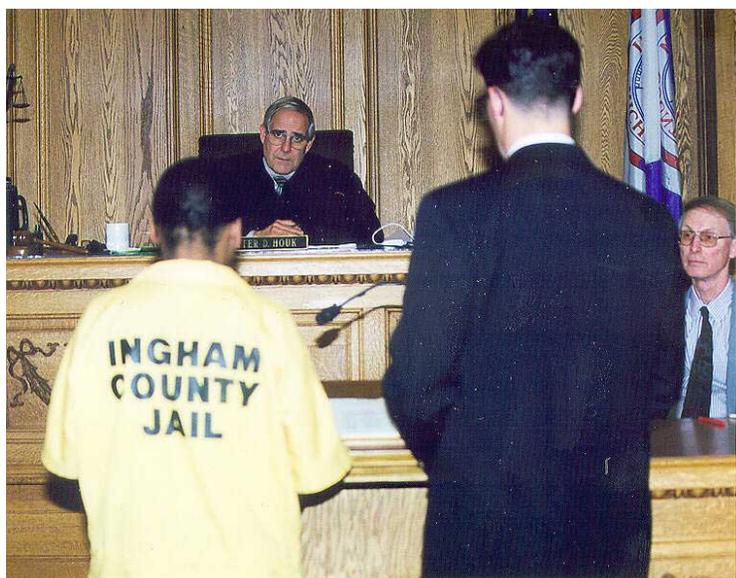
Probation Supervision

Since 1913 probation has been the primary alternative to prison for most individuals convicted of a felony offense in Michigan.

In Michigan, probation may be imposed for all misdemeanors and felonies except

murder, treason, armed robbery, criminal sexual conduct in the first and third degree, certain controlled substance offenses and for convictions where a firearm was used in the commission of a felony. In 1998, about 78% of all persons convicted of felonies in Michigan were sentenced to probation or a combination of jail and probation. There were approximately 52,000 adult felony probationers in Michigan under supervision.

In general, the maximum term of probation is five years for felonies and two years for misdemeanors. Life probation is authorized for some controlled substance offenses. Failure to com-



The length of probation is determined by the judge at sentencing. A violation can result in a sentence to prison, which would also be imposed by a judge.

ply with the terms of probation may result in a probationer being sentenced to jail or prison.

Probation terms may include up to one year of county jail time in conjunction with the probation term as well as payment of restitution, fines, court costs and supervision fees. Electronically-monitored home confinement may be imposed as a condition of probation.

Unless a mandatory prison sentence is required, judges determine whether or not offenders should go to prison and for how long. They base their decisions, in part, on recommendations made by department staff after thoroughly investigating the offender and examining the particular crime committed and then basing the recommendation on sentencing guidelines.

Victims of the crime also have an opportunity to provide information on the impact the crime had on their lives and express any special concerns they may have.

If the offender is sentenced to probation, the probation agent monitors that offender's behavior and makes sure the offender pays restitution to victims, court costs, or supervision fees as required.

The length of probation is determined by the judge at sentencing. A violation can result in a sentence to jail or prison, which would also be imposed by a judge.

The judge sets the offender's conditions for probation, which means that the offender must do certain things to avoid a more severe sanction. The conditions include committing no further crime and reporting routinely to the agent. Special conditions, also set by the judge based on the offender's past record and difficulties, can include mandatory programming such as substance abuse treatment, performing community service, completing a high school degree program and finding employment.

In 1998, the department continued its ongoing effort to improve the content and uniformity of the Presentence Investigation (PSI) report and to provide guidelines for designing a sentence recommendation



Presentence reports are prepared by field agents for use by judges at the time of sentencing. The department has worked to improve the way agents conduct investigations for these reports.

for inclusion in the report. A detailed revision improved the method of conducting a PSI and the format for reporting the information. In this revision, PSI Recommendation Guidelines became a requirement.

Presentence reports are used by judges when sentencing an offender.

They are prepared by agents employed by the Field Operations Administration (FOA) and include an evaluation of the offender, the circumstances of the offense, the probable risk to public safety and a sentencing recommendation. Sentencing options include probation supervision with the possibility of placement on electronic monitoring or in residential and non-residential treatment programs, Special Alternative Incarceration (boot camp), jail or prison.

In developing the recommended guidelines, the FOA studied sentencing practices, probation risk and propensity for failure during various periods of time. The Probation Risk Instrument, which is used by agents in determining a sentence recommendation, was validated as a predictor of success or failure on probation.

The PSI Recommendation Guidelines were developed to provide consistent, logical and fair use of the most cost-effective and least restrictive sentencing options. Their use is expected to reduce even further the number of nonviolent offenders who receive prison sentences.

Field agents supervise offenders to protect the public. Each offender must comply with the rules and special conditions ordered by a judge. Whenever an offender violates the order, an FOA agent is expected to respond in proportion to the seriousness of the violation and the risk to the public, while giving consideration to an offender's circumstances and adjustment to supervision.

During 1998, the FOA developed and put in place risk-driven violation guidelines designed to make full use of community sanctions. Probation Violation Response Guidelines provide a range of possible responses to violations. Agents must choose the least restrictive response consistent with public safety.

The responses include a continuum of alternatives that protect the public, hold offenders accountable for their behavior and reduce offenders' likelihood of engaging in criminal activity.

Parole Supervision

Felons who have served the minimum portion of their sentences can be placed on parole, usually for a period of two years. On parole, their behavior is monitored by a parole agent.

Before being released from prison, the department uses a thorough screening process,

to ensure an offender's compatibility with release. Release is coordinated by the department's Parole Release Unit in the Field Operations Administration.

The pre-release process includes an investigation of a number of factors. These factors include an offender's home placement and the parole eligibility dates. The investigating agent checks to make sure that the offender is not a suspect in another felony or has pending charges.

The process also includes notification to victims of a pending parole as well as to the appropriate prosecutor's office, sheriff's department and State Police post in the sentencing county.

Like probationers, parolees must meet certain conditions to maintain their parole status. Conditions always include restrictions on movements, requirements to report to an agent regularly and to maintain employment or find a job, association with known criminals and possession of firearms.

Other special requirements are determined by the Parole Board based on the offender's background and crime.

Failure to follow the requirements will result in some sort of sanction, which could include increased supervision, community service, substance abuse treatment, inpatient mental health treatment, placement in a corrections center or placement in a restricted, highly structured program called a Technical Rule Violation Center for 90 days. It can also mean a return to prison.

Michigan Parole Board

Created by statute, the Michigan Parole Board is the paroling authority for felony offenders committed to the jurisdiction of the Michigan Department of Corrections. The board also acts in an advisory capacity to the governor for all executive clemency matters.

In 1992, Gov. John Engler ordered a reorganization of the former Parole Board. The primary goal of the reorganization was to increase public safety by minimizing the number of dangerous and assaultive prisoners being placed on parole.

Current board membership consists of ten full-time, non-Civil Service employees appointed by the director. Their backgrounds include law enforcement, sociology, law and corrections.

The Parole Board views parole as a period of supervision and testing in a community prior to release from its jurisdiction. Prisoners are not entitled to parole. Under state law, before paroling a prisoner, the board must have reasonable assurance that the prisoner will not be a risk to a community.

Jurisdiction

The Parole Board gains jurisdiction of cases when prisoners have served the minimum sentence. In most cases, the minimum sentence is set by the judge and the maximum sentence is set by statute.

Prisoners serving life sentences are interviewed by the Parole Board after they have served 10 calendar years and every five years thereafter. Some lifers, including those serving for first-degree murder, can only be released from prison by a pardon or commutation of their sentence by the governor. However, state law provides for the possible parole of other lifers if certain requirements are met. These requirements include interest by the Parole Board, no objection from the sentencing court and a public hearing with a favorable outcome.

An average of 3.1 parolable lifers have been paroled each year for the past ten years. The average time served before parole since 1990 has been 19.9 years. The Parole Board interviews approximately 225 to 300 lifers a year.

The process

The Parole Board is divided into three-member panels. Each case is assigned to a panel and the decision whether to parole is determined by majority vote of the panel.

The factors considered by the board in making parole decisions include: current offense, prior criminal record, institutional behavior and programming, the parole guidelines score, information obtained from the prisoner interview, if interviewed, and information from victims.

Parole guidelines use a numerical scoring system designed to assist the board in applying objective criteria to the parole decision. The criteria are intended to reduce disparity in parole decisions and increase parole decision-making efficiency.

Based on numeric scoring of the various factors, an overall guideline score is obtained. The guidelines contain numeric ranges of scores to indicate probabilities of parole.

Guidelines do not require either an automatic parole or a denial based on a numeric score but are used as a tool by the board to establish an objective guide for board members.

Parole may be ordered without an interview if the prisoner has a high parole guideline score (+ 4) and is not serving for a sex offense or a crime involving a death. Prisoners with a low parole guideline score (-13 and below) may be denied parole without an interview.

There can be a period of up to several months between the approval of a prisoner's parole and his or her actual release on parole. During that time, the prisoner's behavior is monitored. If the prisoner is involved in improper behavior during that time, parole can be suspended. Almost 800 paroles were suspended under these circumstances during 1998.

The role of crime victims

Crime victims are an important part of the parole consideration process. They are given an opportunity to participate in the process under the provisions of the Crime Victim's Rights Act. Victims and victims' family members are entitled to notification of specific actions taken by the Parole Board and to make impact statements to the board in person, by telephone or in writing. Participation by crime victims has increased dramatically during the last few years.

Issues and Trends

Since 1992, there has been a significant decrease in the parole approval rate, particularly for assaultive and violent offenders.

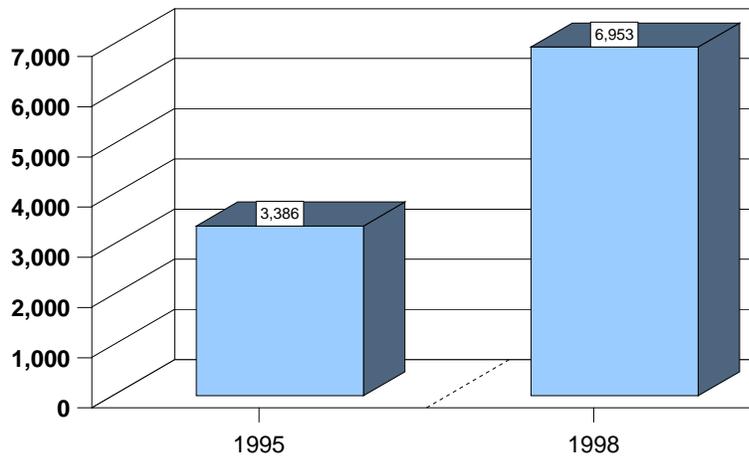
The number of cases considered by the Parole Board each year is increasing. The board considered more than 17,000 cases in 1997 and more than 20,000 cases in 1998, which represents an increase of almost 18 percent. The number of cases considered is expected to increase even more as the department expands capacity.

Although the parole approval rate is down, the increased number of cases being considered each year has meant the number of prisoners actually being released on parole increased from 8,753 in 1997 to 10,492 in 1998.

Prisoners are filing an increasing number of court appeals to challenge parole denials by the Parole Board. Nearly 1,000 such appeals were filed during 1998. Of those appeals, five prisoners were paroled after a court ordered the Parole Board to reconsider the cases.

Processing and defending these appeals requires the use of an increasing amount of scarce resources from both the Parole Board and the Office of the Attorney General.

Crime Victims Contacts with Parole Board



Community Residential Programs for Prisoners

Community Residential Programs (CRP) provide structured settings where support, guidance and supervision are given to selected prisoners nearing parole release. Prisoners placed in CRP are either housed in a center having 24-hour a day, seven days a week security coverage or on electronic monitoring.

Michigan was a pioneer in fully developing the successful use of community placement for prisoners. In 1998, programs existed in every major Michigan city, with more than 2,000 prisoners participating. More than 40 percent of these prisoners lived at home under electronic monitoring, which has become a major component of residential programming in Michigan.

The primary intent of the community program is to ensure that a prisoner is steadily employed and financially and socially self-sufficient prior to being paroled.

Of those leaving the program in 1998, 50 percent did so with a parole in hand while less than 1 percent were returned to prison because of new criminal activity. Many of the remainder were returned to prison for reasons other than a new crime.

The program will be eliminated when the full impact of the new Truth in Sentencing law is felt in several years. (See Issues section beginning on page 46 for more information.)

Screening is Rigorous

Prisoners are rigorously screened and must meet stringent standards before being allowed into the program. All participants are tested for drug use prior to placement and at regular intervals while in the program. Prisoners must be classified to minimum custody in prison before being allowed to apply.

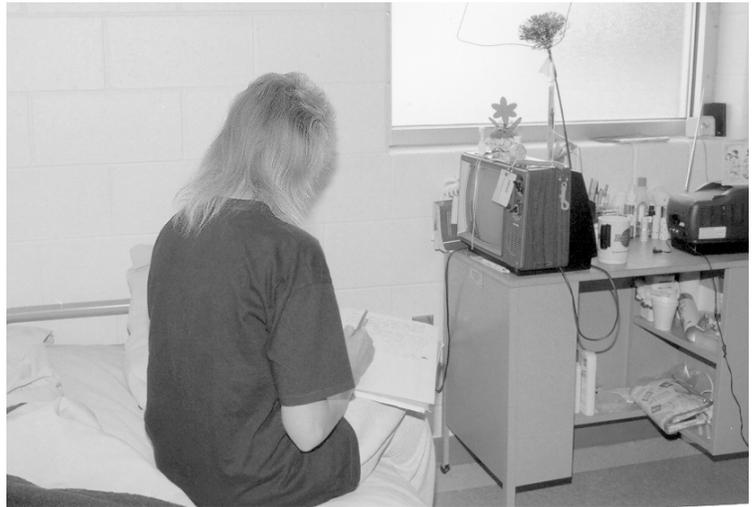


The Buena Vista Corrections Center near Saginaw is one of the state's newer facilities.

Additionally, a prisoner is disqualified if he or she:

- Is serving for a sex offense.
- Has a criminal history involving a sex offense, patterns of assault, recent serious mental disturbance or other behavior that indicates that the offender would be an unwarranted risk to the public.
- Is serving a life sentence.
- Was involved in organized crime.
- Is a “professional” criminal.
- Is a drug trafficker.
- Is designated as a very high risk for violence or serving for escape.

Requirements in Community Residential Programs



Center residents are required to pay room and board. Those who don't work outside the center help maintain the center.

While in a community program, offenders must find a job, hold it through regular attendance or must attend all classes if in a training or academic program and be as self-supporting as soon as possible. Offenders are required to pay the cost of room and board if in a center and the cost of electronic monitoring if on a tether.

A prisoner may be returned to prison for any major rule violation including use of drugs. Although nonviolent offenders are eligible up to two years before their earliest parole date, most offenders stay in the program for about six months before they are paroled.

Electronic Monitoring

During the 1998 fiscal year an average of 3,000 offenders were on the state's electronic monitoring system every day. Of those, nearly 900 were prisoners, 1,700 were on probation and more than 200 were on parole. An additional 200 offenders were being monitored for the Family Independence Agency and various district and probate courts and sheriffs' departments under a separate portion of the electronic monitoring program.

The current system, which is called active monitoring because it initiates contact with the offender, is the largest state-operated electronic monitoring system in the nation.

This system — also referred to as the “electronic tether program” — allows the department to tell seven days a week, 24 hours a day whether or not an offender is living up to curfews imposed. The system does not “track” offenders' whereabouts like a homing device and can tell only when offenders are not home when they should be. It provides community



Completion of high school, job readiness, are aspects of most community programs, including the Technical Rule Violation centers.

supervision staff with an additional tool to intensively supervise offenders. It allows for the monitoring and enforcement of curfews and other conditions of community supervision. With the exception of prisoners living in corrections centers, tethered offenders are more closely supervised than any other offenders in the public. Because most offenders are placed on the system in lieu of prison or jail, the program is cost effective. The cost of electronic monitoring is about \$7.30 a day.

The program was successfully piloted in Michigan in 1986 in Washtenaw County on selected probationers. At the end of 1998, it was being used on a statewide basis. During the 1998 fiscal year more than 10,500 offenders were placed on tether. Of this number, less than 2 percent had been arrested for a new felony and less than 7 percent had absconded or escaped.

Technical Rule Violation Centers



Offenders at the Lake County TRV weld together parts for a vehicle that belongs to the City of Baldwin. Being of service is an important aspect of TRV programming.

In 1998, a total of 1,865 parolees and prisoners on community status who violated rules were transferred to and completed a special 90-day confinement program instead of being returned to prison, a number 6 percent higher than in 1997. That program—Technical Rule Violation (TRV)—is one of the cost-effective measures the department has instituted during the last seven years to reduce reliance on prison as a sanction for program violators.

Prior to development of this program, which began in 1991 with a center in a Lake County jail annex, all parole violators

were automatically returned to prison. Without this option, MDOC officials estimate that the state might have had to build a 1,100-bed Level I prison at a cost of \$24 million and spend \$16 million a year to operate it. Instead, the TRV programs, which can house up to 554 rule violators, cost \$7.4 million annually to operate.

The program expanded in 1992 to include a portion of the former Huron Valley Women's Facility near Ann Arbor and in 1995 as a co-ed TRV at Camp Gilman near Clarkston, which formerly housed women. All three operations fall under the jurisdiction of the department's Field Operations Administration (FOA).

The department expanded the TRV center in Lake County in 1998. An additional 42 beds were added, which increased the capacity to 154. The new beds are used primarily for parolees.

In a 90-day period of confinement, offenders work on completing their education and perform jobs in the facility or as part of public works crews helping local non-profit agencies and communities with a variety of chores, including mowing grass and other manual work. Substance-abuse treatment is mandatory for all participants.

Upon successful completion of the TRV program, offenders are returned to intensive community supervision, where their movement is restricted and closely monitored. If the offender refuses to participate or does not successfully complete the program, he or she is returned to prison.

Special Alternative Incarceration (Boot Camp)

The Special Alternative Incarceration program (SAI), or boot camp, began as an alternative to prison for male probationers selected by courts. In 1992 the program was expanded to include both male and female prisoners and probationers.

The first 90 days of the program involves a highly disciplined regimen, rather like a military boot camp, coupled with hard work and other rehabilitative programming, including substance-abuse treatment. This phase is followed by intensive supervision in a community. The goal is to keep selected, lower-risk probationers from going to prison and to take qualified prisoners out of the traditional prison setting and place them in a more economical setting.

The average cost for each participant is \$6,178 for the first phase 90-day program (1997-98 appropriated costs based on full capacity), compared with \$15,586 for a year in a minimum-security prison camp, which would be a typical location for an offender placed in the SAI program.

If each of the 1,409 offenders who completed the boot camp portion of the program during 1998 had been confined in a Level I prison camp throughout the year, it would have

been necessary to construct four 350 bed camps to confine them. In addition to the capital costs associated with construction, the cost of supervising the offenders in camps throughout the year would have exceeded by \$13 million the cost of operating the boot camp.

In addition to the cost savings associated with the program, it has proven to be effective in deterring its graduates from subsequent criminal behavior. Of the 2,708 prisoners who completed the program between 1994 and 1998, only 11.9 percent had returned to prison with new felony convictions as of Jan. 12, 1999.

The military discipline portion of the program is designed to break down street-wise attitudes so staff can teach positive values and attitudes. Offenders take classes in job-seeking skills, substance-abuse awareness, stress management and are given General Educational Development and Adult Basic Education. They perform conservation work, recycling and clean parks.

SAI includes an intensive post release program and may include a Phase II 120-day residential placement and electronic monitoring. For prisoners, it will include an 18-month parole or the balance of the minimum sentence, whichever is longer. The first four months of parole are under intensive supervision, which can include daily supervision, including nights and weekends, if needed.

While in post release, offenders are expected to work or go to school at least 30 hours per week. They must submit to a drug test when requested and participate in any counseling, treatment programming or training, as directed by an agent.

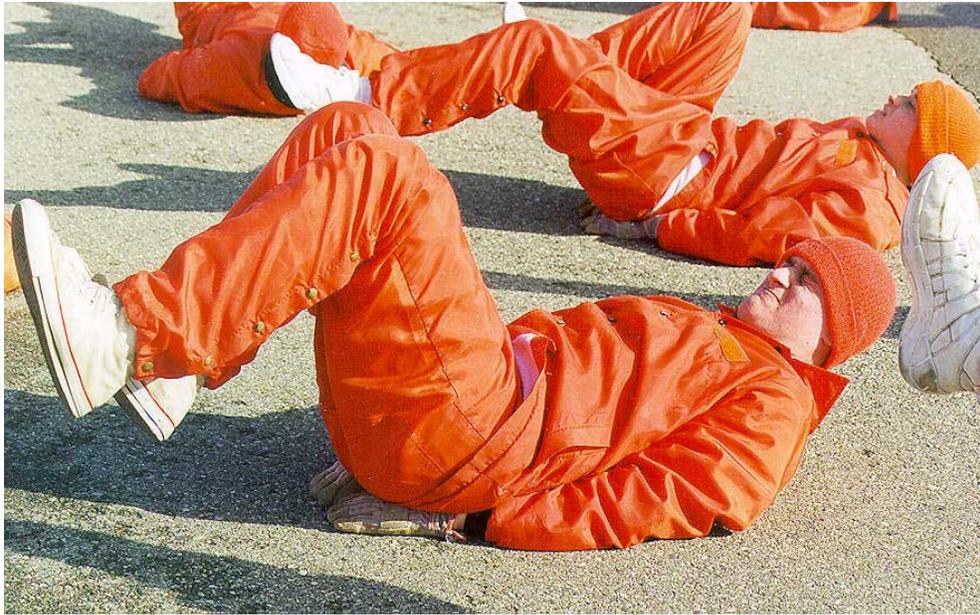
Even with the rigorous nature of the program, 67.8 percent of the prisoners and 68.6 percent of the probationers successfully completed it in 1998. The average daily population during 1998 was 387.4.

The program places emphasis on retaining offenders. Trainees who have said they want to quit the



Physical training is important in SAI.

program are interviewed by a senior official to find out why. The official tries to convince the offender to stay by working with the offender's family and, in the case of a probationer, with the offender's agent. Probationers are told that the probable consequence of leaving the program is prison.



Many boot campers gain healthy bodies for the first time in their lives.

Because failure is something most offenders have become accustomed to during their lives, an important part of the program's mission is to intervene in the 'failure syndrome' by refusing to accede to the initial expression of a desire to quit, then by encouraging offenders to continue in the program.

Potential quitters are assigned to a "retention bunk" to think about the consequences of leaving the program before they are interviewed by the Program Review Board. The board, led by the deputy warden, interviews the offender and may decide to hold off letting the trainee quit if there appears to be a chance he or she will change his or her mind.

Once an offender overcomes the belief that he or she cannot complete the program and realizes that failure will result in imprisonment, the trainee often begins to put forth the effort needed to succeed.

The SAI program also works to change the attitude and behavior of offenders who violate program rules by imposing internal sanctions rather than immediately terminating them from the program. Sanctions can include disciplinary exercise, verbal counseling, a loss of telephone privileges or the elimination of off-grounds work assignments.

During 1998, a total of 546 offenders (38.8 percent) of the 1,409 boot camp graduates earned their GED certificates during the 90-day program. The highest GED test score and four of the top 11 scores in Washtenaw County (where the SAI program is located) during

1998 were achieved by SAI trainees.

Of the 563 prisoners who graduated during the 1998 calendar year:

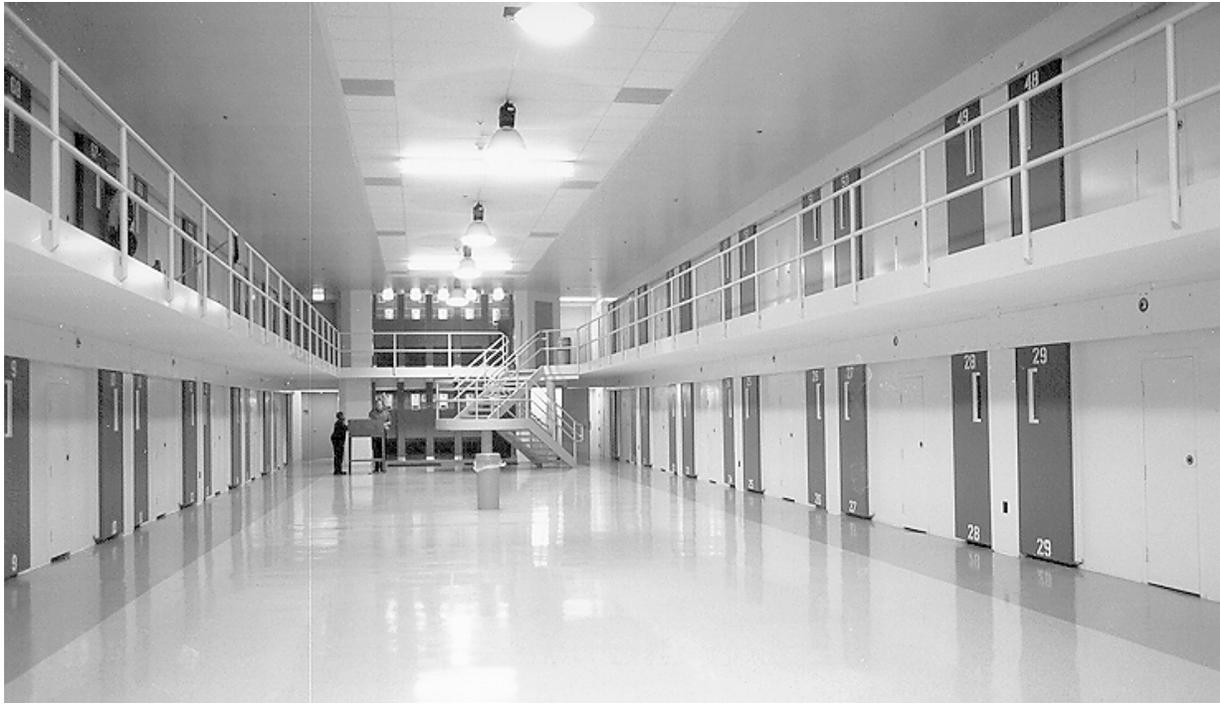
- 91.1% were on parole by the end of the year.
- 1.4% had returned to prison with a new felony conviction
- 6.4% had returned to prison as technical parole violators
- 1.1% had reparaoled after being returned as technical parole violators.

Of the 846 probationers who graduated during the fiscal year:

- 90.2% either finished the sentence or were in the aftercare portion of the program
- 8.3% had been resentenced to prison as technical probation violators
- 1.3% had been sentenced to prison after being convicted of offenses committed while they were involved in their aftercare portion of the program
- 0.2% had been sentenced to prison for offenses which were committed after they were discharged from probation.

Discipline is an essential element of the boot camp program.





Michigan prisons are operated to be clean, safe and secure.

Prisons

More than 43,000 offenders were incarcerated in the state's system of 39 prisons, 14 camps and Special Alternative Incarceration or Boot Camp program by the end of 1998. Another 1,330 were housed in a Virginia prison due to bedspace shortage.

The state's system provides a wide range of security levels to appropriately supervise all types of prisoners. Most of the state's prisons were built between 1985 and 1990. Except for Level V and VI, most prisoners are housed two to a room or in open multiple bunk bed settings. All prisons provide a secure perimeter, electronic detection systems, a perimeter road and alert response vehicles to patrol the perimeter. Level III and above prisons also have gun towers. All camps have fences, special razor ribbon, and some have electronic detection systems. Eventually all camps will have electronic detection systems.

The prisoners

Most of the department's time and energy is spent supervising prisoners.

Some facts about Michigan prisoners:

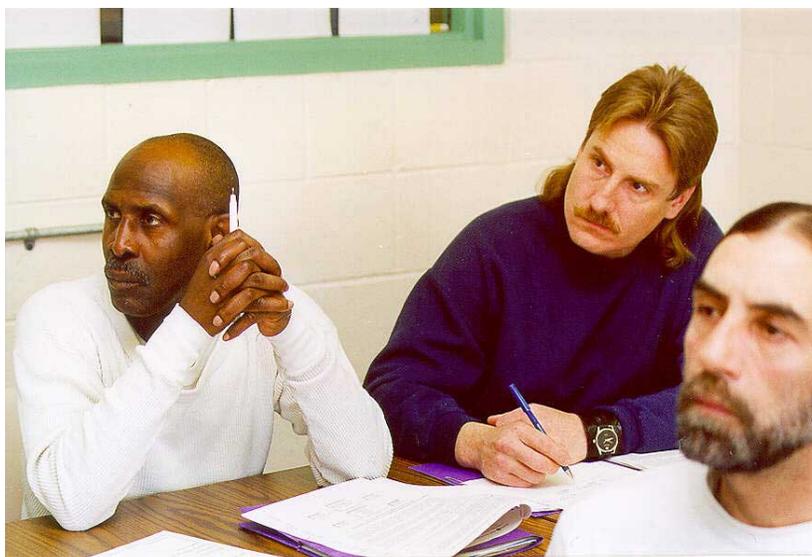
- About 96 percent are male.
- The average age for men is 34; the average age for women is 35.
- 2,504 prisoners were serving for first-degree murder and 10,793 persons were

classified as habitual offenders at the end of 1998.

- A total of 62% of the male prisoners and 70% of the female prisoners were serving their first prison terms at the end of 1998.

- At the end of 1998, there were about 500 non-U.S. citizens in the system.

- Approximately 41.4% of all prisoners were white, 52.5% were black; the rest were of



some other racial or ethnic background, including Hispanic, Asian or American Indian.

- At the end of 1997, 60 percent of all prisoners were serving sentences for assaultive crimes. Those crimes included: armed robbery; first and second-degree murder; and first, second and third-degree criminal sexual conduct.

- At the end of 1998, a total of 9,353 prisoners had one or more sex offenses. This number has increased more than 98 percent since 1989 when 4,722 prisoners were serving for a sex offense.

- About 20% of the men and women incarcerated in Michigan prisons reported completing the 12th grade at the time they entered the system and about 6% reported having gone to college.

Excluding life sentences, the population of prisoners serving more than 10 years has tripled, to 14,686 by the end of 1997, from 4,503 at the end of 1985.

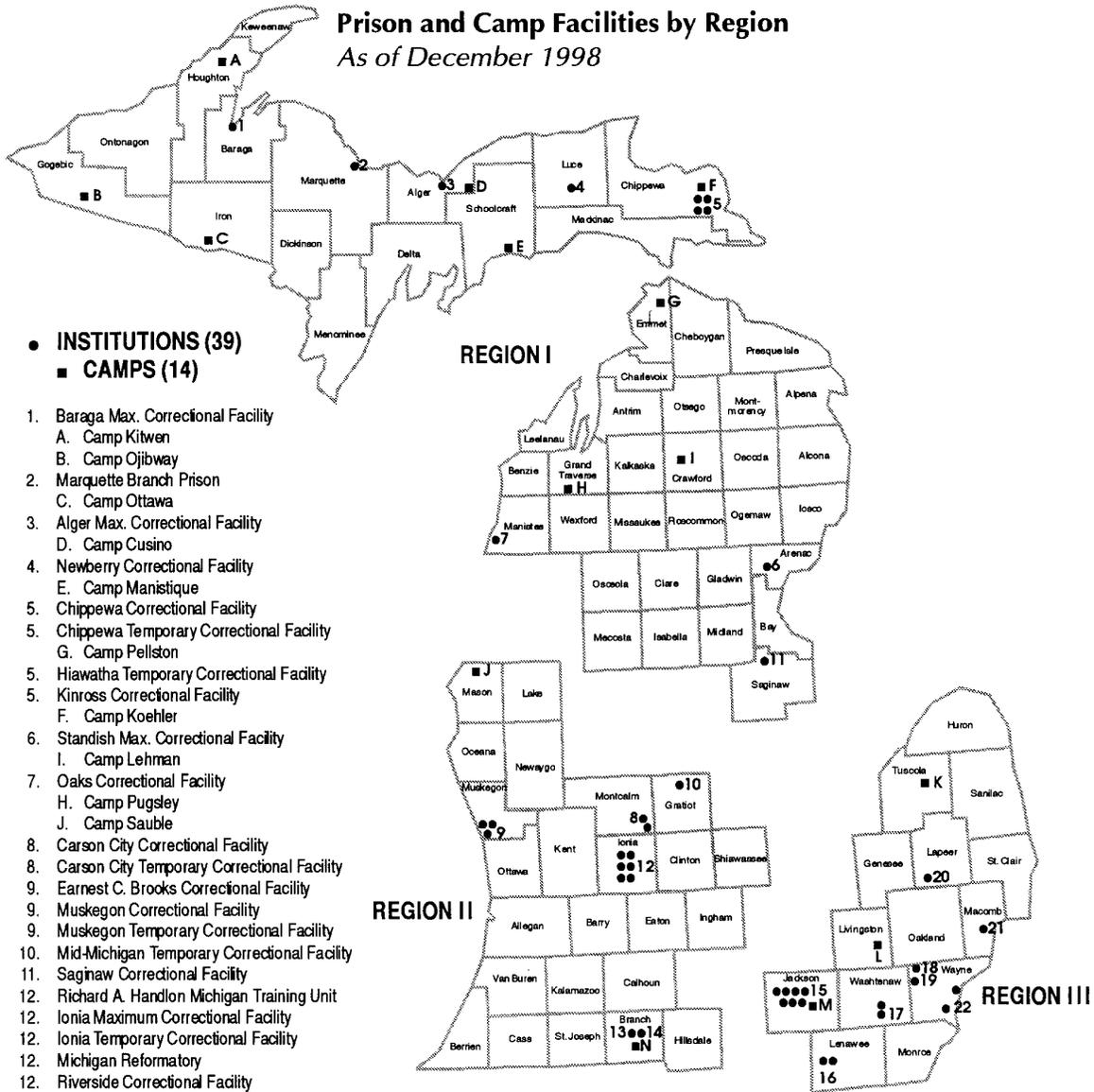
At the end of 1998, there were 1,800 female prisoners in facilities, compared to only 450 in 1980.



Keeping prisons safe and secure requires modern technology as well as competent and well-trained staff.

Map

Michigan Department of Corrections Correctional Facilities Administration Prison and Camp Facilities by Region As of December 1998



● INSTITUTIONS (39)
■ CAMPS (14)

1. Baraga Max. Correctional Facility
A. Camp Kitwen
2. Marquette Branch Prison
C. Camp Ottawa
3. Alger Max. Correctional Facility
D. Camp Cusino
4. Newberry Correctional Facility
E. Camp Manistique
5. Chippewa Correctional Facility
5. Chippewa Temporary Correctional Facility
G. Camp Pellston
5. Hiawatha Temporary Correctional Facility
5. Kinross Correctional Facility
F. Camp Koehler
6. Standish Max. Correctional Facility
I. Camp Lehman
7. Oaks Correctional Facility
H. Camp Pugsley
J. Camp Sauble
8. Carson City Correctional Facility
8. Carson City Temporary Correctional Facility
9. Earnest C. Brooks Correctional Facility
9. Muskegon Correctional Facility
9. Muskegon Temporary Correctional Facility
10. Mid-Michigan Temporary Correctional Facility
10. Saginaw Correctional Facility
12. Richard A. Handlon Michigan Training Unit
12. Ionia Maximum Correctional Facility
12. Ionia Temporary Correctional Facility
12. Michigan Reformatory
12. Riverside Correctional Facility
- *12. Riverside Reception Center
13. Florence Crane Women's Correctional Facility
N. Camp Branch
14. Lakeland Correctional Facility
15. G. Robert Cotton Correctional Facility
M. Camp Waterloo
15. Cooper Street Correctional Facility
15. Charles Egeler Correctional Facility
15. Parnall Correctional Facility
15. Southern Michigan Correctional Facility

15. State Prison of Southern Michigan
- *15. SPSM - Reception & Guidance Center
16. Adrian Temporary Correctional Facility
16. Gus Harrison Correctional Facility
17. Huron Valley Center
17. Huron Valley Men's Facility
18. Robert Scott Correctional Facility
19. Western Wayne Correctional Facility
L. Camp Brighton
20. Thumb Correctional Facility
K. Camp Tuscola
21. Macomb Correctional Facility
22. Mound Correctional Facility
22. Ryan Correctional Facility

* Reception Centers

Source: Correctional Facilities Administration

PRISON FACILITIES

ADRIAN TEMPORARY CORRECTIONAL FACILITY

Warden Frank Elo
2727 E. Beecher Street
Adrian, MI 49221
(517) 263-3500
Opened: 1989
Operating Capacity: 960
Population: Males, 21 years and up
Security Level: Secure Level I (minimum)
(See Gus Harrison Facility for appropriations and staffing)
The Adrian Temporary Correctional Facility is a secure Level I institution consisting of seven pole barn-type buildings surrounded by two electronically-monitored chain link fences.

ALGER MAXIMUM CORRECTIONAL FACILITY

Warden Wayne W. Stine
Industrial Park Drive
P.O. Box 600
Munising, MI 49862
Telephone (906) 387-5000
Opened: 1990
Operating Capacity: 532
Population: Males, all ages
Security Level: V (Maximum)
General Fund Appropriation for 1998/99: \$21.2 million
Per Capita Prisoner Cost for 1998/99: \$110.86
Staffing: 406 of which 260 are corrections officers
The Alger Maximum Security Correctional Facility is one of five Level V facilities in the state.

BARAGA MAXIMUM CORRECTIONAL FACILITY

Warden Michael J. Crowley
301 Wadaga Road

Baraga, MI 49908
Telephone (906) 353-7070
Opened: 1993
Operating Capacity: 589
Population: Males, all ages
Security Level: V (Maximum)
General Fund Appropriation for 1998/99: \$21.9 Million
Per Capita Prisoner Cost for 1998/99: \$99.76
Staffing: 508 of which 340 are corrections officers
The Baraga Maximum Correctional Facility is one of five Level V prisons in the state.

EARNEST C. BROOKS CORRECTIONAL FACILITY

Warden: Joseph Abramajtys
2500 S. Sheridan
Muskegon Heights, MI 49444
(616) 773-9200
Opened: 1989
Operating Capacity: 1,254
Population: Males, all ages
Security Levels: I, II, and IV (minimum, medium and close)
General Fund Appropriation for 1998/99: \$37.8 million
Per Capita Prisoner Costs for 1998/99: \$47.09
Staffing: 582 of which 303 are corrections officers
Note: Appropriated costs and staffing include Muskegon Temporary Facility E.C. Brooks Correctional and Muskegon. Temporary facilities were the first two prisons during 1989 to begin the program of shared services.

CARSON CITY CORRECTIONAL FACILITY

Warden Kurt Jones
P.O. Box 5000
Carson City, MI 48811-5000
(517) 584-3941
Opened: 1987
Operating Capacity: 1,250

Population: Males, 17 and older
Security Levels: I (minimum), II (medium)
and IV (close)
General Fund Appropriation for 1998/99:
\$38.2 million
Per Capita Prisoner Costs for 1998/99: \$47.56
Staffing: 252 of which 140 are corrections
officers.

CARSON CITY TEMPORARY CORRECTIONAL FACILITY

Warden Kurt Jones
10274 Boyer Road
Carson City, MI 48811-5000
(517) 584-3941
Opened: 1987
Operating Capacity: 960
Population: Males, 21 and older
Security Levels: II (medium)
General Fund Appropriation for 1998/99:
\$38.2 million
Per Capita Prisoner Costs for 1998/99: \$47.56
Staffing: 335 of which 199 are corrections
officers. Note: General fund appropriation,
per capita costs and staffing includes
Carson City Correctional Facility

CHIPPEWA CORRECTIONAL FACILITY

Warden Patricia L. Caruso
4269 West M-80
Kincheloe, Michigan 49785
(906) 495-5674
Opened: 1988
Operating Capacity: 1,168
Population: Males, all ages
Security Level: I (secure minimum), III
(medium), and IV (close).
General fund appropriation for 1998/99:
\$35.9 million.
Per Capita Prisoner Cost for 1998/99: \$47.08
Staffing: 672 of which 353 are corrections
officers.

CHIPPEWA TEMPORARY CORRECTIONAL FACILITY

Warden Patricia L. Caruso
4269 West M-80
Kincheloe, Michigan 49785
(906) 495-5674
Opened: 1988
Operating Capacity: 960
Population: Males, all ages
Security Level: I (Minimum)
General fund appropriation for 1998/99:
\$35.9 million.
Per Capita Prisoner Cost for 1998/99: \$47.08
Staffing: 672 of which 353 are corrections
officers. Note: General fund appropriation,
per capita costs and staffing includes
Chippewa Correctional Facility

COOPER STREET CORRECTIONAL FACILITY

Warden Sherry Burt
3100 Cooper St.
Jackson, MI 49201
(517) 780-6175
Opened: 1997
Operating Capacity: 814
Population: Males 17 or older not diagnosed
as mentally ill
Security Level: Secure Level I
General Fund Appropriation for 1998/99:
\$14.2 million
Per Capita Prisoner Cost for 1998/99: \$47.43
Staffing: 208 of which 130 are corrections
officers
This prison used to be the Michigan Parole
Camp, and it remains the central processing
point for male offenders going on parole.

G. ROBERT COTTON CORRECTIONAL FACILITY

Warden Dennis M. Straub
3500 North Elm Road
Jackson, MI 49201
(517) 780-5000
Opened: 1985

Operating Capacity: 1,689
Population: Males, all ages
Security Levels: I (minimum), II (low medium), III (medium), and IV (close)
General Fund Appropriation 1998/99 (includes Clinical): \$29.4 million
Per Capita Prisoner Cost for 1998/99: \$47.61
Staffing: 468 of which 320 are corrections officers
This facility is a combination of the Cotton Correctional Facility and the temporary pole barns constructed to ease prison crowding.

FLORENCE CRANE WOMEN'S FACILITY

Warden Sally Langley
38 Fourth Street
Coldwater, MI 49036
(517) 279-9165
Opened: 1985
Operating Capacity: 597
Population: Females 17 and up
Security Level: II (Medium)
General Fund Appropriation for 1998/99: \$14.7 million
Per Capita Prisoner Cost: 1998/99: \$79.27
Staffing: 354 of which 201 are corrections officers
Crane is one of three facilities in Michigan to house female offenders.

CHARLES EGELER CORRECTIONAL FACILITY

Warden Tom Phillips
3855 Cooper Street
Jackson, MI 49201
(517) 780-5600
Opened: 1988
Operating Capacity: 1,002
Population: Males, 21 years and up
General Funds Appropriation for 1998/99: \$18.6 million
Per Capita Prisoner Cost 1998/99: \$50.81
Security Level II (Medium)
Staffing: 631 of which 226 are corrections

officers (This also includes personnel of the Duane Waters Hospital)
This facility, which used to be part of the State Prison of Southern Michigan, contains the department's maximum-security hospital. The Duane Waters Hospital provides medical services to both male and female prisoners from the state's other prisons and camps.

RICHARD A. HANDLON MICHIGAN TRAINING UNIT

Warden John J. Makowski
P.O. Box 492
(1728 Bluewater Hwy.)
Ionia, MI 48846
(616) 527-3100
Opened: 1958
Operating Capacity: 1,317
Population: Males under 26
Security Level: II (medium)
General Fund Appropriation for 1998/99: (includes clinical costs): \$20.1 million
Per Capita Prisoner Cost for 1998/99: \$42.06
Staffing: 324 of which 166 are corrections officers
This prison was named after its first warden - Richard Handlon. It houses the department's unit for prisoners needing socialization skills.

GUS HARRISON CORRECTIONAL FACILITY

Warden Frank Elo
2727 East Beecher
Adrian, MI 49221
(517) 265-3900
Opened: 1991
Operating Capacity: 1,242
Population: Males, all ages
Security Levels: I (minimum), II (medium) and IV (close)
General Fund Appropriations for 1998/99: \$37.5 million
Per Capita Prisoner Cost 1998/99: \$46.76
Appropriations and staffing information includes Adrian Temporary Facility

Staffing: 595 of which 338 are corrections officers
This facility is a multi-security prison consisting of six housing units. It is named after the Department's first director.

HIAWATHA TEMPORARY CORRECTIONAL FACILITY

Warden Arthur Tessmer
Marshall Road
Kincheloe, MI 49786-0001
(906) 495-5661
Opened: 1989
Operating Capacity: 960
Population: Men, 21 and older
Security Level: Level I (minimum)
General Fund Appropriation, Per Capita Costs and staffing are included under Kinross Correctional Facility
This facility is a Secure Level I correctional institution.

HURON VALLEY MEN'S CORRECTIONAL FACILITY

Warden Andrew Jackson
3201 Bemis Road
Ypsilanti, MI 48197
(313) 572-9900
Opened: 1981
Operating Capacity: 474
Population: Males, all ages
Security Level: IV (close)
General Fund Appropriation for 1998/99: \$19.7 million
Per Capita Prisoner Cost: 1998/99: \$111.84
Staffing: 342 of which 196 are corrections officers
This prison houses many mentally ill prisoners.

IONIA MAXIMUM CORRECTIONAL FACILITY

Warden Zbigniew Tyszkiewicz
1576 W. Bluewater Hwy.
Ionia, MI 48846

(616) 527-6331
Opened: 1987
Operating Capacity: 562
Population: Males, all ages
Security Level: VI (maximum) with 240 level II (medium) beds for work force
General Fund Appropriation for 1998/99: \$22.7 million
Per Capita Prisoner Cost for 1998/99: \$97.75
Staffing: 362 of which 244 are corrections officers
This is the state's only Level VI prison and houses the most difficult to manage prisoners in the state.

IONIA TEMPORARY CORRECTIONAL FACILITY

Warden Martin Makel
1755 Harwood Road
Ionia, Michigan 48846
(616) 527-6320
Opened: 1985
Operating Capacity: 960
Population: Males, 17 and up
Security Level: I (Secure Minimum)
General Fund Appropriation for 1998/99: \$16. million
Per Capita Prisoner Cost for 1998/99: \$45.82
Staffing: 232 of which 116 are corrections officers
This prison houses the department's print shop operation. It is adjacent to the River-side Correctional Facility.

KINROSS CORRECTIONAL FACILITY

Warden Arthur Tessmer
16770 S. Watertower Drive
Kincheloe, Michigan 49788
(906) 495-2282
Opened: 1978
Operating Capacity: 1,223
Population: Males, 21 and up
Security Level: II (medium)
General Fund Appropriation for 1998/99: \$38.5 million (includes Hiawatha)
Per Capita Prisoner Cost for 1998/99: \$48.76

Staffing: 599 of which 358 are corrections officers
General Fund Appropriation, Per Capita, and staffing costs include Hiawatha Correctional Facility
This prison is part of the former Kincheloe Air Force Base abandoned in the late 1970s.

LAKELAND CORRECTIONAL FACILITY

Warden Carol R. Howes
141 First Street
Coldwater, Michigan 49036
(517) 278-6942
Opened: 1985
Operating Capacity: 1,204
Population: Males, 17 and up
Security Level: I (minimum) and Level II (medium)
General Fund Appropriation for 1998/99: \$20. million
Per Capita Prisoner Cost for 1998/99: \$45.44
Staffing: 319 of which 170 are corrections officers
This prison houses many of the system's older men in a special housing unit.

MACOMB CORRECTIONAL FACILITY

Warden Jimmy Stegall
34625 26 Mile Rd. (P.O. Box 48099)
New Haven, MI 48048-0999
(810) 749-4900
Opened: 1993
Operating Capacity: 1,251
Population: Males, all ages
Security Levels: I, II, IV (minimum, medium, close)
General Fund 1998/99 Appropriation: \$21.5 million
Per Capita Prisoner Cost for 1998/99: \$48.16
Staffing: 332 employees of which 205 are

corrections officers.

MARQUETTE BRANCH PRISON

Warden Gerald Hofbauer
P.O. Box 779, 1960 U.S. Hwy. 41
Marquette, MI 49855
(905) 226-6531
Opened: 1889
Operating Capacity: 1,131
Population: Males, 21 and up
Security Levels: V (maximum) and Level I (minimum)
General Fund Appropriation for 1998/99: \$31.1 million
Per Capita Prisoner Cost for 1998/99: \$75.61
Staffing: 537 of which 311 are corrections officers
This is one of the oldest state prisons in Michigan.

MID-MICHIGAN TEMPORARY CORRECTIONAL FACILITY

Warden Paul Renico
8201 Croswell Road
St. Louis, MI 48880
(517) 681-4361
Opened: 1990
Operating Capacity: 960
Population: Males, all ages
Security Level: I (minimum)
General Fund Appropriation for 1998/99: \$16.1 million
Per Capita Cost for 1998/99: \$46.05
Staffing: 244 which includes 136 corrections officers
A new Level V prison is under construction near this prison. Mid-Michigan is active in community projects.

MOUND CORRECTIONAL FACILITY

Warden Kenny Robinson
17601 Mound Road
Detroit, MI 48212

313-368-8300

Opened: 1994

Operating Capacity: 1,061

Population: Males, all ages.

Security Levels: Levels II (medium) and IV (close)

General Fund appropriation for 1998/99: \$21.3 million

Per Capita Cost for 1998/99: \$55.89

Staffing: 361 of which 235 are corrections officers.

Mound is one of two prisons built in the City of Detroit.

MUSKEGON CORRECTIONAL FACILITY

Warden Terry Pitcher

2400 South Sheridan

Muskegon, Michigan 49442

(616) 773-3201

Opened: 1974

Operating capacity: 1,305

Population: Males, all ages

Security Levels: III (medium) for males

General Fund appropriation for 1998/99: \$23.4 million

Per Capita Prisoner Cost 1998/99: \$48.87

Staffing: 354 of which 196 are corrections officers

Muskegon Correctional Facility has many innovative management programs.

MUSKEGON TEMPORARY CORRECTIONAL FACILITY

Warden Joseph Abramajtys

2500 S. Sheridan

Muskegon Heights, MI. 49444

(616) 773-1122

Opened: 1987

Operating Capacity: 960

Population: Males, all ages

Security Level: I (minimum)

(See E. C. Brooks Correctional Facility for Appropriations, per capita costs and staffing)

This pole-barn-type prison is adjacent to the Brooks Correctional Facility

NEWBERRY CORRECTIONAL FACILITY

Warden Robert J. Kapture

3001 Newberry Avenue

Newberry, MI 49868

(906) 293-6200

Opened: 1996

Operating Capacity: 932

Population: Males, all ages

Security Level: II (medium)

General Fund Appropriation for 1998/99: \$20.3 million

Per Capita Prisoner Cost for 1998/99: \$59.92

Staffing: 390 of which 242 are correctional officers

This prison emphasizes GED completion.

OAKS CORRECTIONAL FACILITY

Warden David Gundy

P.O. Box 38

Eastlake, MI 49626-0038

(616) 723-8272

Opened: 1992

Operating Capacity: 706

Population: Males, all ages

Security Level: Level V (maximum)

General Fund Appropriation for 1998/99: \$24.3 million

Per Capita Prisoner Cost for 1998/99: \$89.22

Staffing: 475 of which 307 are corrections officers

This is one of five Level V prisons in Michigan.

MICHIGAN REFORMATORY

Warden Pamela K. Withrow

1342 W. Main

Ionia, MI 48846

(616) 527-2500

Opened: 1873

Operating Capacity: 1,334

Population: Males under age 26

Security Level: IV (close), with Level I

(minimum) unit of 250 beds outside the walls
General Fund Appropriation for 1998/99: \$30. million
Per Capita Prisoner Cost for 1998/99: \$61.38
Staffing: 458 of which 250 are corrections officers
This prison, the oldest in Michigan, focuses on younger, more difficult to manage prisoners.

PARNALL CORRECTIONAL FACILITY

Warden Henry Grayson
1780 E. Parnall
Jackson, MI 49201
(517) 780-6000
Opened: Old Prison: 1839 New Prison: 1926
(Old prison closed July 1934)
Operating Capacity: 1,450
Population: Males, 21 and up
Security Level: I (minimum)
General Fund Appropriation for 1998/99: \$21. million
Per Capita Prisoner Cost for 1998/99: \$39.63
Staffing: 294 of which 172 are corrections officers
This prison used to be the Trusty Division of the State Prison of Southern Michigan.

RIVERSIDE CORRECTIONAL FACILITY

Warden Stanley Adams
777 W. Riverside Drive
Ionia, MI 48846
(616) 527-0110
Opened: 1977
Operating Capacity: 777 (+ 192 in Reception Center)
Population: Males, 17 and up
Security Level: IV (close)
General Fund Appropriation for 1998/99: \$24.4 million
Per Capita Prisoner Cost for 1998/99:

\$65.59
Staffing: 526 of which 317 are corrections officers
This prison used to be a regional mental health facility and continues to house a significant number of mentally ill prisoners.

RYAN CORRECTIONAL FACILITY

Warden David Smith
17600 Ryan Road
Detroit, MI 48212
(313) 368-3200
Opened: 1991
Operating Capacity: 1,061
Population: Males, all ages
Security Levels: II (medium) and IV (close)
General Fund Appropriation for 1998/99 (includes clinical): \$23. million
Per Capita Prisoner Cost for 1998/99: \$60.41
Staffing: 370 of which 241 are corrections officers
This is one of two prisons in the City of Detroit.

SAGINAW CORRECTIONAL FACILITY

Warden Luella Burke
9625 Pierce Rd.
Freeland, MI 48623
(517) 695-9880
Opened: 1993
Operating Capacity: 1,250
Population: Males, all ages
Security Levels: I (minimum), II (medium) and IV (close) for men
General Fund appropriation for 1998/99: \$23.9 million
Per Capita Prisoner Costs for 1998/99: \$53.29
Staffing: 370 persons of which 222 are corrections officers.

ROBERT SCOTT CORRECTIONAL FACILITY

Warden Joan Yukins
47500 Five Mile Road
Plymouth, Michigan 48170
(313) 459-7400
Opened: 1986 as a men's prison; Converted to a women's prison 1991
Operating Capacity: 833
Population: Females, all ages
Security Level: I, II, IV and V (minimum, medium, close, and maximum)
General Fund Appropriation for 1998/99 (includes clinical): \$23. million
Per Capita Prisoner Cost for 1998/99: \$74.27
Staffing: 379 of which 214 are corrections officers
This is one of three facilities housing women prisoners in Michigan.

SOUTHERN MICHIGAN CORRECTIONAL FACILITY

Warden Bruce Curtis
4002 Cooper St.
Jackson, MI 49201
(517) 780-6000
Opened: 1997
Operating Capacity: 602
Population: Males 21 and up
Security Level: IV (close)
General Fund Appropriation for 1998/99: \$20.4 million
Per Capita Prisoner Cost for 1998/99: \$91.01
Staffing: 360 staff of which 252 are corrections officers
This was once part of the State Prison of Southern Michigan. It was renovated into a new prison as part of a federal lawsuit.

STANDISH MAXIMUM CORRECTIONAL FACILITY

Warden Thomas Birkett
4713 West M-61
Standish, MI 48658

(517) 846-7000
Opened: 1990
Operating Capacity: 514
Population: Males, all ages
Security Level: V (maximum)
General Fund Appropriation for 1998/99: \$20.3 million
Per Capita Prisoner Cost for 1998/99 (includes clinical costs): \$106.08
Staffing: 436 of which 286 are corrections officers
This is one of five Level V prisons in Michigan.

STATE PRISON OF SOUTHERN MICHIGAN & RECEPTION AND GUIDANCE CENTER

Warden Barry McLemore
4000 Cooper Street
Jackson, MI 49201
(517) 780-6000
Opened: Old Prison: 1839 New Prison: 1926
(Started new prison in 1924 - finished and old prison closed, July, 1934)
Operating Capacity: Central Complex: 199 Reception Center: 615
Population: Males, 21 and up
Security Level: IV (close)
General Fund Appropriation for 1998/99: \$28.8 million
Per Capita Cost for 1998/99: \$73.83
Staffing: 452 of which 330 are corrections officers
This is what remains of what was once the world's largest walled prison. Eventually it will become a Level V prison that will include cellblocks 11, 12 and part of 6 block.

THUMB CORRECTIONAL FACILITY

Warden David Trippett
3225 John Conley Drive
Lapeer, MI 48446
(313) 667-2045
Opened: 1987
Operating Capacity: 974
Population: Males, all ages

Security Level: II (medium) and IV (Close)
General Fund Appropriation for 1998/99
(includes clinical): \$19.3 million
Per Capita Prisoner Costs 1998/99: \$55.59
Staffing: 373 which includes 227 correction
officers
This prison houses many of the state's
youngest offenders. They will go into the
new Youth Correctional Facility when it is
opened in late 1999.

**WESTERN WAYNE CORRECTIONAL
FACILITY**

Warden Clarice Stovall
48401 Five Mile Road
Plymouth, MI 48170
(313) 459-2500
Opened: 1985
Operating Capacity: 780
Population: Males, all ages
Security Level: III (medium)
General Fund Appropriation for 1998/99:
\$20.2 million
Per Capita Prisoner Costs for 1998/99:
\$71.60
Staffing: 375 of which 225 are corrections
officers
This prison used to be the Detroit House of
Correction, a facility operated by the City of
Detroit.



A major educational goal is completion of a GED. Above, prisoners work toward that achievement at the Newberry Correctional Facility.

Making Education a Priority

Educational programs have a great priority in the department. The state spends about \$30 million annually to provide educational programming to state prisoners. The purpose is to provide prisoners with the opportunity to gain academic, social and work skills to become productive while in prison and when released.

The department provides Adult Basic Education (ABE) and General Educational Development (GED) courses at all prisons; six of the 15 camps (including the state's boot camp) offer ABE and GED. With the exception of the specialized maximum-security prisons, all prisons offer a variety of vocational training courses.

Looking at statistics about prisoners, one fact is obvious — most come into the system without a high school diploma. For that reason, the department began in 1995 to

retool its educational programs with an eye toward ensuring that all prisoners, with some exceptions earn a high school degree or its equivalent before parole or discharge from parole. As a result, the number of prisoners earning GEDs is increasing.

More than 1,800 state prisoners earned a GED in the 1998 fiscal year. This number exceeds those recorded in 1995, 1996 and 1997. In 1998, about 30 percent of all prisoners were enrolled in an academic or vocational program.

The department does not provide college programming except at prisons where it has been ordered by a court. Prisoners are able to take correspondence courses at their own expense.

Prisoner Health Care

Medical, dental and mental health services are provided to prisoners at the community standard of care as constitutionally required. Ensuring adequate health care for prisoners also protects communities to which offenders return after incarceration and improves their opportunity to become productive members of society. Court decisions, legislation, accepted correctional and health care standards, as well as department policies and procedures, determine the standard of health care provided.

Primary health care is provided by nurses, physicians, dentists and other staff at clinics located in each prison. Chronic disease management, health screening, acute care clinics and emergency care are provided on-site. Dental and optometric care are provided on-site as well. Health promotion, disease prevention and health education are key components of the department's overall health care plan. Care is provided only by fully licensed

qualified health care professionals.

Prisoners, such as the elderly and those with disabilities who have special needs, may be housed at Lakeland Correctional Facility. Units in this prison are specially designed and staffed to meet the needs of these prisoners. Inpatient units are available for prisoners needing 24-hour nursing care at Huron Valley



Men's Facility and Marquette Branch Prison.

In-patient care is provided at local hospitals for short term care and at Duane L. Waters Hospital, a department operated, fully secure hospital located in Jackson. This 84 bed hospital is accredited by the Joint Commission for Accrediting Health Care Organizations. In addition to medical, surgical, long-term and psychiatric care, this hospital is the site for out-patient clinics for numerous specialists contracted to provide specialty care to prisoners.

Prisoners requiring complex care or technology not available at Duane L. Waters Hospital may be hospitalized in the secure units in Foote Hospital in Jackson and Hackley Hospital in Muskegon or wherever their health care needs can best be met.

Mental health services are provided through the department's psychological services staff as well as through a contract with the Department of Community Health (DCH) for care of the seriously mentally ill. Department psychology staff provide reception testing, sex offender therapy, assaultive offender therapy, crisis intervention, suicide evaluation and follow-up of mentally ill prisoners discharged from the acute care continuum provided by the DCH staff. Care provided by DCH includes an acute care psychiatric hospital, Huron Valley Center in Ypsilanti, as well as residential treatment programs, and outpatient mental health teams (composed of psychiatrists, psychologists, social workers and psychiatric nurses) located throughout the prison system.

Michigan State Industries

Michigan State Industries (MSI) provides work for nearly 2,532 prisoners annually in 1,192 permanent assignments at 15 state prisons and one camp. Products and services are sold to tax-supported agencies and to nonprofit tax exempt organizations in Michigan and other states including the federal government. Sales during fiscal year 1998 reached \$31.8 million.

The major goal of MSI is to provide meaningful employment and opportunities to learn marketable skills for a significant number of prisoners but not to put civilian workers out of jobs nor to compete unnecessarily with private vendors.

An advisory council, appointed by the Governor and made up of representatives from small businesses, manufacturers, labor unions and the public, has worked with MSI to foster its growth while ensuring that competition with the private sector is minimized.

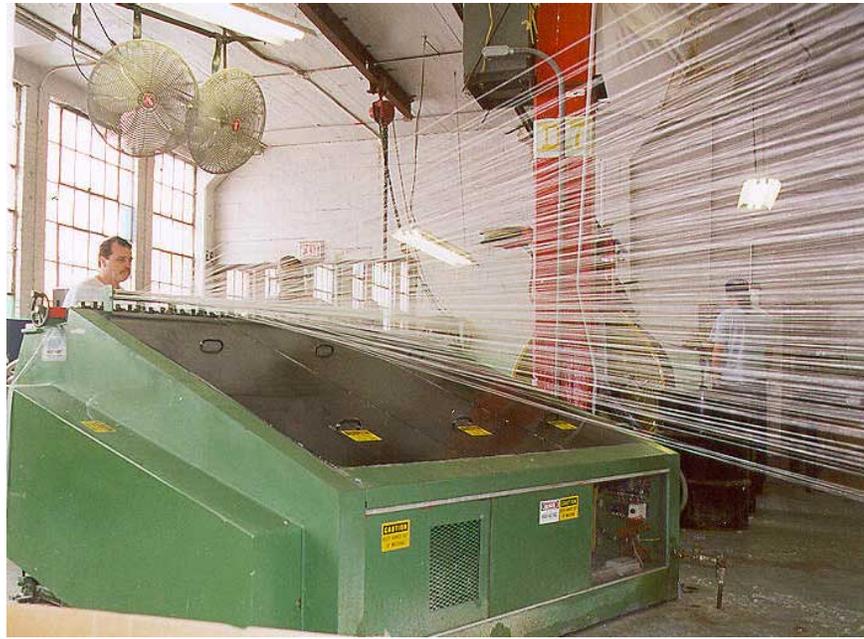
Michigan State Industries does not rely on state revenues for its operating expenses and is 100% self-supporting.

Among the products and services: Conversion of blueprints, drafting tracings and other engineering information to editable electronic information; the manufacture of furniture, road signs, shoes, clothing, athletic wear, laminated products, janitorial supplies, license plates; the laundering of clothing for hospitals and institutions; the manufacturing of dentures and glasses; the production of lumber and textiles.

In 1998:

A sophisticated, high-tech work program began in 1998 at Lakeland Correctional Facility that provides specialized and highly skilled services to government.

The program — called Geographical Information System (GIS) — involves the highly skilled but tedious job of converting blueprints, drafting tracings and other engineering information to editable electronic information. It is run in conjunction with the education program at Lakeland.



One of MSI's most sophisticated factories is the textile plant at the Egeler Correctional Facility near Jackson.

Prisoners convert hard copy information regarding physical property boundaries and attributes into electronic information that can be updated and revised. The GIS program also houses the CAD (Computer Aided Design) Center for the MDOC.

Before being given to prisoners, the material to be scanned and converted is pre-screened to make sure the prisoners do not have access to material that would present security risks or other types of problems.

Much GIS conversion work is performed outside the United States by countries such as the Philippines.

The program has been so successful, there are plans to expand it in 1999.

In another area, production of MSI's meat processing factory at Parnall Correctional Facility increased to one million pounds in 1998.

A cryogenic blast freezer unit that quick freezes patties and special cuts such as stir-fry, was added in 1998.

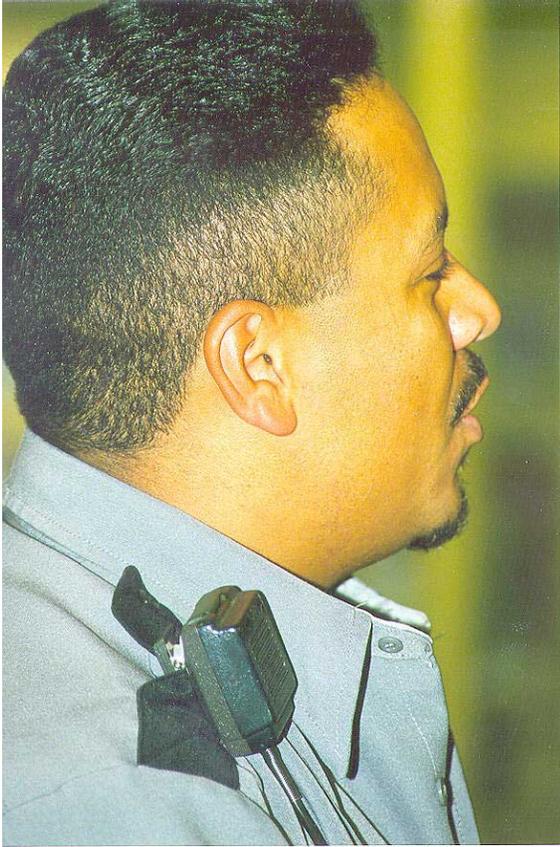
The meat processing factory offers a large variety of beef, turkey, and pork products as well as a combination of turkey and beef products.

Also in 1998 the Dairy Processing Plant at Parnall added fruit drinks as part of a long-range program to expand the items available for department use.



Staff members are key in managing state prisons. The department works hard to make sure they are well-trained for their jobs and that they work in the best environments possible.

Human Resources



Employees are the department's most valuable resource.

Well-trained and professional staff members are an essential part of the success achieved in managing prisons and supervising offenders in the community.

To that end, the department focuses substantial resources on attracting and retaining good employees, on providing extensive and comprehensive training, on developing good leaders, on maintaining diversity and on helping employees achieve success on the job.

The Office of Personnel and Labor Relations, working with the Office of Equal Employment Opportunity (EEO), tries to recruit and retain an employment pool that will best serve the needs of Michigan's taxpayers.

The recruitment section of Personnel and Labor Relations expanded its operation in 1998

to meet the anticipated needs of a growing prison system. Recruitment specialists attended more job fairs and other recruitment events than in previous years, and alternative recruiting methods were used, including the Internet and a new recruitment video. Television and radio advertisements and public service announcements were developed. Use of the department's recruitment teams was increased statewide.

Staff in the department's EEO office continued its effort to provide an environment free of discrimination and hostility through diversity training and enforcement of the department's rules against discrimination and harassment.

The EEO office is charged with overseeing, reporting and investigating allegations of discrimination.

Written policies prohibit harassment and discrimination. Trained investigators and counselors exist at each prison and field work location through which complaints can be filed and investigations made.

Diversity training provided by EEO staff helps employees identify barriers that keep them from working effectively with other employees. The employees then design a plan to improve communications, to allow employees to take part in decision making and to help

keep the rest of the staff informed of issues pertaining to maintaining a constructive work environment.

Personnel and Labor Relations developed a leadership training program through the National Institute of Corrections in 1998 that is expected to continue in 1999.

The three-week program is designed to prepare employees who hold mid-managerial and supervisory positions for higher administrative posts within the department. Screening criteria and a nomination process were established to determine eligibility, which included extensive interviews of potential participants.

Participants learned team building, effective communications, diagnosing and solving problems and Continuous Quality Improvement.

In addition to training future leaders, the department provides training opportunities for existing administrators. In cooperation with the Correctional Facilities Administration, training was provided in 1998 to wardens and deputy wardens. Wardens and deputy wardens studied budgeting and finance issues, emergency preparedness, dealing with personnel issues and prisoner management, including classification, programming, time computation and movement.

(See page 89 for more information on employee training.)

The Office of Personnel and Labor Relations also continued its efforts during 1998 to return employees to work who had left because of injuries. The disability management section of this office monitors, evaluates and reports on several programs including the WorkFit program in Jackson that aims to return employees to their jobs.

The WorkFit program assists employees in maintaining good health and physical fitness so they can avoid injuries, thus saving money by reducing the number of worker compensation claims. The program also helps employees recover from injuries so they can return to work as soon and as safely as possible.



The department's honor guard, at left, represents the MDOC at many ceremonial functions, including funerals, and at parades.

As did all state agencies, corrections began in 1998, under a new Civil Service rule, to test all non-exclusively represented employees for drugs and alcohol. Such employees can be tested whenever there is a reasonable suspicion that an employee is abusing substances.

These employees are also tested randomly if they hold certain positions, including those that require regular unsupervised access to and direct contact with prisoners, probationers or parolees.

Department and Civil Service rules prohibit use of alcohol or illicit drugs and provide for disciplinary action up to and including dismissal for violation of the rules.

Harassment Prevention

The Michigan Department of Corrections will discipline any instance of harassment that is substantiated, whether it is sexual, racial or based on other factors such as age, national origin or gender.

Some important points:

- There are clearly written policies prohibiting harassment. The sexual harassment policy is perhaps the best in state government. It ensures that an unbiased third party, detached from the work site, has the final say in all complaints, their dispositions and punishments.

- The hot line number is unique. By calling 1-800-326-4537, an employee can anonymously report an incident of harassment.

- There are many avenues for redress. Besides the department's complaint and investigation processes, an employee can report harassment to outside agencies including Civil Service, Civil Rights, the Federal EEO office, the Employee Services Program and the employee's union.

- Behavior that creates a hostile work environment is sanctioned. Poor behavior, such as vulgar language and gestures

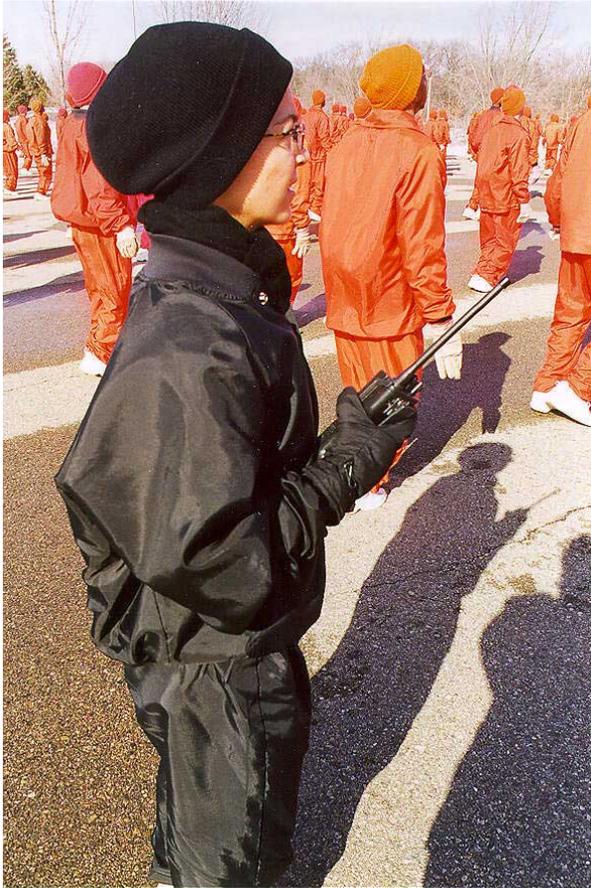


creates an atmosphere ripe for harassment and whenever it comes to the department's attention, quick action is taken to investigate and discipline.

- Retaliation is not tolerated. Retaliation for reporting harassment is considered in many respects even more reprehensible than harassment. There are some situations in which there may be legitimate fear on the part of some reporting employees. When appropriate, an alleged harasser is suspended until the investigation is complete.

Women Working In Corrections

Until 1972, when the first female corrections officer was hired for the information desk at the State Prison of Southern Michigan (SPSM), women played a very limited role in Michigan's correctional system.



For the most part, they were relegated to clerical positions outside the secure portions of prisons.

In 1975 female officers began working inside a men's prison at the Michigan Training Unit in Ionia, a medium-security prison. Previously, they were limited to duties in the arsenal, the gun towers and behind the information desk.

In that same year women began working behind the walls of men's prisons as clericals and nurses, though the first female teacher worked inside a men's prison as early as 1970.

A federal court ruled in 1982 women could not be barred from such duties and ordered the department to compensate women who had been restricted from this duty in the past and who had been denied promotions because of their inability to earn this type of experience. The female officers were given extra training and their movement

into the housing units proceeded without incident.

By the end of 1998, a total of 5,678 of the department's 17,267 total employees were women. Of those, 1,860 were corrections officers.

Training

The jobs involved in supervising offenders require substantial training, which the department provides.

All employees are required to attend a new employees' school, and in-service training is provided yearly depending on the amount of contact employees have with offenders.

Most department employees are corrections officers.

Persons hired for these jobs must have a high school diploma or GED certificate and at least 15 semester hours or 23 quarter hours in any human-service field such as corrections, educational psychology, law enforcement, theological studies, criminal justice, sociology, psychology or family relations and guidance counseling.

Twenty-six Michigan colleges and universities offer the certified Corrections Officer Academic Program.

Officer candidates for the job can also qualify if they have completed a bachelor's degree in any area or have completed two years of satisfactory employment as a corrections officer in a state or federal correctional system.

They also must pass a Civil Service test, a physical exam, a physical fitness test, a background screening and a drug test.

New corrections officers are given a total of 640 hours of basic training, which includes 320 hours of classroom instruction and two months of on-the-job training. New officers are probationary employees the first year of their employment. The entry level salary for corrections officers is \$12.13 an hour (as of Oct. 1, 1998).

Training includes report writing, custody and security, sexual harassment prevention, prisoner discipline and management, ways to avoid being manipulated by offenders, weapons familiarization, emergency health care, ethics in corrections, gender issues, interpersonal communications and many other courses.

Trainees must pass written and practical exams given throughout the training, and they must also meet standards set for new corrections officers during their on-the-job training, which includes weapons qualification.

On-the-job training at various correctional facilities and corrections centers provides actual hands-on experience in a variety of assignments under the supervision of experienced staff and training officers. At the end of the program, trainees who have successfully completed all requirements, including a physical agility test, are graduated during a formal ceremony.

The department believes new corrections officers in Michigan receive training that is second to none throughout the United States, in terms of quality and comprehensiveness.

Non-custody new employees and new probation and parole agents attend up to 80 hours of classroom training, depending on the amount of offender contact required by their jobs.

Parole and Probation Agents must also complete eight weeks of on-the-job training.

Six custody new employee schools were operated in 1998 from which 718 new officers were hired.

A total of 633 non-custody, new employees and 125 new agents were trained.

In addition, all employees who work in prisons housing females must complete a 40-hour course on the Special Needs of the Female Offender. This class teaches professionalism in dealing with female offenders. It provides information on how women offenders act in a prison setting, why they act as they do and their psychological and mental health problems.



The department provides extensive training for all staff. At left, medical staff receive refresher training.

PERSONNEL

As of December 27, 1998, there were 17,267 employees working for the Department. Of that total, 8,664 were Corrections Officers.

Of the total employees, 3,427 were minority employees, and 5,678 females (1,860 of which are Corrections Officers). This information is from the Personnel Employment Report Number PD-081, dated 12/27/98.

LOCATION	Total Employees	Total Minority Employees	Total Corrections Officers*	Female Corrections Officers	Minority Corrections Officers
Central Office/FOA	2,698	796	240	60	117
Muskegon Correctional Facility	354	79	196	38	52
Handlon Michigan Training Unit	324	44	166	30	25
Marquette Branch Prison	537	25	311	27	17
Michigan Reformatory	458	59	250	38	46
Jackson Maximum (SPSM)	452	67	330	47	49
MSI	149	20	0	0	0
Riverside Correctional Facility	526	58	317	63	41
Kinross Correctional Facility	599	72	358	43	56
Huron Valley Men's Facility	342	108	196	39	75
Florence Crane Women's Facility	354	22	201	62	16
Western Wayne Correctional Facility	375	174	225	66	127
Lakeland Correctional Facility	319	27	170	34	16
Ionia Temporary Facility	232	19	116	23	14
Cotton Correctional Facility	468	89	320	73	70
Scott Correctional Facility	379	207	214	125	150
Ionia Maximum Facility	362	49	244	38	35
Thumb Correctional Facility	373	62	227	66	48
Egeler Correctional Facility	631	117	226	43	44
Adrian Correctional Facilities	595	76	338	75	41
Brooks/Muskegon Temp. Facilities	582	159	303	83	98
Carson City Facilities	587	48	335	69	26
Chippewa Correctional Facilities	672	71	353	51	55
Mid-Michigan Temporary Facility	244	22	136	28	16
Standish Maximum Facility	436	25	286	54	22
Alger Maximum Facility	406	29	260	44	19
Mound Correctional Facility	361	240	235	90	166
Ryan Correctional Facility	370	260	241	93	186
Oaks Correctional Facility	475	17	307	48	13
Baraga Correctional Facility	508	24	340	41	19
Macomb Correctional Facility	332	113	205	58	71
Saginaw Correctional Facility	370	60	222	69	42
Newberry Correctional Facility	390	37	242	49	30
Central Region - Jackson	145	15	0	0	0
Parnall Correctional Facility	294	55	172	35	35
Cooper Street Correctional	208	48	130	20	35
Southern Michigan Corr. Facility	360	79	252	38	58
TOTAL	17,267	3,472	8,664	1,860	1,930

*Includes Corrections Officers, Corrections Medical Aids, Resident Unit Officers and Work Camp Supervisors.

Extras

Definitions

Absconder Recovery Unit (ARU) - Armed employees in these units apprehend escapees and parole absconders. Staff members receive specialized training in the areas of investigation and surveillance techniques. The process was started with a pilot project in 1985 in an attempt to reduce escapes from corrections centers. Most parole violators or escapees are caught within a few days.

Administrative Segregation - A separate housing unit in a higher security level prison in which prisoners are confined to their cells at all times except for limited outdoor exercise, showers and specific needs such as a medical visit. Segregation is used to manage offenders who have violated prison rules.

Community Corrections (Office of) — An office in the Field Operations Administration created by Public Act 511 of 1988. The office grants funds to counties that divert prison-bound offenders into locally operated punishment options developed by local boards and approved by the state Community Corrections Board.

Community Residential Programs - The division within the department's Field Operations Administration responsible for electronic monitoring and corrections centers.

Corrections Center - A community facility operated by the Department of Corrections in which prisoners are supervised prior to parole. Prisoners are carefully screened for this "community status," are required to work or be in school while living in these facilities and pay a per diem to partially offset room and board expenses.

A Corrections Center is supervised by employees of the Department of Corrections, but not necessarily owned by the department. Some of these facilities are leased by the department.

Commutations and Pardons - Under the authority of the state constitution, the governor has the power to grant executive clemency through pardons and commutations. The Michigan Parole Board reviews clemency applications and makes recommendations to the governor. In some cases, the board may conduct a public hearing to gather comments from interested parties prior to deciding on a recommendation.

In a commutation, the life sentence is reduced to the number of years already served by the offender and parole is granted. State law allows any prisoner serving any length of time to apply for a commutation.

State law requires a public hearing before the board can recommend executive clemency in all cases, including pardons.

There were two commutations granted by Gov. John Engler in 1998. Since beginning as governor in 1991, Engler has commuted seven sentences. During the Blanchard Administration, from 1983-1990, a total of six commutations were ordered. A total of 94 commutations were granted during the 14 years of the Milliken administration.

In a pardon, the prisoner's sentence is effectively voided and the prisoner freed.

Crime Victim's Rights Act - This law provides rights to victims of crime and was first adopted in July, 1985. The law was reinforced by a constitutional amendment, adopted by the voters in 1988, which gives crime victims certain constitutional rights. Under the law, victims can request to be notified and consulted during the various steps of the criminal justice processes. The victim can submit a written or oral impact statement to the probation officer preparing the Pre-Sentence Investigation Report (PSI), and a written statement from the victim will be included in the PSI report if the victim requests it. Victims can also request the department to mail to the victim information about a prisoner, including the earliest parole eligibility date, any transfers or pending transfer of the prisoner to minimum security, a release or pending release to community placement, an escape or pending discharge.

The victim also can get notice of any Parole Board decision, a public hearing on a reprieve, commutation or parole, and also can address or submit a written statement to the Parole Board. Under a 1992 amendment to state law statutes, a victim can also appeal a parole decision.

Disciplinary Credits - A system originally created as an incentive for good behavior for those prisoners effected by Proposal B of 1978, a referendum which abolished good time credits for primarily assaultive offenders. Passed into law in 1982, the Disciplinary Credits legislation was amended in 1987 so that all prisoners convicted of a crime committed after April 1, 1987, can earn Disciplinary Credits. At the same time, the good time law was repealed for all new crimes. The credits accelerate a prisoner's parole eligibility five days for every month served, plus two more days per month where behavior is exceptionally good. The seven days are automatically lost if a prisoner is found guilty of a major misconduct during the month. A warden can forfeit additional credits already earned for such misconducts.

The maximum yearly reduction for Disciplinary Credits is 84 days.

Felon - A person convicted of a felony crime.

Felony - In Michigan, any serious crime for which the possible maximum sentence is

more than one year in prison. (Probation can be an alternative to prison in most felony crimes.)

Good Time - Days subtracted from certain prisoners' sentences for good behavior, required under Michigan law unless the prisoner has violated prison rules; it escalates from 5 days a month to 15 days a month on very long sentences. An additional one-half of regular good time can also be earned for exemplary behavior. Prisoners sentenced for crimes committed after April 1, 1987, do not earn good time.

Habitual Offender - The habitual criminal designation is not a separate crime but augments the punishment for second or subsequent felonies. That is, in Michigan anyone convicted of more than one felony can have his or her sentence lengthened if requested by the prosecution and agreed to by the court.

Prisoners serving under the habitual offender statute cannot be paroled prior to their calendar minimum (i.e. the minimum sentence without reduction by Disciplinary Credits or Good Time) without permission of the sentencing judge or successor.

Halfway House - See Corrections Center.

Holmes Youthful Trainee Act - State law allows a judge to place a youth between 17 and 20 who is alleged to have committed a crime and who has pleaded guilty to that crime to be placed in prison or on probation without a conviction to avoid a criminal record. Excluded from this program are youth who are charged with a felony for which the maximum punishment is life imprisonment, a major controlled substance offense or a traffic offense. This action protects the privacy of the offender while on trainee status. If the youth successfully completes the program, there is no criminal record.

Imprisonment or probation cannot exceed three years.

Indeterminate Sentencing - In Michigan, which has a modified indeterminate sentencing structure, convicted felons, with few exceptions, are given a minimum and a maximum portion to their sentences. The maximum is usually determined by law, and the minimum is set by a judge with the legal restriction that it is not to exceed two-thirds of the maximum. The Michigan Parole Board has jurisdiction over the prisoner when he or she has served the minimum portion of the sentence.

Jail - A county- or city-run institution usually for persons awaiting trial, unsentenced felons and misdemeanants and sentenced misdemeanants and felons.

Jail Reimbursement — A per diem pay to counties to house prisoners in a jail who traditionally would be in prison. Eligibility is determined yearly in the department's annual

appropriations act.

Legislative Corrections Ombudsman - Created by state law in 1975, the Office of the Ombudsman is within the legislative branch of government. The Ombudsman is appointed by the Legislative Council.

The Ombudsman primarily investigates complaints by prisoners about prison operations.

The Ombudsman has access to all information which is generally available to department staff and is able to inspect any facility at any time.

Level I - VI prison housing - In general, the higher the security level, the more security risk a prisoner presents in terms of manageability and escape potential. Level I has a single security fence and does not house sex offenders; Secure Level I can house sex offenders and has full security perimeters; Levels I-VI all have secure perimeters which include double fences, razor ribbon and a perimeter detection system; Level III and above all have gun towers. Some prisons have more than one security level.

Life Imprisonment - A mandatory term of life imprisonment without parole must be imposed if an offender is convicted of First-Degree Murder or placing explosives with personal injury resulting. As long as the offender is serving a mandatory life sentence, the offender cannot be paroled unless the sentence is commuted or pardoned by the governor. Since 1938, a total of 463 non-parolable lifers received a commutation, and the average time served was 23 and one-half years.

A second type of life sentence, which is parolable, may be imposed for offenders convicted of Second-Degree Murder, Armed Robbery, Kidnaping, Assault with Intent to Murder, First-Degree Criminal Sexual Conduct, and for habitual offenders. These cases are commonly referred to as "lifer law" cases. In such instances, the Parole Board can consider parole after ten calendar years where the offense occurred before Oct. 1, 1992, and if the sentencing or successor judge does not file written objections. When the offense occurred on or after Oct. 1, 1992, the board can consider parole after 15 years if the sentencing or successor judge does not file written objections. A public hearing where victims and others can present testimony for or against parole is required prior to parole consideration.

The average number of regular lifers (non-commutation) paroled annually during the past 10 years has been 3.1. The average time served before parole since 1990 has been 19.9 years. The Parole Board interviews about 225 to 300 lifers a year.

Drug Lifer Law - The 1978 law required mandatory life imprisonment for delivery, possession or conspiracy to possess 650 or more grams of opiate narcotics or cocaine. The Michigan Supreme Court struck down the mandatory life for simple possession but remained for those convicted of delivery. In mid-1998, the law was revised. As of Oct. 1, 1998,

lifers were eligible for parole after 20 years if they have another conviction for a “serious crime” as defined by the revised law or after 17.5 years if they do not have such a conviction. The revision of the drug lifer law also allows an eligibility reduction of two and one-half years if the sentencing judge or successor determines that the prisoner cooperated with law enforcement in solving any crime.

In late 1998, about 211 persons were serving life sentences under the mandatory drug-lifer law.

Misdemeanor - A crime less serious than a felony for which the maximum sentence is usually not more than one year in a county jail. A sentence usually involves probation, jail time, a fine, or a combination of any or all of those three. Except in certain specific instances, persons convicted of a misdemeanor cannot be sentenced to prison.

Parole - A term of community supervision afforded by the Parole Board to a prisoner who has served the minimum portion of his or her sentence, less good time or disciplinary time if applicable. While on parole, a parolee is supervised by an agent who is an employee of the Department of Corrections. At the successful completion of the parole period, the offender is “discharged” from his or her sentence. If a parolee violates the parole terms, he or she can be sent back to prison. The Parole Board retains jurisdiction until the maximum-sentence is served in prison or the offender discharges from parole.

Pre-Sentence Investigation Report (PSI) - State law requires that an investigation be completed and a report be prepared for every person convicted of a felony. This investigation and resulting report is used by the judge in sentencing and, if sentenced to prison, it is used by the Department of Corrections in determining classification, risk potential and other programming.

The investigation is conducted by a state probation officer after the defendant has been convicted of a crime. The report contains a description of the crime; any prior criminal record; information on the offender’s marital status and family; any impact statement from the victim; information on employment and economic status, education, substance-abuse history, and mental and physical health.

Probation officers are required by law to recommend a sentence.

Prison - An institution for offenders sentenced to the Department of Corrections.

Prison Reimbursement Act - A law allowing the state to collect money from prisoners to help defray the costs of imprisonment.

All prisoners must notify the department of their assets, and a prisoner’s lack of

cooperation in supplying such information can be taken into consideration by the Parole Board.

Assets are reported to the Attorney General who determines whether to file a lawsuit for collection. The law allows the government to seek reimbursement if a prisoner has enough money to recover 10% of the estimated cost of care or 10% of the estimated cost for two years, whichever is less. Not more than 90% of the assets can be secured. Assets include payments from worker's compensation, veteran's compensation, previously earned salary or wages, bonuses, annuities, and retirement benefits.

Money saved from wages and bonuses earned while in prison cannot be taken, according to the law.

Probation - A term of supervision afforded either a convicted felon or a convicted misdemeanor by a court as an alternative to prison or jail, although some judges may sentence offenders to a combination of both probation and jail or boot camp. The Michigan Department of Corrections supervises convicted felons who are serving probation sentences under the jurisdiction of the sentencing court.

Protective Segregation - A separate housing unit usually in a higher security prison for prisoners who are in danger of being assaulted by other prisoners.

Movement and property in segregation areas is usually restricted. However, prisoners are ordinarily entitled to writing materials, normal meals, mattresses, visits, clothing, showers and exercise.

Public Works - In this program eligible minimum security prisoners are allowed to provide labor to public and, in some circumstances, to non-profit agencies. The agency is charged a per diem per prisoner. Prisoners go out in crews of usually eight to ten, under the supervision of a department employee or a civilian who has received special training in managing the prisoner crews. They work on renovations of nature areas, clean up parks and cemeteries, help remodel community buildings and sandbag during flooding, among other chores. Approximately 1,300 prisoners are assigned to public works projects.

Punitive Segregation - Usually a small section within the segregation unit of a higher security prison for prisoners who are confined as a sanction for violating prison rules.

Youth Correctional Facility - A new 450-bed prison designed to house youthful offenders sentenced to the department for violent and assaultive crimes.

Risk Prediction - Statistically validated factors that predict the probability of a male parolee committing assaultive and property crimes while on parole. It has not been possible

to develop predictive factors for women because of the small numbers involved.

Using various factors, the department considers potential risk—very high, high, medium and low for new violent crimes while on parole; and for property crimes—high, medium and low probability.

Risk screening is used in determining eligibility for the state's Community Residential Programs and is incorporated within the department's security classification system.

Security Classification - The system used by the department to determine the appropriate prison security level of a prisoner. Levels range from I (minimum) to VI (super max). Generally, the prisoner's institutional behavior, length of sentence and escape potential determine the appropriate level.

Sentencing Guidelines - New sentencing guidelines, signed into law by Gov. John Engler in 1998, are expected to further shift punishment for appropriate felons toward community sanctions and help reserve prison beds for the most dangerous and persistent offenders. They will impact offenders whose crimes occurred after Jan. 1, 1999. Replacing guidelines imposed by the Michigan Supreme Court in 1988, the new guidelines represent the state's best efforts at deciding an appropriate sentence for a specific crime. The guidelines were developed and recommended to the Legislature by the Sentencing Guidelines Commission, whose makeup was determined by law and which considered the potential impact of the guidelines on the state's prison population.

Technical Rule Violation (TRV) Program - The TRV program was established to deal with the growing number of prisoners returned from corrections centers or parole to prison for minor rule violations. The first TRV center was opened in 1991, and since then two more centers have been opened. The program provides intensive programming, substance-abuse treatment, community service work and service on public works crews. If the prisoner completes the program successfully, he or she is returned to a corrections center or placed back on parole. This program reduces the number of corrections center inmates and parolees being returned to prisons and camps.

Truth in Sentencing -- A 1998 state law which eliminates "disciplinary credits" and corrections centers for certain offenders and requires offenders to serve the entire minimum sentence in prison prior to being considered for parole. It replaces disciplinary credits with "disciplinary time" or bad time, which is accumulated for incurring misconducts while in prison. This bad time will not be formally added to the minimum sentence, but the Parole Board must consider the amount of time each prisoner has accumulated when it considers parole.

The new law will not affect the state's current prison population. It applies to assaultive crimes committed on or after Dec. 15, 1998, and all other crimes committed on or after Dec. 15, 2000.

YEAR END FACTS AND FIGURES

1998

- Number of prisons 39
- Number of camps. 14
- Prisoner population (Institutions and camps) 43,560
(up from 23,903 in 1988)
- Number of prisoners 17 and younger (11-30-98). 216
- Number of parolees 12,424
- Number of probationers 51,749
- Number of offenders
in Corrections Centers (halfway houses) 1,210
- Current number of Michigan prisoners
on Electronic Monitoring 760
- Total number of offenders supervised by the MDOC. 110,865
- Budget (FY 1998) \$1.33 billion
- Number of staff. 17,267 including
(8,664 corrections officers)

Some facts about Michigan prisoners:

- √ About 96 percent are males.
- √ The average age for men is 34 years old; the average age for women is 35.
- √ 52.5 percent are black; 41.4 percent are white; the rest include American Indian, Hispanics and Asians.
- √ At the end of 1997, a total of 60 percent of all prisoners were serving sentences for assaultive crimes.
- √ At intake, approximately 67% of prisoners reported a history of substance abuse.
- √ About 42 percent of all prisoners are housed in Levels II and III; 32 percent are housed in Level I; 12 percent are in Level IV; 4 percent are in Level V; the balance are in Level VI, administrative segregation, detention or other types of housing, including reception centers.
- √ At the end of 1998, there were nearly 4,098 offenders serving life sentences in Michigan.
- √ More than one-third of all prisoners were serving sentences of 10 years or more.
- √ The number of sex offenders in prison in 1998 increased by 135 percent since 1988 (3,575 to 8,419).
- √ About 62 percent are serving their first prison sentence in Michigan.