

# Michigan Department Of Corrections



## 2006 Annual Report

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# Michigan Department of Corrections

## 2006 Annual Report Table of Contents

Director's Message.....	3
Vision, Mission and Values .....	4
Department Goal .....	6
Employee Recognition.....	7
Human Resources.....	10
Community Alliances .....	14
Initiatives and Innovation .....	20
Michigan Prisoner ReEntry Initiative.....	28
Organizational Changes .....	33
Statistics .....	35
Maps .....	39

[www.michigan.gov/corrections](http://www.michigan.gov/corrections)



# Michigan Department of Corrections

## 2006 Annual Report

[www.michigan.gov/corrections](http://www.michigan.gov/corrections)

### DIRECTOR'S MESSAGE

2006 was a year of economic challenges and significant prison growth in the Michigan Department of Corrections. After successfully controlling prison growth for three consecutive years (2003-2005), the prison population grew 4.2% in 2006.

In February 2006, some highly publicized crimes caused the entire Michigan criminal justice system to react with increased arrests, more sentences to prison, fewer paroles and more revocations of parole. As a result, we ended 2006 with a prison population larger than at any time in history – 51,570.

In 2006, prison intake increased by 8% to a new all time record high of 11,091 new commitments. The parole approval rate declined 3.2% and parole revocations increased by 11%.

Moving forward, we will again focus our efforts and resources on successfully controlling prison growth while remaining committed to our mission of creating a safer Michigan through effective offender management and supervision.

As the Director of Michigan's largest state agency, it is my job to ensure that our department serves the citizens of Michigan with professionalism and integrity, while delivering public safety in the most economically responsible fashion possible. Employees are empowered to help make decisions that cut costs and enhance security and operational efficiencies. Those employee suggestions have resulted in overall cost containment. Our vigilance in practicing fiscal responsibility has resulted in flat budgets as well. Since 2004, the department has cut over \$200 million from its operating budget while maintaining our core values of integrity, excellence, inclusion and teamwork.

The Michigan Prisoner ReEntry Initiative (MPRI), a program focused on reducing crime and enhancing public safety, continues to be implemented in a staged rollout. It is expected to have an impact throughout the state in 2007.

The MPRI program enhances an offender's chance of success once they are released in the community by implementing a seamless plan of services and supervision developed with each offender, delivered through state and local collaboration, from the time of their entry to prison through their transition, reintegration and aftercare in the community. Partnerships developed with community groups, law enforcement and court staff, businesses, and other state agencies contribute to the collaborative success of the program.

Approximately 16,940 employees work for the department. Each has a responsibility to ensure the safety and security of the citizens of Michigan as well as 121,532 offenders under their supervision. Every day they interact with offenders, sometimes the most dangerous in our state, and every day our employees work tirelessly to deliver the security, counseling, training, education, and other resources that will impact offenders in a positive way.

The Michigan Department of Corrections performs an essential job within state government. We carry out sentences imposed by the court and hold offenders accountable and assist in promoting their success. It is a job that our employees take very seriously, with intense focus, determination, and professionalism. I am proud to call our correctional system one of the best in the nation.

Patricia L. Caruso, Director  
Michigan Department of Corrections



# Michigan Department of Corrections

## 2006 Annual Report

[www.michigan.gov/corrections](http://www.michigan.gov/corrections)

### VISION

Our vision is to protect the public and build trust within Michigan communities.

### MISSION

Our mission is to create a safer Michigan through effective offender management and supervision in our facilities and communities while holding offenders accountable and promoting their success. We accomplish our mission by:

- Ensuring that judges and criminal justice agencies have the broadest possible array of viable sentencing and sanctioning options available to them;
- Developing and implementing a comprehensive correctional system offering a broad range of services, including aftercare, to assist offenders with their successful transition and re-entry into the community;
- Assessing each offender's risk, needs, and strengths in order to provide meaningful treatment, programming, and opportunities throughout the offender's sentence so that each offender has the opportunity to become a law-abiding, productive citizen;
- Employing evidence-based practices in all aspects of our operations;
- Providing effective supervision of offenders in our facilities and communities, including appropriately responding to negative behavior to manage offenders' risk to others and reduce victimization; and
- Maintaining safe, humane, and secure correctional facilities and work places.

### CORE VALUES

Our core values provide a common understanding of our beliefs, responsibilities, and expectations which together form the foundation of our shared vision and mission. Our core values are:

**Integrity.** We expect only the highest ethical standards from ourselves and others, valuing both individual and collective honesty, trust, and respect. We demonstrate our integrity by:

- Performing our jobs professionally, even under adversity;
- Following our policies, procedures, and established work rules; and
- Treating Michigan's citizens, our co-workers, and offenders fairly and justly.



# Michigan Department of Corrections

## 2006 Annual Report

**Excellence.** We are not satisfied with merely “getting the job done,” but performing our job in a way that makes us proud and that will have a positive impact on Michigan’s citizens, other staff, and offenders. We demonstrate this commitment to excellence by:

- Acknowledging personal responsibility, regularly recognizing our co-workers’ achievements, and investing in professional development of all staff;
- Practicing fiscal responsibility, including using our resources wisely; and
- Valuing our work product and our reputation, while promoting proactive thinking and innovative suggestions.

**Inclusion.** We reach out to one another to be represented and involved in the important decisions that influence our jobs. Inclusion is accomplished by:

- Promoting a work environment where diverse people work well together;
- Soliciting the opinions and perspectives of others to find alternate ways to accomplish tasks and sharing this information with each other; and
- Providing an opportunity for all people on the team to participate.

**Teamwork.** We focus on what we can do together through the sharing of information, resources, and energy because our combined accomplishments are greater than our individual accomplishments. Teamwork is exhibited by:

- Collaborating with each other, law enforcement agencies, and community members involved in correctional issues to accomplish our mission;
- Helping our co-workers when they need assistance; and
- Supporting, valuing, and utilizing the strengths and potentials of individual employees.

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# Michigan Department of Corrections

## 2006 Annual Report

[www.michigan.gov/corrections](http://www.michigan.gov/corrections)

### OUR GOAL

The goal of the Michigan Department of Corrections (MDOC) is to assure that Michigan's communities are protected. This task is accomplished through the confinement of convicted offenders to prison or to supervision while they reside in the community. It is also accomplished by building partnerships and trust within communities to support offenders as they transition back into the community. Across the state, 42 facilities, seven camps and the Special Alternative Incarceration (SAI) program or boot camp house approximately 49,850 offenders.

Community supervision provides oversight to another 70,500 probationers and parolees. All adults and juveniles sentenced as adults convicted of felonies and certain misdemeanors for which the statutory maximum is more than one year can be sentenced to the state's prison system, which is under the MDOC jurisdiction.

Most convicted felons are not, however, sent to prison. Most are supervised locally through probation while others are sentenced to up to one year in a county jail. Michigan Department of Corrections probation officers supervise felony offenders for the circuit court. Qualified offenders may be sentenced to SAI as a condition of their probation. Convicted felons who have served at least their minimum sentence can be paroled, if eligible. Parole is a period of supervision in the community after incarceration.



As the Michigan Department of Corrections carries out its mission of ensuring the public safety, growth of the prisoner population is a concern. The Department continues to work with the Governor, Legislature and various community entities to revise and enact sound criminal justice policy that ensures proper offender placement and supervision while reserving expensive prison beds for the most violent and dangerous offenders.

It is also important to recognize that approximately 95 percent of those incarcerated today will at some time in the future be released back to the community. To ensure the success of those returning to society, the Department continues to develop and implement the Michigan Prisoner ReEntry Initiative (MPRI). The mission of MPRI is to create safer neighborhoods and better citizens. A major component of this effort is its emphasis on creating new collaborative approaches with public, private, state and local agencies to better prepare prisoners for release and re-entry into our communities.



# EMPLOYEE RECOGNITION

## DIRECTOR'S AWARD

### 2006 Annual Report

The Department is committed to recognizing employees for excellence on the job and in the community. Since the employee awards program began in 1998, employees are honored annually for their efforts, actions, and courage.

The Department supports recognition in the form of Citizenship, Professional Excellence, Valor, Lifesaving, and Meritorious Service awards chosen by the appropriate Executive Policy Team member and presented by that member at the work site during the course of the year.

The Director's Award is given to one employee from among those selected for the Department's Professional Excellence awards. Nominees are reviewed by the appropriate Executive Policy Team member, and then submitted to the entire Executive Policy Team for the final vote.



*From Left: MDOC Director Patricia L. Caruso, Michael Montgomery, and Governor Jennifer M. Granholm.*

Leadership Training Coordinator Michael Montgomery, who received a Professional Excellence Award, is the winner of the 2006 Director's Award for his outstanding dedication and work in the Leadership Training and Development Unit. Montgomery was surprised with the announcement of his awards at a videoconference with Governor Jennifer M. Granholm.

Mr. Montgomery is a 20-year veteran of the department, having joined the central office training staff in 2000, and has helped countless staff members develop and sharpen their leadership skills.

"Mike's work has had a positive impact on literally thousands of department employees," said Director Patricia L. Caruso. "He has devoted countless hours to becoming an expert and remaining current in leadership, classroom facilitation and motivation."

"Mike lives the leadership principles every day. He knows that leadership is about relationships and communicating to your staff that you care," said Bill Hudson, Training Administrator. "He has probably influenced more staff toward positive change than anyone in the department."

"I am routinely amazed at the outstanding caliber of our men and women and their ability to persevere in the face of almost continual adversity," Montgomery said. "To be chosen from among them is one of the greatest honors I could imagine."



# EMPLOYEE RECOGNITION CORRECTIONS OFFICER OF THE YEAR

## 2006 Annual Report

Corrections Officer Eric Jones, Deerfield Correctional Facility, has been named the 2006 Corrections Officer of the Year. His selection was made by the State Standards Committee of the Michigan Correctional Officers' Training Council. He was chosen from nominees that came from every state prison and each Field Operations Administration region in the state.

In addition to their outstanding service to the department, candidates for the corrections officer honor are judged on the basis of their work ethic, MDOC policy compliance, communications skills and professionalism. Each must act as a positive role model and demonstrate sound judgment in emergency situations.

Officer Jones joined the Michigan Department of Corrections in 1999 working as a corporal at the Special Alternative Incarceration program. He transferred to the Deerfield Correctional Facility in 2003.

"Officer Jones' commitment to the department is exemplified by his knowledge and application of policies and procedures," said Warden Carmen Palmer. "He makes innovative suggestions which benefit the entire facility."

Officer Jones regularly executes new procedures to more effectively accomplish his assignments including the implementation of a new system for the facility's property room. He leads by example and is often referred to as the go-to person at Deerfield Correctional Facility. He is a trainer for both the Riverside and Deerfield facilities and is an active member of the Minority Advisory Panel.

Officer Jones has an impressive record for outstanding community involvement. He is active in gang intervention and speaks throughout Michigan and around the country addressing students on the danger of gangs. In addition, he has founded a mentoring program for at-risk inner city children to improve their self esteem, school attendance and behavior at school and in their communities. He also provides a scholarship for an at-risk high school senior each year.

The Officer of the Year was selected from among four other finalists: Corrections Officer Brady Hull, Pine River Correctional Facility; Resident Unit Officer Neil Koenigsknecht, Carson City Correctional Facility; Corrections Officer Paul Raymond, Huron Valley Complex—Women; and Corrections Officer Tammy Trejo-Woodley, Saginaw Correctional Facility.



2006 Corrections Officer of the Year Eric Jones





# EMPLOYEE RECOGNITION

## CORRECTIONS OFFICER OF THE YEAR

### 2006 Annual Report

Corrections Officer Brady Hull, Pine River Correctional Facility, has been with the department since 2001. As control center officer, he was instrumental in the implementation of new and efficient procedures at the facility and his exceptional communications skills have enhanced the overall operation of the control center. Officer Hull was awarded the department's meritorious service award for his outstanding efforts during a funeral run. Officer Hull is active in his community and attends Central Michigan University.

Resident Unit Officer Neil Koenigsknecht, Carson City Correctional Facility, is a 17-year veteran of the department. His thorough knowledge of the Carson City Correctional Facility physical plant has contributed immeasurably to the safety and security of the facility. His knowledge and practical application of policy and procedure have made him an indispensable trainer for new officers as well. Officer Koenigsknecht has been key in preventing numerous potential critical incidents.

Officer Paul Raymond, Huron Valley Complex—Women, has been a corrections officer since 1999. He is a member of the Huron Valley Complex Emergency Response Team and is a qualified instructor in many disciplines. Officer Raymond's expertise with electronic security has made him crucial in evaluating, monitoring and improving the system. Officer Raymond is active in the Law Enforcement Torch Run and Polar Bear Plunge for Special Olympics. He also serves his community as a first responder volunteer.

Officer Tammy Trejo-Woodley, Saginaw Correctional Facility, joined the department in 2001. She has an exceptional ability to deal with difficult situations and effectively de-escalate potential problems. Her organizational skills and attention to detail are valuable assets to the department. Officer Trejo-Woodley is active in the Employee Club and takes the initiative to organize fund-raisers for those in need. At the community level she has been instrumental in organizing a community group dedicated to providing hope to youngsters as an alternative to gangs, drugs and violence in the Saginaw area. She is currently working toward a Bachelor's Degree in Law Enforcement.

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## 2006 Annual Report

The Michigan Department of Corrections continues to strive to provide consistent, quality human resource services to all employees within the Department, as well as to assist other departments in their implementation of services. This administration provides delivery of services in four major areas: Personnel Services, Labor Relations, Technical Services, and Training and Recruitment.

### Personnel Services

The Personnel Services Section is responsible for providing human resource services for all department employees. The section consists of Central Office Personnel staff as well as the Human Resources staff at work locations throughout the Department. Duties include processing payroll and all HRMN transactions associated with incentive programs, leaves of absences, unemployment claims, discipline, step one and two grievances, and establishing positions. Personnel Services is responsible for ensuring employment selections are completed in accordance with equal employment opportunity guidelines. Personnel Services is also responsible for ensuring compliance with bargaining unit contracts, Civil Service rules and regulations, and Department policy and procedure. The section serves as the Department's liaison with the Department of Civil Service.

In addition to providing personnel services to all department employees, consolidation of offices continued during the year. Physical relocation of the personnel services staff for the Kinross complex was accomplished, placing all human resources staff in one area to provide service for all facilities in Kinross. Central Office Personnel staff absorbed the human resource functions of former Field Operations Administration (FOA) Regions II and III. Human resources staff in the FOA offices were relocated to positions across the state in accordance with their employment preference plans. Central Office staff took over providing personnel services to approximately 1,100 FOA staff.

Personnel Services also assisted the Field Operations Administration and the Planning and Community Development Administration in opening the first Community Residential ReEntry Program at the former Camp Tuscola location. Camp Tuscola closed in 2004 and the work location was not being used. Personnel Services assisted in the reopening of the work location by establishing positions and completing the selection process including scheduling and conducting interviews. Approximately 40 staff opened the new facility in October. Many of the employees were returning to their home community to work, benefiting both the employees and the local community.

The Huron Valley Technical Rule Violation Center located in Ypsilanti was closed during 2006. The closure allows for reconstruction of the work location, which is scheduled to reopen in 2007 as a Correctional Facilities Administration Camp for women offenders. Minimizing negative impact on the affected employees was the key consideration in meeting with unions and determining placement preferences



# HUMAN RESOURCES

## 2006 Annual Report

for the employees. Approximately 40 employees were moved from the former center to work locations throughout the state. No layoffs were necessary, and many of these employees will be returning to the work location when it opens in its new capacity in 2007.

### Labor Relations

The Labor Relations Section is designated as the Director's respondent for employee grievances. The Section represents the Department at unfair labor practice hearings, grievance arbitrations, Civil Service Hearings, Employment Relations Board determinations; primary and secondary contract negotiations and Department-level labor/management meetings. The Section provides contract interpretation and labor relations direction on a statewide basis to human resource offices, administrators, managers and supervisors to ensure consistent implementation of contractual and labor relations issues. Labor Relations includes the Employee Drug and Alcohol Testing Unit. This unit is responsible for oversight and implementation of all employee random, pre-employment, pre-appointment, reasonable suspicion and post accident drug and alcohol testing. The Work Fit Program is also coordinated through Labor Relations. The program is an in-house physical rehabilitation/fitness program in the Jackson region for the early intervention, treatment and case management of musculoskeletal injuries.

The Labor Relations Section continued to be an integral part of the Personnel Services Section in 2006. Labor Relations staff worked closely with the Office of the State Employer and representatives of the United Auto Workers Local 6000 to address the issues of recruitment and retention of Registered Nurses. Historically a difficult classification to hire and retain within the Department, hiring qualified health care professionals continues to be a priority.

The Section also provided service to the Department by attending to over 1,350 grievances at the Director's level of response. Staff in the Labor Relations Section represented the Department in 197 cases filed to arbitration and 41 cases scheduled for Civil Service hearings in 2006. This was in addition to providing guidance and training to administrators, managers and supervisors on labor relations issues and conducting department-level labor/management meetings.

### Technical Services

Technical Services controls and monitors security access for both the Data Collection and Distribution System (DCDS) and the Human Resource Management Network (HRMN). In addition, the section provides interaction with the Accounting Office to ensure adjustments flow between both payroll and accounting systems. The Section is also responsible for all aspects of Workers Disability Compensation. Technical Services monitors pay actions and adjustments for employees. Services and training are provided to the Department's Human Resources Offices for payroll, personnel, and time reporting.

[www.michigan.gov/corrections](http://www.michigan.gov/corrections)



## 2006 Annual Report

www.michigan.gov/corrections

The Technical Services Section expanded employee entry of the Data Collection and Distribution System to areas within all Correctional Facilities Administration work locations in 2006. In the past, select timekeepers were required to enter time for all employees. The Data Collection and Distribution System allows individuals to enter their time, which is subsequently audited and verified prior to payroll being released. This involved assigning security, establishing organizational approval paths and training over 3,800 employees.

The Technical Services Section continues to be the model for Workers Compensation Disability processing for other state departments. In 2006, the workers compensation claims process was streamlined whereby all claims within the department are now handled by the Technical Services Unit. Additionally, workers compensation litigation was added to the unit's responsibilities, which allows for better tracking of claims and eliminates benefits duplication. The section also assisted the Department of Civil Service in the centralization of military pay processing. The Section assisted in the development of the process flow and instructional materials to be used in human resource offices. Approximately 80% of State of Michigan employees who are involved in some form of military capacity are in the Department of Corrections.

### Office of New Employee Training and Professional Development

The Office of New Employee Training and Professional Development is an integral part of Department operations. This unit ensures that there is adequate staffing of correctional officers and parole/probation officers throughout the correctional system. Employees work tirelessly to provide the highest quality training for new and veteran staff in a wide variety of topics.

Accomplishments in 2006 include:

#### *Recruit Class Completions*

On February 24, 2006, the William Overton Class, consisting of 105 new corrections officers was the first Officer Recruit Training class to complete their training at the Michigan State Police Academy. On June 30, 2006, 193 new corrections officers in the Dan Boda Class completed their training at the Michigan State Police Academy.

#### *Computer-Based Training (CBT) Users*

During 2006, there were 2,246 registered CBT users, and 4,359 courses were completed for 8,481 hours of training using the NETg computer-based training platform.

#### *Trainers moved to General Office Building*

New Employee Training staff moved from Earl F. DeMarse Training Acad-



# HUMAN RESOURCES

## 2006 Annual Report

emy to the State Secondary Complex General Office Building on September 30, 2006

### *Multiple Academies*

Approximately 489 new corrections officers began four academies in 2006 within an eight-week period in three locations: The Withrow Class began on October 9 at the Michigan State Police Academy; the Somers Class began on October 23 in Grayling; the Foley Class began November 8 in Alpena; and the Parks Class began November 20 at the Michigan State Police Academy.



### *Line Level Leadership Programming*

Two week-long leadership programs for line staff were piloted/conducted in 2006 to achieve our goal of including agency employees at all levels in the succession management effort. The programs were deemed a tremendous success by participants.

### *Leadership Academies*

Four competitive leadership academies were conducted this year; three for supervisor and managerial level staff and one for administrative and executive level staff. All were very well received.

[www.michigan.gov/corrections](http://www.michigan.gov/corrections)





# COMMUNITY ALLIANCES

## 2006 Annual Report

### PRISON BUILD PROGRAM

Staff and prisoners of the Prison Build Program provided 106 sets of interior and exterior wall panels, 64 sets of kitchen and bath cabinets, 12 countertops, 309 painted interior doors, 201 interior bi-fold doors, 616 pieces of interior casing, 419 pieces of base, 15 sheds, and 1,091 horticulture items to Habitat for Humanity throughout the state of Michigan.

The Prison Build Program has evolved annually since a pilot project in 1998, and in 1999 built 72 sets of wall panels at three correctional facilities: Mid-Michigan, Saginaw and the Richard Handlon correctional facilities. Each year, the Program has grown in its outreach, quality of workmanship, and contribution to Michigan communities. It is the commitment of department administrators, staff, and prisoners that makes this nationally recognized program so successful.



The program increases the housing stock for low-income families in Michigan, provides training and application for prisoners, and is in alignment with the mission of the Michigan Prisoner ReEntry Initiative.

### THE “FIVE STAR” ENERGY PROGRAM

The Prison Build Program and the Battle Creek Habitat for Humanity affiliate built three “Five Star” energy homes for the first time in Habitat for Humanity Michigan history. By creating a unique partnership between the MDOC, nonprofit housing organizations and the private sector, the three homes will save the homeowners an anticipated minimum savings of between 50 and 65 percent of its normal energy costs.



The partners included Superior Wall (Holland); Team Industries (Grand Rapids); Weyerhaeuser (Gaylord); and the Battle Creek affiliate of Habitat for Humanity.

The housing plans were drawn to specifications at the Mid-Michigan Correctional Facility. The computer assisted design team of prisoners submitted those designs to Team Industries. Team Industries is a manufacturer of structural insulated panels. Their engineering department converted plans into working panel drawings. Panels were fabricated and set on Superior Wall pre-cast insulated Concrete basement. Volunteers completed the construction with state of art materials and the home was tested for qualification as a five-star home. Test results were 50% above qualifying standards.

This is a precedent-setting arrangement that projects us into 21st century solutions for affordable housing and conservation of valuable energy. It increases the hous-



# COMMUNITY ALLIANCES

## 2006 Annual Report

ing options for low-income families in Michigan, provides training and application for prisoners, and is in alignment with the mission of the Michigan Prisoner ReEntry Initiative.

### PRISONER GARDENING PROJECT

More than 279 tons of fruits and vegetables were grown in Correctional Facilities Administration facilities in 2006. The produce helped to offset prison food costs by over \$210,000. Gardens included tomatoes, onions, potatoes, cabbage, water-



melon, squash, carrots and other products were used to enhance the selections of fresh vegetables served on salad bars and in soups in our facilities, but also were sufficient in quantity to share with other facilities. In 2006 the 368,202 pounds of potatoes, 26,695 pound of onions, 10,652 pounds of cabbage and 5,128 pounds of pumpkin produced continue to be used long into the winter, by both the facility that produced the items, and other nearby facilities.

Eight facilities began growing herbs in 2006. These herbs have been especially helpful in increasing the palatability of the foods prepared as we move toward a healthier, lower sodium menu. While herbs can be a costly item when used to enhance the menu, the facilities by growing and drying this product assist in producing a healthier menu, which in the longer run will result in prisoners who have fewer expensive diet-related health problems.

Flowering plants and shrubs were produced for use within our facilities. These products were also donated to local communities and charitable organizations, including plants for the reforestation of state parks with native species, plants used to landscape Habitat for Humanity homes, and thousands of annuals, perennials and shrubs started in MDOC facilities which are planted annually at welcome centers to help provide a positive welcome to visitors of our state.

These gardening projects provide meaningful activity for prisoners, as well as providing an opportunity for the facility to save a substantial amount of money in the provision of quality produce for meals served. The products donated to local communities provide benefit to the recipient, but also to the prisoners and staff who have taken the opportunity to do good for the community which is its greater home.

### CLEAN STREETS

Each summer the Michigan Department of Corrections in cooperation with local community corrections agencies and the Michigan Department of Transportation uses minimum-security prisoners to pick up litter and other debris from Michigan roadways.

[www.michigan.gov/corrections](http://www.michigan.gov/corrections)



## 2006 Annual Report

During the spring and summer of 2006, minimum-security prisoners removed 21,904 bags of trash from 4,747 miles of Michigan highway. This statewide initiative expanded in 2006 to include 137 work crews. Every correctional facility which included a prisoner work crew dedicated a minimum of two days a week to highway clean up. Highways, roadways, and "Park and Ride" lots across the state are among the many miles of the state's highways which were cleaner and safer due to the work done by these prison crews. This program is important because it provides an important service to the citizens of the state of Michigan, in helping to maintain its natural beauty while promoting tourism and keeping Michigan's environment clean. It also make use of prisoner labor in a positive way and in a way Michigan citizens see as positive, while providing a meaningful way for prisoners to "give back" to the community.

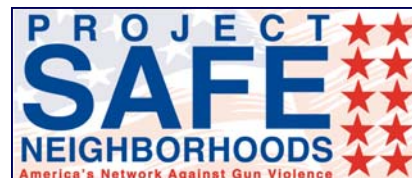


### PROJECT SAFE NEIGHBORHOODS

Project Safe Neighborhoods is an effort to "increase the capacity of U.S. Attorneys working in partnership with federal, state, and local criminal justice agencies and a research entity, to collaborate on data collections and analysis and to design targeted strategies and interventions to prevent and reduce crime" (Solomon, 1997). The initiative has four major components:

- Formation of an interagency working group;
- Enhancement of a research and technology infrastructure;
- Use of a defined set of problem-solving process steps; and
- Transfer what is learned from the data into practicum.

Supervision of parolees identified for this program includes enhanced supervision as follows: community "Face-to-Face" meetings with the U.S. Attorney's office, parolees, local law enforcement, and parole agent. It also includes after hours home visits by parole agents in partnership with Detroit Police. Parolees also meet with community agencies to assist them in job development, placement, treatment and educational assistance.



### OPERATION SPOTCHECK

The program mission is to reduce gun crime by targeting high risk MDOC parolees for home check visits by enforcement teams comprised of MDOC parole agents along with federal, county and local law enforcement. The home calls are conducted at different times throughout the day and evening on a seven day-a-week schedule.



# COMMUNITY ALLIANCES

## 2006 Annual Report

Parole/SPOTCHECK Agents, in partnership with the Wayne County Deputy Sheriffs, participated in Operation Guardian Angel during which they conducted evening-hour home calls on parolees. The unscheduled home calls on absconders, Criminal Sexual Conduct offenders and offenders with assaultive convictions helped ensure parolees remain in compliance with their parole terms.

A cable television film crew filmed these home calls as well as parolees reporting to their parole officers at the Outer District Parole Office in Detroit and accompanied parole agents in the field while they conducted home calls.

### OPERATION TRACKDOWN

Operation Trackdown is a multi-agency sweep that includes several federal, state, county, and local law enforcement agencies. The mission of the sweep is for fugitive warrant apprehension of chronic offenders who have been charged with or convicted of offenses involving sex crimes, narcotics and assaultive acts, or offenses associated with these acts, and have had a valid warrant issued for their arrest.

In conjunction with the fugitive warrant sweep, sweep teams consisting of MDOC Field Operations Administration (FOA) Region I Special Operations Agents and parole SPOTCHECK agents, along with Wayne County sheriff deputies and officers from the other local police departments conduct home checks targeting offenders convicted of sex crimes, narcotics and assaultive offenses and similar offenders being supervised by FOA. Particular attention is paid to convicted sex offenders who reside in and around school zones. During some of these home calls arrests have occurred and FOA Region I staff has played a key role in responding.

### OPERATION ACTION

Operation Action is a multi-agency sweep that includes several federal, state, county, and local law enforcement agencies. The mission of the sweep is for fugitive warrant apprehension of chronic offenders who have been charged with or convicted of offenses involving auto theft or associated auto theft offenses and have had a valid warrant issued for their arrest.

### OPERATION ICE

Operation ICE is a multi-county agency sweep that includes several federal, state, county and local law enforcement agencies. The mission of the sweep is for fugitive warrant apprehension of chronic offenders who have been charged with or convicted of offenses involving the sale or distribution of controlled substances or high severity assaultive offenses and have had a valid warrant issued for their arrest.

[www.michigan.gov/corrections](http://www.michigan.gov/corrections)





## 2006 Annual Report

www.michigan.gov/corrections

### OPERATION ARCHANGEL

Operation Archangel is a multi-county agency sweep that includes several federal, state, county and local law enforcement agencies. The mission of the sweep is for fugitive warrant apprehension of chronic offenders who have been charged with or convicted of offenses involving arson, destruction of property, sex crimes, and assaultive acts or offenses associated with these acts and have had a valid warrant issued for their arrest.

### OFFICE OF COMMUNITY CORRECTIONS

The Office of Community Corrections (OCC) administers Public Act 511 which was passed in 1988 to reduce prison commitments and improve jail utilization through increasing support for community-based sanctions. OCC operates within the Planning and Community Development Administration working in concert with the Field Operations Administration and local governments to develop and implement local community corrections programs for specifically targeted offenders. The goal of the program is to reduce admissions to prison, improve utilization of jail facilities, improve rehabilitative services for offenders, and strengthen offender accountability.

In FY 2006, \$31.2 million in Community Corrections funds were awarded to support implementation or continued operation of community-based sanctions in 72 counties.

The Office of Community Corrections including the State Community Corrections Board was created pursuant to provisions of Public Act 511 of 1988 as an autonomous agency within the Department of Corrections. Executive Order 1995-16 transferred the Office of Community Corrections to the Department of Corrections, to improve efficiencies in administration and effectiveness within government.

Strengthening the partnerships with local communities improves capabilities to reduce prison admissions, improve jail utilization, strengthen offender accountability, and improve the quality and effectiveness of treatment programs in reducing recidivism.

Local governments elect to participate in the implementation of the Michigan Community Corrections Act by establishing a local Community Corrections Advisory Board (CCAB) and developing a local comprehensive corrections plan in accordance with Public Act 511. The local comprehensive corrections plan identifies local policies and practice, and programs and services which are to be implemented to address the goals and objectives of the Act, local needs, and priorities.





# COMMUNITY ALLIANCES

## 2006 Annual Report

### COUNTY JAIL SERVICES

The mission of the County Jail Services Section (CJSS) is to fulfill the Department's statutory responsibility by assisting County Sheriffs in enhancing efficiency and productivity while maintaining a safe and humane environment through a comprehensive jail inspection system.

The County Jail Services Section staff conducted 75 jail inspections in 2006. Of those, 53 jails were in full compliance with the administrative rules for jails and lockups.



Staff also responded to 69 complaints regarding county jails throughout the state. The complaints were received from various individuals including those forwarded from the Governor and Director's staff. The complaints ranged from concerns with overcrowding, health care, food service, visitation, mail and various other living conditions.

All complaints are responded to, either by phone or in writing, by CJSS staff. Although sometimes very time consuming, CJSS staff are aware of the importance in addressing the issues or concerns in a timely manner. By responding timely to the complaint, it can usually be resolved at the Jail Administrator's level. This is important for several reasons:

- CJSS is a neutral party with a listening ear;
- Complaints have a tendency to cause political ramifications if not responded to in a timely manner; and
- The concern can be from a parent, loved one or others who care about the person(s) who is or was incarcerated. The complainant usually won't stop until they hear from someone. CJSS is that someone.

There are 81 jails and two lockups in the state that are under the jurisdiction of a County Sheriff. The break down is as follows:

- There were 19,325 county jail beds in the system as of October 30, 2006. This is an increase of 380 beds from 2005.
- The jails range in size from 17 small jails (6-49 beds), 46 medium jails (50-249 beds), 14 large jails (250-999 beds) and four mega jails (1000 beds or more ).

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# INITIATIVES and INNOVATION

## 2006 Annual Report

### AUTOMATED DATA SERVICES SECTION

The Automated Data Services Section continues to upgrade and develop necessary electronic data infrastructure, keeping the Department at the leading edge of electronic innovation. Significant accomplishments in 2006 include:

- Implementing the Offender Management Callout System to all correctional facilities;
- Beginning management of all user account maintenance for client server operations;
- Completing an upgrade of data capacity from 56K to 512K statewide,
- Creating a LISTSERV to communicate IT-related issues to over 10,000 MDOC Groupwise users simultaneously; and
- Assisting the Department of Information Technology in converting Corel Paradox applications to Microsoft Access applications.

### COMBINED EMERGENCY SERVICES TRAINING

The Michigan Department of Corrections developed, coordinated and participated as the lead agency in a large scale emergency designed to not only test the response of our Emergency Response Teams (ERT) but the ability of our agency to stand up and run a Unified Command Center. The vacant Michigan Reformatory served as the stage for the scenario, which was designed to stress the limits of the individual complex team as well as overwhelm contiguous teams requiring the use of outside law enforcement agencies. The major training accomplishment was the successful operation and functional control of all the agencies working together through the Unified Command Center to coordinate the efficient use of resources. The scenario was a transportation bus that crashed with 10 Level V security prisoners on board. The prisoners were able to overpower the injured staff and escape with weapons. They were in unknown locations throughout the surrounding area and had taken a hostage as well. The event lasted 8 hours and involved approximately 175 MDOC ERT members and 250 officers from 20 local, state and federal law enforcement agencies including the Michigan State Police (MSP) Emergency Services Team, county emergency response teams, Federal Bureau of Prisons, and the MSP Canine and Aviation Divisions.



This event was the 2nd annual and was the largest scenario utilizing the resources of the Unified Command Center and inter-agency cooperation/collaboration.

The event demonstrated the assets available when all agencies work together and it also provided insight into areas that could present challenges in the event of an actual emergency of this magnitude.



# INITIATIVES and INNOVATION

## 2006 Annual Report

www.michigan.gov/corrections

### OFFICE OF COMMUNITY CORRECTIONS - JAIL RE-ENTRY FORUM

On September 27, 2006, the Office of Community Corrections (OCC) hosted the first Jail Re-entry Forum at the Kellogg Center in East Lansing. The event was co-sponsored by the Michigan Sheriffs' Association and the Michigan Association of Counties. The purpose of this event was to educate key State and local stakeholders on the philosophy and practice of jail re-entry/transition from national, state, and local perspectives, and to promote local adaptation of that philosophy. A panel of experts representing many aspects related to jail reentry/transition provided presentations intended to lay the foundation and create an environment to engage in open discussion.

The Michigan counties having the 29 largest jails in the state were asked to send teams of stakeholders to the Forum. OCC recommended those teams include the Sheriff and/or Jail Administrator, Community Corrections Manager, Community Corrections Advisory Board Chairperson, Field Operations Administration Supervisor or Area Manager and Agent, Circuit Court Judge, District Court representatives - judge, probation officer, court staff, and county commissioner.

Represented counties registered teams of between 1 and 14 stakeholders. There were a total of 166 attendees at this event. Jurisdictions were encouraged to share information regarding local efforts related to Jail Re-entry.

Michigan's Jail Re-entry Forum was the first local event of its kind in the nation. The philosophy of "re-entry" is even more relevant to the arena of Community Corrections in that it may well eventually prove to proactively impact prison admissions and reduce risk to public safety prior to the need for more restrictive incarceration (prison). Aspects of jail re-entry planning are at the core of Public Act 511 as it points to more effective, evidence-based practices within Community Corrections.

### COUNTY JAIL REIMBURSEMENT PROGRAM

In 2006, the Office of Community Corrections encouraged local jurisdictions to review their local sentencing practices, update target populations and eligibility criteria for community corrections programs to decrease the number of low-risk offenders in jail and create bed space to retain prison-bound offenders locally who are also eligible for county jail reimbursement.

Several jurisdictions incorporated County Jail Reimbursement Program (CJRP) eligibility information into the local sentencing process to ensure this information is available for the bench at sentencing.

Originally part of a broader concept for state and local partnership on criminal justice, the program was given statu-



# INITIATIVES and INNOVATION

## 2006 Annual Report

tory permanence in 1998, when the Code of Criminal Procedure (769.35) was amended to include language that the Department of Corrections operate CJRP and the criteria for reimbursement be established in the annual appropriations act for the department.

A review of prison commitment rates for offenders that are eligible under CJRP shows a correlation that when local jurisdiction prison disposition rates for this population increased, the amount of county jail reimbursement decreased, and when the rates decreased, the rate of reimbursement increased.

The current per diem is \$43.50 for felons which qualify for CJRP to a maximum sentence of one year in jail.

County jail reimbursements for FY 2006 totaled \$10,485,588 for 2,689 offenders (241,048 days) diverted from prison compared to 2,581 offenders (238,249 days) diverted in FY 2005. This represents a 4.2% (108 offenders) increase from the previous year.

### NATIVE PLANT RESTORATION

Forty-five thousand (45,000) species of plants were grown within the Michigan Department of Corrections in 2006 and transferred to the Department of Natural Resources (DNR) for use in Michigan State Parks.

The Prison Build Program, Education, and the Department of Natural Resources entered into a new partnership to grow and nurture trees, plants, grasses and other similar landscape products for the reforestation of eco-regions and state parks as designated by the DNR. The MDOC and the DNR achieve this purpose by collaborative planning, interagency role clarification, and distribution of assets such as equipment and tools necessary to fulfill the obligations of the agreement, and trees, seeds, seedlings and other products that are the focus of this reforestation partnership.

The Prison Build Program has evolved annually in its effort to provide horticulture and landscape services to Habitat for Humanity families and for other nonprofit agencies serving low-income families. The assets of this project are its prisoners, staff and correctional facilities. This work caught the attention of the Department of Natural Resources and the new partnership was formed.

It is the commitment of department administrators, staff, and prisoners that makes the nationally recognized Prison Build Program so successful. The Department plans to expand the Program in partnership with Education and the Michigan Prisoner ReEntry Initiative to provide opportunities for prisoners to receive training and application for a successful return to society.

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# INITIATIVES and INNOVATION

## 2006 Annual Report

### SUBSTANCE ABUSE PROGRAMMING

In 2006, the Substance Abuse Services Section applied for and received two federal grants. The Residential Substance Abuse Treatment (RSAT) grant and the Byrne Memorial grant.

The RSAT grant resulted in the Department receiving \$950,588 in federal financial assistance and is used to support the prison-based treatment program at the Cooper Street Correctional Facility and the Huron Valley Complex. The Byrne grant resulted in the Department receiving \$274,000 in federal financial assistance to support the Genesee Parole ReEntry Program (GPREP). This prison to community transitional housing and treatment program operates in Flint, Michigan

These grants are a substantial portion of \$1,225,068 in federal monies than can be used to support MDOC operations and reduce the need for general fund monies in order to operate these programs.

### SUBSTANCE ABUSE GATEKEEPER

Previous evaluations have documented how effective management of residential substance abuse treatment can increase the number of residential admissions without a corresponding increase in expenditures. This is accomplished by matching the individual with a particular treatment provider and varying the length of residential stay based on the needs of the individual. The process of managing this residential resource is commonly referred to as gatekeeping.

As part of Governor Granholm's Contract Reduction Effort, the Michigan Department of Corrections (MDOC) in-sourced this function from a contracted vendor. February of 2006 marked the one-year anniversary of MDOC operation of this function. A Quality Improvement study was completed that compared one year of MDOC performance outcomes to those reported by the vendor (Comprehensive Behavioral Care or CompCare). The following represents the outcome of this review:

- CompCare received an average of 316 referrals per month while the MDOC operation received an average of 372 referrals per month - an increase of 17.8%;
- CompCare reported an average of 279 placements per month while the MDOC operation made an average of 297 placements per month – an increase of 7.2%;
- CompCare reported that 67.4% of placements were admitted to treatment within 7 days of referral. The MDOC operation had 87% of referrals admitted to treatment within 7 days of the referral – an increase of 20%; and
- CompCare data suggests a 72% average utilization of bed capacity, while the MDOC operation reported an 86% utilization of bed capacity - an increase of 14%.





# INITIATIVES and INNOVATION

## 2006 Annual Report

The total annual cost for the CompCare operation was \$660,000. MDOC payroll costs were \$372,643. This represents a cost savings of \$287,357 or 43.5%.

This data suggests the MDOC operation processed more referrals, handled them quicker and made better utilization of the treatment network at approximately two-thirds the cost of the privately-run operation.

This performance review suggests that some functions can be successfully transferred from the private to the public sector. In this particular instance, the MDOC had greater performance outcomes than their private sector counterpart while at the same time reducing expenditures for this management function by more than 43%. Lowering administrative costs for the management of this resource allows more funds to be dedicated to direct treatment delivery.

### SECOND CHANCE AT LIFE PRISON PET PARTNERSHIP PROGRAM



In August 2006, the Coldwater prison complex entered into an arrangement with the National Greyhound Foundation to begin a Second Chance at Life Prison Pet Partnership Program. The Foundation rescues retired racing Greyhounds

and places them in foster care until the dogs can be adopted into "Forever Homes." The Foundation covers the cost of dog food, veterinary calls, and miscellaneous expenses. The Coldwater prisons provide a foster care placement with prisoners who function as caretakers and trainers for the Greyhounds. After three months of socialization and behavior training, the Greyhounds are ready for adoption. The Foundation picks up the trained Greyhounds and brings in a new group of dogs to be trained. Prisoners receive prison wages for their work as primary and secondary handlers.

Staff and prisoners throughout the complex have benefited from the program.

- The Greyhounds are non-aggressive and well-mannered.
- Prisoners feel better about themselves and others.
- The Greyhounds seem to have a perpetual grin and their attitude is contagious.
- The sight of Greyhounds walking across the compound with their handlers and being petted by other prisoners and staff brings a sense of joy to everyone.
- The program has created a positive environment and a life changing commitment for staff, prisoners, and the dogs participating in the program.

The Second Chance at Life program has brought out the best in prisoners and staff. It has provided the prisoner handlers with basic dog training techniques and parenting skills. It has taught them patience and how to work with each other to accomplish a common goal. Other prisoners have supported the program with their individual talents. The musicians have written a theme song for the program, artists have done paintings and murals of Greyhounds, and the Food Technology

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# INITIATIVES and INNOVATION

## 2006 Annual Report

classes have made dog treats as a class project. Other prisoners made mattresses and crocheted coats, neck warmers, and even booties for the dogs.

The MDOC, Coldwater complex staff, and the Michigan Corrections Organization overwhelmingly support the program. It teaches prisoners love, responsibility, trust, and patience as well as some basic dog handling skills that might be used upon release. It alleviates boredom and tension in the prisons. It is a program that other prisoners and staff embrace and support. It provides a community service by training Greyhounds to be better companion dogs.

### STATE PARK CABINS

In 2006, a grant to construct 16 new camper cabins throughout the state park system was approved and the funds were appropriated in August. This new style of cabin offers electricity, but no plumbing, two bunk rooms, a living room and a covered front porch, roughly 350 square feet of living space in a 14' x 25' footprint. A pilot cabin was successfully constructed at the Saginaw Correctional Facility and installed at Port Crescent State Park prior to the grant application with the partnership of the Michigan Department of Corrections (MDOC) Prison Build Program at that facility.



As part of the Department of Labor and Economic Growth's pre-manufactured building process, the MDOC was tasked with construction material procurement and cabin assembly.

The 16 state park sites where the cabins will be located range from the Waterloo Recreation Area in southeast Michigan to the Van Riper State Park in the western Upper Peninsula. One unique component of this partnership is the use of ash trees removed as a result of the Emerald Ash Borer disease. In all pre-manufactured cabin construction, the Michigan Department of Natural Resources (DNR) will provide certain raw materials, such as properly debarked and planed ash trees impacted from the Emerald Ash Borer, which will be utilized for interior flooring and paneling to reduce raw material costs from the MDOC bid process and leverage the Michigan Natural Resource Trust Fund grant dollars.

The state park system in the state of Michigan remains a critical part of our tourism economy. While camping is a popular recreational pastime for many individuals and families, an enclosed cabin provides a positive alternative for those who prefer not to camp in the traditional manner using tents.



# INITIATIVES and INNOVATION

## 2006 Annual Report

The cost of the pilot project to construct a cabin for the Port Crescent State Park was less than \$9,000. The revenue received on the rental of this cabin in its inaugural year exceeded that cost.

### VIDEO CONFERENCING

The Michigan Department of Corrections (MDOC) completed 35 video installations in 2006. In addition, the Department installed a Gateway/Bridge which facilitates video traffic within Grandview Plaza and allows better coordination with outside agencies and courts.



The Department started a pilot project in telemedicine in 1996 with four telemedicine sites. Since that time the use of video conferencing has grown to 107 video units at 64 locations, with more sites slated for installation in the upcoming year. The Michigan Department of Corrections continues to be recognized as a leader not only in telemedicine, but in recognizing core business functions that can be accomplished more efficiently and safely through the use of video conferencing technology.

The Michigan Department of Corrections is recognized throughout the country for its success in telemedicine and video conferencing. State officials from other Michigan departments and agencies also have sought guidance and assistance from MDOC when planning their own video conferencing programs. As other state and federal agencies begin to utilize video conferencing for hearings, witness testimony, and the provision of services, we all benefit in the rewards.

The addition of video conferencing units in the county parole offices has not only benefited the Michigan Prisoner ReEntry Initiative (MPRI) Transition Teams by reducing their time and travel expenses to prison facilities, but witness participation in parole revocation hearings has improved significantly as well. Local arresting officers, witnesses and victims are more likely to travel to the nearest parole office than to the Charles Egeler Reception and Guidance Center to participate in the revocation hearing process.

The average cost of transporting a prisoner is an estimated \$175. The cost can be considerably higher for maximum security prisoners or prisoners from remote locations. There have been more than 7,700 telemedicine encounters since the inception of the program representing over \$1.13 million in avoided transportation costs for health care alone. In addition, the Parole Board completed 13,833 video hearings in 2006 and there were around 3,900 misconduct hearings completed by the Department of Labor and Economic Growth. All Social Security Administration hearings and Immigration hearings are completed over video.

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# INITIATIVES and INNOVATION

## 2006 Annual Report

The ability to video conference has saved millions of dollars in prisoner transportation and employee travel costs since its introduction in 1996. It has also enhanced public safety by reducing the need to transport prisoners outside of secure correctional facilities and into the public.

### YOUTHFUL OFFENDER PROGRAM

Thumb Correctional Facility, in a joint effort utilizing the services of health care, custody and programs, correctional mental health staff, and others whose principle goal is to assist the young prisoner in his preparation for a stable and crime-free life upon release from prison, established the H.O.P.E. Program.



The H.O.P.E. Program is an acronym that stands for Honor, Opportunity, Pride, and Education. Additionally, the program is designed to provide for a more positive adjustment to those youth facing longer periods of confinement, allowing for a seamless transition to a traditional adult prison setting.

Our vision is to provide educational opportunities, counseling, support services, training on daily living skills, outreach to establish community contacts, family planning, parenting classes and a range of other services for youthful offenders. Training to successfully manage this specialized population was developed in cooperation with the Michigan Department of Corrections Office of Substance Abuse Services, Department of Community Health, and the Bureau of Juvenile Justice.

The Michigan Legislature intended the Holmes Youthful Trainee Act (HYTA) to allow youthful offenders a chance at rehabilitation without having to face the lifelong consequences of a criminal conviction. It was important to increase the frequency of contacts and intensity of relationships between staff and prisoners to:

- Develop better communication and understanding;
- Develop better individualized classification and planning;
- Provide more effective program reviews and program adjustments;
- Improve observation of prisoners for early detection of problems before they reach critical proportions;
- Develop common goals that encourage positive unit cohesiveness;
- Provide a more positive environment for prisoners and staff; and
- Provide an opportunity for the youngest and most at risk prisoners to become successful as adults while incarcerated and upon release.

Since the inception of the H.O.P.E. Program, there has been a significant decrease in the number of critical incidents involving youthful offenders while General Education Development (GED) completion rates have improved, with nearly 100 youthful offenders receiving their GED in 2006.





# MICHIGAN PRISONER REENTRY INITIATIVE

## 2006 Annual Report

### MICHIGAN PRISONER REENTRY INITIATIVE: 2006 SUMMARY

The Office of Offender ReEntry, in collaboration with many other state and local partners, administers the Michigan Prisoner ReEntry Initiative (MPRI) which is designed to reduce crime and reduce the costs associated with crime within the state of Michigan.

The vision of the Michigan Prisoner ReEntry Initiative (MPRI) is that every prisoner released to the community will have the tools needed to succeed. The mission of MPRI is to reduce crime by implementing a seamless plan of services and supervision developed with each prisoner – delivered through state and local collaboration – from the time of their entry to prison through their transition, reintegration, and aftercare in the community.

MPRI goals are to:

- Promote public safety by reducing the threat of harm to persons and their property by released offenders in the communities to which those offenders return.
- Increase success rates of former prisoners by fostering effective risk management and treatment programming, accountability, and community and victim participation.



Michigan is a leader in prisoner re-entry programming and is the first state in the nation to converge the three major schools of thought on prisoner re-entry to develop and fully implement a comprehensive model of prisoner transition planning. The MPRI Model begins with the three-phase re-entry approach of the Department of Justice's Serious and Violent Offender ReEntry Initiative (SVORI); further delineates the transition process with the seven decision points of the National Institute of Corrections' Transition from Prison to Community Initiative (TPCI) model; and incorporates into its approach the policy statements and recommendations from the Report of the ReEntry Policy Council coordinated by the Council of State Governments. In this way, the MPRI represents a synergistic model for prisoner re-entry that is deeply influenced by the nation's best thinkers on how to improve parolee success.



Dennis Schrantz, Deputy Director of MDOC's Planning and Community Development Administration





# MICHIGAN PRISONER REENTRY INITIATIVE

## 2006 Annual Report

In 2006, the MPRI Model was implemented in 15 MPRI sites throughout Michigan at the following locations:

Wayne County	9-County Rural Region
Kent County	Oakland County
Genesee County	Muskegon County
Macomb County	Jackson County
Kalamazoo County	Saginaw County
Capital Area (Ingham, Eaton, Clinton)	Washtenaw County
Berrien County	St. Clair County
	Calhoun County

Michigan prisons and camps held 49,377 prisoners. Based on each prisoner's sentence with the largest minimum term, the offenses for which State prisoners are incarcerated include: 24% sex crimes, 44% other violent crimes, 9% drug crimes, and 23% other nonviolent crimes. Over 62% of the inmates are serving their first prison term (A prefix). The average cumulative minimum sentence is 8.2 years. Approximately 35% of all prisoners are serving sentences of 10 years or more. Nearly 31% of the prison population is past the potential earliest release date (ERD).

MPRI strategies are designed to better prepare prisoners for release so that each prisoner is more likely to be paroled and be successful on parole. The assumption is that MPRI will demonstrate the benefits of better risk assessment, better program delivery, and better parole planning and will thus, yield better parole outcomes, gradually increasing parole approval rates. Successes in each will breed more success in the other – but first these results must be proven, especially to the satisfaction of local communities and the Parole Board.

The MPRI Model is based on three phases of release preparation:

- Phase 1: Getting Ready
- Phase 2: Going Home
- Phase 3: Staying Home

In developing the MPRI Model, Michigan had the tremendous benefit of technical assistance grants from the National Governors Association (NGA) and the National Institute of Corrections (NIC) that provided substantial resources for consultation, research, training, and technical assistance.

Recently, as part of collaboration with the federal Department of Labor and the federal Department of Justice, the MPRI Model will also incorporate the Ready4Work Model at select locations. This model emphasizes job training and placement, mentoring and case management, each of which is essential for job

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# MICHIGAN PRISONER REENTRY INITIATIVE

## 2006 Annual Report

www.michigan.gov/corrections

retention for former prisoners but none of which is sufficient alone given the enormous barriers to successful reintegration of former prisoners to Michigan's work force. Thus, the knowledge base accumulating within MPRI partnerships is unprecedented.

MPRI targets offenders who are otherwise likely to fail on parole. Seventy-nine percent of the MPRI cases paroled through November of 2006 had a history of prior parole failure, while only 34.5% of the 1998 baseline paroles had a history of prior parole failure. Thus, when controlling for history of prior parole failure, the overall MPRI recidivism outcomes through November of 2006 show a 21% improvement in total returns to prison against the 1998 baseline.

In 2006, the MDOC secured grants from the United States Departments of Justice and Labor totaling more than \$2 million dollars. These grants made continued development and integration of MPRI possible.

### **COLLABORATIVE CASE MANAGEMENT AND SUPERVISION**

Crime reduction is the primary goal of the Michigan Prisoner ReEntry Initiative and it is achieved through Collaborative Case Management and Supervision (CCMS). The entire system includes individual case management from the point of entry into a reception center through parole discharge and beyond - getting ready, going home, and staying home.

Collaborative case management and supervision will provide critical tools to parole agents in order to assist offenders to move toward changing their own behavior and remaining crime free. A Demonstration Project to determine the ways CCMS can be instituted statewide in Michigan began in the Capital Area MPRI Pilot Site in July, 2006. The Capitol Area MPRI Pilot includes parole offices in Clinton, Eaton, and Ingham counties.

The four cornerstones of CCMS are assessment, planning, management, and collaboration. Parole agents in the Capital Area work with facility staff to ensure that an assessment is completed to determine the offender's risk and criminogenic needs. Assessments and reassessments impact programming and planning throughout the term of supervision and beyond. A Transition Accountability Plan is developed for the parole period, which is all about staying home. Collaboration with community partners is a fundamental part of the plan. Services are targeted to the individual based on risk and needs.

### **OFFICE OF RESEARCH AND PLANNING**

The Office of Research and Planning and the Risk/Classification and Program Evaluation Section worked very hard in 2006 to ensure that programming needed to support the Michigan Prisoner ReEntry Initiative is functional and ready to use. Some accomplishments of the team include:



# MICHIGAN PRISONER REENTRY INITIATIVE

## 2006 Annual Report

### 1. Planning and coordination of research and evaluation for MPRI.

Over the past year, the Risk Classification and Program Evaluation Section (RCPE) has worked with Public Policy Associates (PPA) and Michigan State University to develop the contract for the MPRI outcome evaluation. While the contract is managed by PPA, MDOC has been integral to the design of the research, development of research models and measures, and coordination of data collection to support the evaluation. In addition, the Office of Research and Planning (ORP) continues to work with other researchers to design and conduct other research projects to assess various components of the MPRI model and review local implementation and impact issues. Finally, ORP continues to conduct its own research projects in support of MPRI and other Department programs and initiatives.

### 2. Development and management of the Kalamazoo Comprehensive Approach to Sex Offender Management (KCASOM) grant.

The Risk Classification and Program Evaluation Section was a leader in the development of the proposal for this federally-funded initiative, designed to develop and test innovative ways to assess and manage sex offenders in the community. The emphasis is on comprehensive assessment of risk and needs and establishment of collaborative networks and approaches to work with sex offenders to maximize public safety while facilitating their adjustment to living in the community. While Kalamazoo County is the grantee, the Office of Research and Planning has been very active in the initial management of the grant and will continue to exercise a key role in the finalization of the comprehensive plan and its implementation, including ensuring that lessons learned have statewide applicability.

### 3. Implementation of COMPAS Risk/Needs Assessment Instrument.

ORP played a leading role in the selection of the COMPAS instrument, including development of goals and objectives consistent with overall MPRI efforts. Since the selection of the vendor, ORP has taken a leadership role in defining activity schedules, developing data sources and obtaining information critical to initial norming and testing of the instrument and coordinating implementation of COMPAS department-wide. ORP will continue to be directly involved in providing and interpreting data, resolving implementation issues and reviewing research findings related to COMPAS and its impact on Department operations.

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# MICHIGAN PRISONER REENTRY INITIATIVE

## 2006 Annual Report

### TUSCOLA RESIDENTIAL REENTRY PROGRAM

In October of 2006, an open house was held to celebrate the reopening of the former Camp Tuscola facility, but with a new purpose. The former corrections camp is now home to the Tuscola Residential ReEntry Program, the first of its kind in the state. The program will target parolees with housing or adjustment problems. The goal is to work with parolees for a short time while we assist them with housing, employment, substance abuse treatment, and other needs. It all falls under the umbrella of the Michigan Prisoner ReEntry Initiative (MPRI), a collaborative effort between the Michigan Department of Corrections and the departments of Community Health, Labor and Economic Growth and Human Services, and numerous community partners. The goal of MPRI is to give offenders the tools they need to be successful.

The Tuscola Residential ReEntry Program can handle 160 residents at full capacity and will have about 35 employees, including 24 corrections officers, two parole agents and a social worker.

The program supports the need to provide secure housing and programming for offenders on parole who are experiencing difficulty in the community before that difficulty rises to the level of a parole violation or new felony behavior. It helps reduce the recidivism rate - the return to prison as a result of an unsuccessful period of community supervision.

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# ORGANIZATIONAL CHANGES

## 2006 Annual Report

### OPERATIONS SUPPORT ADMINISTRATION

In 2006, the Department of Corrections underwent significant changes in organizational structure. These changes were in response to the need for a more efficient, organized flow of operations and for enhanced administrative efficiency. One such organizational change was placement of the Bureau of Human Resources, Bureau of Fiscal Management, Office of Legal Affairs and the Internal Affairs Division under one new administration, the Operations Support Administration (OSA). A description of the areas within OSA follows:

The Bureau of Human Resources is responsible for the implementation and oversight of personnel policies and programs. It consists of the Office of Equal Employment Opportunity, the Office of Personnel Services and the Office of New Employee Training and Professional Development. The Office of Equal Employment Opportunity (EEO) provides oversight of employee recruitment, administers department-wide selection guidelines and provides services (training, investigation and complaint processing) in relation to matters of discriminatory harassment. It also monitors compliance with the Americans with Disabilities Act. The Office of Personnel Services (OPS) is responsible for all departmental personnel functions, and consists of the Technical Unit, the Labor Relations Section and Personnel Services. The OPS administrator supervises the human resources staff at all work locations and at central office. The Office of New Employee Training and Professional Development is responsible for coordinating all new employee and in-service training for staff. The Office consists of the Professional Development Unit and New Employee Training. The administrator of this office also supervises the Ordnance Unit.

The Bureau of Fiscal Management is responsible for coordinating the budget development, financial management and contract management for the Department. The Bureau consists of the Budget Division, the Finance Division, and the Physical Plant Division. The Budget Division is responsible for developing the annual budget request to the Governor's Office and legislature, as well as for developing annual spending plans for the Department. The Finance Division is responsible for revenue and expenditure projections, procurement and contract management and for processing all goods received and services incurred by Central Office. The Physical Plant Division is responsible for new construction, remodeling and major maintenance projects throughout the Department. Fire safety and environmental issues are also under the purview of this division.

The Office of Legal Affairs is responsible for the coordination of Department communications with the Department of the Attorney General regarding legal issues affecting the Department. The Office consists of the Internal Audit Division, the Freedom of Information Act Section, the Grievance and Appeals Section, the Litigation Section and the Policy and Rules Development Section. Internal Audit is responsible for evaluation of internal administrative control systems and coordi-

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# ORGANIZATIONAL CHANGES

## 2006 Annual Report

nates the Department's activities with the Office of the Auditor General. The Freedom of Information Act Section is responsible for departmental compliance with the legislative requirements of the Freedom of Information Act. The Grievance and Appeals Section is responsible for formal administrative investigations and hearings regarding prisoners. The Litigation Section coordinates litigation activities against the Department or its employees. The Section is responsible for coordinating compliance with court orders, including consent decrees and settlements. The Policy and Rules Development Section develops the Departments administrative rules, Director's Office Memoranda and Policy Directives. The Section is also responsible for maintaining the documentation system for the Department.

The Internal Affairs Division is responsible for conducting or directing investigation of allegations of felonious conduct by staff. The Division is also responsible for investigation of other allegations at the discretion of the Director.

### PAROLE BOARD

In March of 2006, the Parole Board was restructured to assume the functions of the Parole Release Unit, Parole Violation Unit, and Crime Victim Services Unit. This restructuring was implemented to create efficiencies by bringing all parole related functions under the authority of the Parole Board. The Parole Release Unit is responsible for processing parole releases and approximately 11,676 prisoners were granted parole in 2006. The Violation Unit, now part of the Lifer, Litigation, and Violation Unit, is responsible for processing parole violators that are returned to prison. There were approximately 3,200 parolees returned to prison as technical violators in 2006.

This restructuring allows for Parole Board oversight of prisoners being released on parole through their potential return to prison as a parole violator.



# STATISTICS: BY THE NUMBERS

## 2006 Annual Report

### GENERAL INFORMATION

Number of Prisons	42
Number of Camps	7
Special Alternative Incarceration	1
Prisoner Population	51,570
Number of Prisoners 17 and Under	105
Number of Parolees	16,029
Number of Probationers	53,872
Number of Offenders in Corrections Centers	8
Number of Prisoners on Electronic Monitoring Systems	53
Total Offenders Supervised by MDOC	121,532
Total Number of MDOC Staff	16,940

### DEMOGRAPHIC INFORMATION

Percent Males	95.8%
Convicted by Plea	64.1%
Average Age: Men	37
Average Age: Women	37
Percent Black	52.0%
Percent White	45.2%
Percent Other	2.8%
Percent Serving on Assaultive Crime	67.9%
Percent with History of Drug and Alcohol	39.0%
Percent with History of Drug Only	14.3%
Percent with History of Alcohol Only	7.7%
Total with Drug or Alcohol or Both	61.0%
Percent without H.S. Diploma or GED at Intake	46.1%
Percent Serving First Prison Sentence in Michigan	62.6%

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## 2006 Annual Report

### ANNUAL PER OFFENDER COST AND TOTAL BUDGET

Level I - General Population	\$21,652
Level II - General Population	\$25,459
Level III - General Population	\$25,439
Level IV - General Population	\$31,578
Level V - General Population	\$36,722
Multi Level - General Population	\$26,273
Corrections Centers	\$17,549
Electronic Monitoring Systems	\$3,865
Parole/Probation	\$2,093
FY2006 Budget	\$1,870,106,400

### OFFENDER PLACEMENT

Community Residential Programming	0.1%
Level I - General Population	40.0%
Level II - General Population	36.3%
Level III - General Population	2.2%
Level IV - General Population	9.1%
Level V - General Population	2.8%
Administrative Segregation	2.5%
Detention	0.6%
Reception	3.0%
Other Special Use	3.4%

### FACTS OF INTEREST

Number Serving Life Terms	4,916
Average Cumulative Minimum Term (not including Lifers)	8.1 years
Percent Serving Life or 10 Years or More	34.6%
Number of Sex Offenders	12,131
Number of Paroles Granted	11,735
Number of Prison Commitments (excluding SAI)	11,094



# STATISTICS: CLEAN STREETS

## 2006 Annual Report

### Correctional Facilities Administration (CFA) 2006 PROJECT CLEAN STREETS

Facility	Hours Worked	Bags Collected	Miles Cleaned	Number of Offenders	Number of Work Crews
Camp Brighton	142	4133	96	680	7
Camp Branch	336	2524	169	0	11
Camp Cassidy Lake	128	2190	114	440	30
Camp Kitwen	1367	1572	1644	530	10
Camp Lehman	328	1506	178	210	9
Camp Manistique	433	329	95	335	6
Camp Ottawa/Ojibway	1566	2251	1170	1098	9
Baraga Maximum Correctional Facility (C. F.)	458	767	257	236	?
Carson City C. F.	236	581	107	83	4
Cooper Street C. F.	1528	1570	90	205	10
Deerfield C.F.	166	545	67	85	3
Gus Harrison C. F.	161	733	100	82	4
Kinross C. F.	88	173	67	94	19
Macomb C. F.	202	982	117	112	4
Mid-Michigan C. F.	328	376	73	45	3
Pugsley C. F.	828	1672	407	698	7
Robert Scott C. F.	0	0	0	4	1
<b>Totals</b>	<b>8,295</b>	<b>21,904</b>	<b>4,751</b>	<b>4,937</b>	<b>137</b>

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# STATISTICS: VEGETABLE PRODUCTION

## 2006 Annual Report

### VEGETABLE PRODUCTION IN 2006 THROUGHOUT THE MICHIGAN DEPARTMENT OF CORRECTIONS

#### Top Ten Vegetables Produced (Measured in total pounds)

1. Potatoes.....	368,202
2. Tomatoes, Random.....	33,892
3. Onions.....	26,695
4. Peppers, Green.....	18,417
5. Cucumbers.....	13,939
6. Squash, Zucchini.....	10,992
7. Cabbage, Green.....	10,562
8. Tomatoes, Cherry, Red.....	6,255
9. Squash, Yellow .....	5,266
10. Pumpkins.....	5,128

#### Top Ten Facilities (Measured in total pounds of vegetable production)

1. Newberry.....	370,042
2. Kinross .....	25,358
3. Mid-Michigan.....	20,194
4. Pugsley .....	11,665
5. Kinross H.O.G.S.....	11,123
6. Gus Harrison .....	10,644
7. Straits.....	8,954
8. Macomb .....	8,763
9. Standish .....	8,036
10. Ojibway .....	7,515

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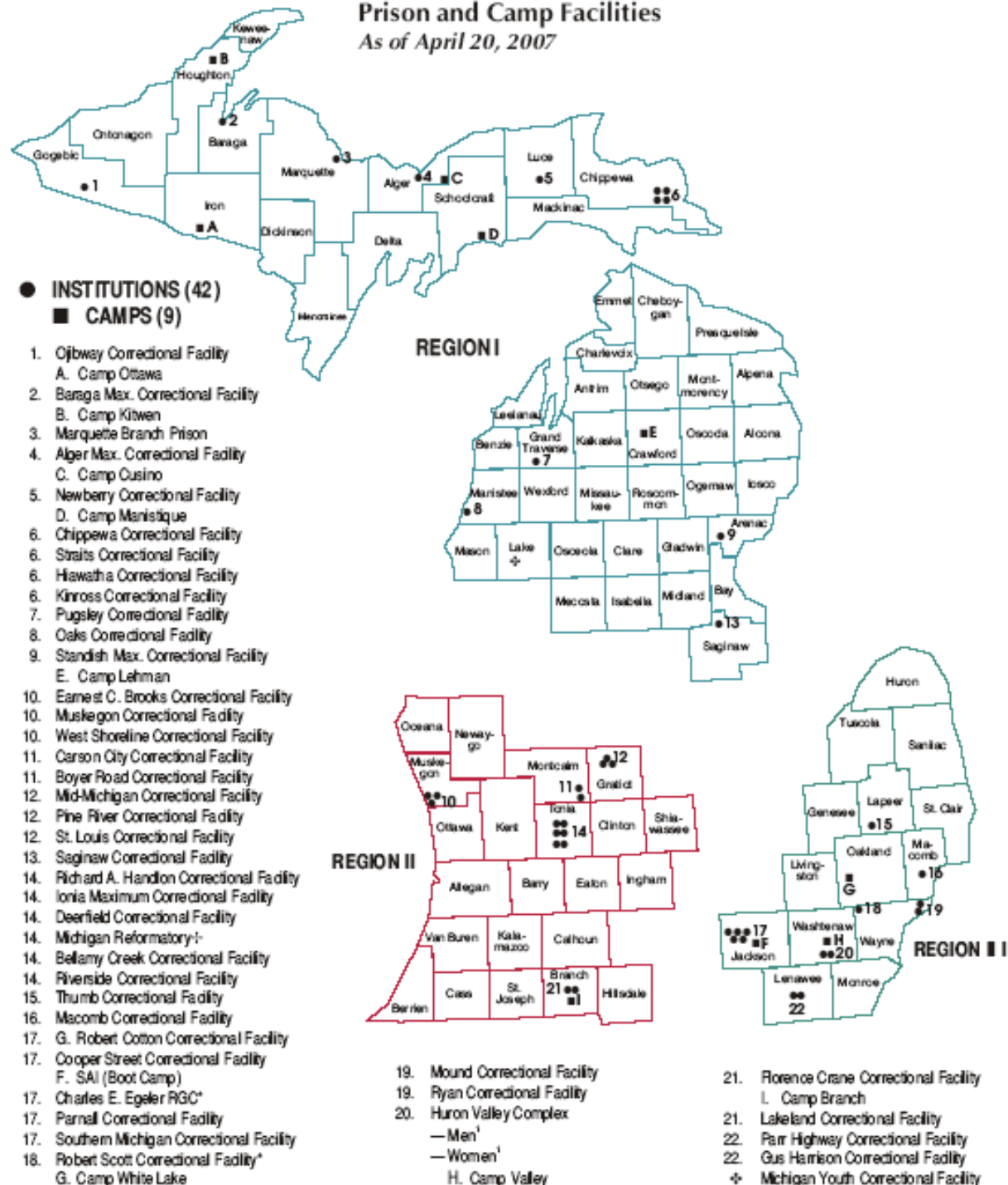


## 2006 Annual Report



### Map

### Michigan Department of Corrections Correctional Facilities Administration Prison and Camp Facilities As of April 20, 2007



Source: Correctional Facilities Administration

## 2006 Annual Report



### MAP Michigan Department of Corrections Field Operations Administration Regions and Areas As of December 31, 2005

