



Contents:

National Recognition for MDOC Librarian3

Cost-saving Solutions? ..3

Help for the Holidays.....4

Southern Region Staff Support Youth4

25 Laws of Contraband ..5

Reentry Roundtable7

DIRECTOR HEYNS DISCUSSES THE MICHIGAN DEPARTMENT OF CORRECTIONS "TEAM CULTURE"

Culture – A composite of shared history, values, attitudes, and behaviors.

Great strides have been taken to "reinvent" Michigan government and the MDOC. In the last three issues of the F.Y.I., I have shared my vision for the future of the MDOC and described the initiatives that would be used to achieve that vision. Many of those initiatives, such as structural and operational improvements, have already been implemented.

The next step in "reinventing" Michigan government and the MDOC is to identify our team values. Governor Snyder has sent out a green card to all state employees regarding his 10 point plan on "Reinventing Michigan" with a specific emphasis on "Team Culture." The Governor identified the following core values for Michigan government:

Leadership:

- Enthusiasm – "Can do" and "will do" attitude
- Courage – Expressing viewpoints constructively
- Duty – Commitment to Michigan in word and deed
- Focus – Addressing and solving critical issues

Excellence:

- Vision – Believing in our vision, goals and culture
- Integrity – Always do what is right
- Measures – Results through measures that matter
- Accountability – Acting decisively, delivering on commitments

Teamwork:

- Results – Valuing team results and sharing credit
- Collaboration – Respecting and engaging colleagues

CULTURE (Continued on page 2)



F.Y.I. is a publication of the Michigan Department of Corrections, Office of Public Information and Communications. Please submit articles through your supervisor to John Cordell at cordellj@michigan.gov



CULTURE (Continued from page 1)

- Loyalty – Supporting decisions and those who make them
- Camaraderie – Having fun together, reinventing our State

These values provide all State of Michigan employees at all levels with the framework and strategy that will bind us together – regardless of level, expertise, or department. These values provide all MDOC employees with the structure and approach that will unite us as a department and provide us the greatest opportunity for success.

These values are meant to:

- Reenergize and inspire all MDOC team members
- Empower innovation
- Increase productivity and improve our self-image
- Inspire ideas that improve the MDOC

These values are not passive. Rather, they will drive our behavior and communication, direct goal setting, serve as our “code of conduct” and help us serve as role models who are empowered to hold each other accountable. They are central to our operating standards and will remind us of how our daily activities should fit within the context of what our citizens expect from us. These values will be the driving force in solving and addressing critical issues at every level.

A clear strategy, mission and vision are now in place. The values identified on the green card sent out by the Governor also identify the MDOC values that will be utilized to meet the mission and vision of the Department. Our journey is just beginning with these discussions. Meanwhile, our continued success as a Department requires that the entire MDOC team embrace our new values and become an active participant in continually improving this Department.

Governor Snyder's 10 objectives and programs for reinventing Michigan are:

1. Create more and better jobs
2. Leverage our new tax system
3. Reinvent our government
4. Keep our youth - our future – here
5. Restore our cities
6. Enhance our national and international image
7. Protect our environment
8. Revitalize our educational system
9. Reinvent our health care system
10. Winning in Michigan through Relentless Positive Action

If you have not received the Governor's “Reinventing Michigan” card, please see your immediate supervisor and request one.

Team Culture

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Teamwork:

- Results - Valuing team results and sharing credit
- Collaboration - Respecting and engaging colleagues
- Loyalty - Supporting decisions and those who make them
- Camaraderie - Having fun together, reinventing our State

Reinventing Michigan

1. Create more and better jobs
2. Leverage our new tax system
3. Reinvent our government
4. Keep our youth—our future—here
5. Restore our cities
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Rick Snyder, Governor

www.michigan.gov/gov

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NATIONAL RECOGNITION FOR MDOC LIBRARIAN



Baraga Librarian Joe Bouchard was recognized in early November with the 2011 International Association of Correctional Training Personnel (IACTP) President's Award. The award is given each year to someone who makes a difference in the area of correctional training.

Joe earned the honor for his work in authoring and publishing three publications: *Icebreakers 101*, *Icebreakers and More*, and the newly-published *Icebreakers III* on behalf of IACTP. In 2006, Joe proposed to the board creating a volume of training activities contributed by Association members that could be marketed to support IACTP. The Board approved it and Joe gathered activities from trainers across the country, edited them, added many activities of his own, illustrated and published *Icebreakers 101* in 2007 in electronic form. It immediately began drawing attention. In 2008 he began *Icebreakers and More*, published in 2009. This year he published *Icebreakers III*. Joe's enthusiasm, energy and writing talent were generously given in service to his professional organization, with no personal gain other than our undying appreciation and support. For this, IACTP and its Board are truly grateful.

Biography

Joe Bouchard (pictured at left) is a veteran correctional trainer. In the past ten years, he has been invited to speak in venues all over the country. He has presented on various topics.

Joe is a prolific writer in the field of corrections, with six books and nearly 800 articles to his credit. He has been featured in numerous corrections journals including his corrections Website: *Foundations* and *Contraband and Communication*.

Joe is an adjunct faculty member of criminal justice and corrections at the Gogebic Community College in Michigan. Since 1993, Bouchard has been a prison librarian at a state correctional facility.

PEOPLE MAKE THE DIFFERENCE

COST SAVING SOLUTIONS

If you have a cost-saving idea, or a way to do something with greater efficiency that will result in cost-savings, please submit the idea to John Cordell in the Office of Public Information and Communications at cordellj@michigan.gov.

Thanks for helping find ways to contain costs will operating safely and protecting Michigan's citizens.





HELP FOR THE HOLIDAYS



The holiday season is fast approaching, and it can be a wonderful time filled with family, friends, festivities and fun. Unfortunately, for many, it can also be a time of stressful demands, unrealistic expectations and increased feelings of grief. If you believe that this holiday season may prove to be a little difficult for you, be proactive! Start to think about how you can make your holidays enjoyable and develop a plan on how you will handle the challenges of the season.

“Tips for Managing Holiday Stress” is a list of helpful suggestions for keeping holiday stress at a minimum and is posted under Wellness Resources on the Employee Service Program webpage www.michigan.gov/esp.



For additional resources or confidential, individual consultation, ESP Counselors are available in the Lansing office at (517) 373-7630 or 1-800-521-1377, and in the ESP Detroit office at (313) 456-4020. Make the holiday season manageable for you. Keep your priorities simple and your schedule flexible, and have a safe and happy holiday season.

Submitted by the State of Michigan Employee Service Program

PEOPLE MAKE THE DIFFERENCE

**SOUTHERN REGION EMPLOYEES
SUPPORT AREA YOUTH**

The Southern Region Business Office and Time Computation Unit staff raised \$1000 through casual days over the past several weeks. The money was raised for Challenge Day which was November 7-10, 2011. Jackson County’s Martin Luther King Jr. Diversity Committee annually provides Challenge Day as an opportunity for Jackson County middle school students to participate in a series of activities designed to motivate, empower and support them to make positive changes in their community.

The project helps students “be the change” they wish to see. The investment has proven to raise student self esteem, increase student kindness, reduce bullying, improve school climate and inspire community service. The MDOC employee donation sponsored 20 students to attend the event.

**Jackson County
Challenge Day**

The Middle School Challenge Project





25 LAWS OF CONTRABAND

In the world of corrections, contraband is one of the constants. Prisoners will continue trying to find ways to get it while vigilant employees are constantly trying to find it and eradicate it. Here are 25 laws of contraband that help employees better understand it and how to stop it.

1. Contraband builds empires for enterprising inmates. Prisoners with common sense, stamina, and a little initiative can rise up quickly through the unofficial inmate hierarchy of power through barter.
2. Everything is for sale.
3. Contraband equals power. It allows anyone to purchase the services of others. Someone who is physically weak, with the help of contraband, can acquire protection. That makes anyone potentially formidable.
4. Small things are often connected to huge, unseen enterprises. Discovery of a few betting slips can actually be the tip of the iceberg for a multi-facility, lucrative gambling ring. That which is seemingly innocent, frequently IS NOT.
5. Often, in the mind of the incarcerated entrepreneur, the benefits of illegal commerce outweigh the sanctions. For example, some inmates would risk a major misconduct for dangerous contraband than face an assault on the yard from another prisoner.
6. Staff generally underestimate the lure that power derived from commerce has on prisoners. Many staff believe that sanctions are sufficient to keep potential problems spawned by illegal trading manageable. Staff do not consider the rationale of truism # 5.
7. Contraband control is a never-ending proposition. Prisoners new to the system will test it as though it had never been tested. Older prisoners will patiently wait until classic modes have been forgotten. With the profit to be had, the lure will always be present.
8. Contraband lords are magnets for those who want to obtain associative power. Many inmates will hitch their wagon to the rising stars of bootleg entrepreneurs. The more successful a reputation, the more followers a contraband lord will have. A great legend does not have to be absolutely accurate. The power is in what followers are willing to believe about the capabilities and resources of the leader.
9. The greater the profits from commerce, the more difficulty in prisoner managements. For example, when something is eliminated from an area, the scarcity drives the prices up. If tobacco becomes officially forbidden in segregation units, the demand will remain the same, but the reward for traffickers increases. More prisoners will take risks. The catalyst is profit and increased power.
10. Old tricks recycle while new inventions of concealment and transport, though less frequent, continue. Seasoned professionals may take note, for example, of recurrent resurgences in certain methods. One might see the old hollowed-out book vehicle for contraband once in a few years. Through a career, we see fewer new methods as our collection of known modes expands with experience.
11. There is nothing new under the sun, but there are many ingenious variations on existing themes. For example, a book is a clever way to move bootleg. But there are many ways to use a book for that purpose. There is the binding, the pocket part, between pages adhered by soap or other sticky agents, and

**CONTRABAND** (Continued from page 5)

the hollowed part. There is also information inside the book that can instruct facilitators. There can be small, loose notes of instruction concealed in any of the above areas of a book. Prisoners may also use underlined words or letters to transmit instructions.

12. Exchanges and trafficking, when traced fully, are good indicators of dynamics, a prosopography of sorts, or an association chart. Documentation of the contraband trail may yield excellent discoveries of intelligence which may later buttress security. For example, it seems that a prisoner with no apparent connections or affiliations is untouchable. He appears not to have any resources. In short, he looks like he lives in a vacuum. However, much would be explained if he is linked to a contraband delivery system. He may have been selected to move illicit goods because he seems to fly under staff radar. There are no vacuums in prison.
13. Feigns and sacrifice contraband moves are sophisticated ways that contrabandits ensure the health and vitality of their personal empire.
14. Some staff are placated by the ruses performed with feigns and sacrifice contraband moves.
15. To prisoners, contraband equals comfort.
16. Personnel will find a depressingly low number of all of the illicit items in a facility. Prisoners simply have ample time at their disposal to compose concealment ideas. That is neither fatalism nor defeatism, but realism. Facilities with alert, committed employees and proactive contraband control processes can improve on success ratios.
17. It takes a lot of maintenance, patience, foresight and luck for a prisoner to hold on to a 'business'. Security is important to prisoners. Everyone wants comfort that comes through power. Competition is large.
18. It is usually a seller's market. Scarcity will dictate price.
19. Opportunists and the more imaginative and daring prisoners are typically successful, particularly in the short term.
20. Conservative and unobtrusive traders have extended commerce longevity. They characteristically are not easily detected by staff.
21. Staff should never overlook the obvious hiding places when searching for smuggled goods.
22. Established contraband empires are challenged by three groups: prisoners new to the business that aspire to obtain a slice of the illicit trade pie, unscrupulous staff looking to earn some illegal money, and by honest staff who locate contraband to derail trade for the sake of safety.
23. Foiling unauthorized commerce enhances security.
24. Once an empire is dissolved, staff must fight to keep other would-be traders from filling the vacuum.
25. There are at least 5 different mercantile paradigms; oligopolist, monopolist, multinational, inside trader, and chaotic.

This article was submitted by Baraga Correctional Facility Librarian Joe Bouchard and is part of his presentation, *"Wake Up and Smell the Contraband."*



REENTRY ROUNDTABLE

Reentry Roundtable is a continuing column that provides news, facts, and program successes within the prisoner reentry program.

Reentry in the Upper Peninsula: Rebuilding Bridges through Work, Training and Relationships

The Upper Peninsula is the largest of the 18 Prisoner Reentry sites (larger than the entire state of Maryland) and faces unique challenges familiar to rural areas such as limited public transportation, limited educational and employment opportunities, and significant distances between communities and resources. Persons on parole in rural areas such as the Upper Peninsula also face the barrier of familiarity breeding discontent as word travels about people's activities faster than the next bus out of town in small communities. At the same time, they can feel the isolation of quiet, rural towns and communities.

Many individuals are working their way back into their communities through their personal efforts to succeed, the material support provided through Prisoner Reentry services and the relationships developed with parole officers and resource specialists.

Darin served 26 years in prison before his release this past summer to the Delta County area. He's learned to ride a bike again. With the supervision of his parole agent, Andrea Johnston, and through the assistance of the resource specialist, Darrell Dixson who works with Great Lakes Recovery Centers, and a local church member, Barb Snyder, Darin has found part time work at a Methodist church. The job has provided regular work hours, a regular check, and

the supportive atmosphere of others who encourage him on his road back into the community.

"Since I started working at the church, I've been able to purchase a cell phone and buy new minutes each month," Darin said. "I have accomplished good work ethics with the church and now have great references for job applications. Prisoner Reentry and Great Lakes Recovery through Mr. Dixson have given me good opportunities for success and I am taking advantage of all opportunities and pushing for more success each and every day. Without them, I never would have had any success to talk about, and my journey in society would have been short and bitter. Thank you for supplying the opportunities for success."

Duncan is grateful for Prisoner Reentry in providing initial housing, clothing and transportation assistance in the Sault Ste. Marie area after seven years in prison. Through the work of his parole agent, Stephanie Gordon, and resource specialist Gary Matheny (Great Lakes Recovery Centers), Duncan landed a job at a Casino as a porter and six months later has progressed up to a supervisory position. Although still residing at a local motel, he pays his own rent and recently purchased his own car. "Without the help of Prisoner Reentry and my parole agent in the beginning, I couldn't have focused on finding a job," Duncan said. "I am now gainfully employed and self-supporting."

REENTRY (Continued on page 8)



REENTRY (Continued from page 7)

Another man in the Sault Ste. Marie area, Hugh, successfully discharged on November 4 after two years on parole. Upon his initial release from prison, however, it was a struggle to find work and Hugh was becoming distraught. Parole agent Stephanie Gordon patiently served as a sounding board for Hugh's anxieties and frustrations. She helped with resources on interviewing techniques and job searching methods, and with assistance from resource specialist Gary Matheny, Hugh was given work with a local recycling program. He found another part-time job with a local restaurant in January 2011. After a couple of months, he moved into a full-time position, where he remains employed. With the work, he was able to pay his own rent, move to an apartment and purchase a car. With the stability of work, he also regained visiting rights with his children, and improved his relationship with his ex-wife as well. Through small material assistance such as food vouchers, dial-a-ride passes and rental assistance bolstered by the support of parole agent Gordon and resource specialist Matheny, Hugh is off parole, employed, and looking to be a good father and role model for his children.

Prisoner Reentry



After almost 6 years in prison, Rachel, now 42-years-old, decided she was no longer going to take the 'victim stance.' "I was accountable for my behavior and I have no one else to blame for the situations I created for myself," she said. "No more minimizing or rationalizing."

Originally released to Marquette last April, she applied for a Road Construction Readiness Program (RCRP) apprenticeship program in the Escanaba area. This was the first RCRP apprenticeship program offered in the Upper Peninsula

and it was accepted. Rachel was transferred to the Escanaba area where she "developed a good rapport" with her parole agent, James Quinn. She was provided clothing vouchers, transportation assistance and temporary housing through Prisoner Reentry resource specialist Darrell Dixon. "This allowed me to hold my head high, go to school, seek employment and a place to put my head down at night," Rachel said.

Rachel graduated from the RCRP on November 4, 2011, and raised her academic scores two levels. Among her achieved skills, she received her certification in first aid/CPR, heavy equipment, safety in excavations, CDL class A and C license and an OSHA career safe certificate.

"I want to give thanks to Great Lakes Recovery Residential, the Michigan Works! staff in Escanaba, Mr. Quinn and Mr. Dixon for believing in me so I could believe in myself," Rachel said. "I know I still have obstacles to face and overcome, but with the help of these programs and these people in my life, I will use all of my newly developed skills and opportunities to take root and to grow into a woman, an individual with honesty, dignity and pride."

Day after day, week after week, through the collaborative efforts of parole agents, resource specialists and community partners, men and women are making their way back to the Upper Peninsula. The investment made through Prisoner Reentry services coupled with the investment in relationships between people are helping to improve lives and reduce crime.

**The article was written and submitted by Upper Peninsula Prisoner Reentry Community Coordinator David Murray.*