



F.Y.I.



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THE FUTURE OF THE CORRECTIONAL FACILITIES ADMINISTRATION

This is the second article in a three-part series designed to clarify my vision for the future of the Department. The first article, you may recall, dealt with the future of the Field Operations Administration. I now will share with you my thoughts on the future of our Correctional Facilities Administration (CFA).



After my first sixteen months as Director, I am impressed with the strength and stability of our facilities and their staffs. I have visited every institution at least once and personally met many of you. I stand in awe and appreciation of the sheer size of your task; to safely manage 44,000 of the most difficult people in the state of Michigan. You have been successful in your mission of public safety, and I thank you for your accomplishment.

The difference between great leadership and caretaking is marked by moving an organization forward. The Governor did not hire me to be a caretaker. Our path forward is a difficult one as it must be balanced against our need for safety, inside and outside the walls. It is my job to propose and implement the best practices in the field of corrections. Some of these ideas come from other states, many will come from within. The paragraphs below will detail my initial proposals for change.

First, the implementation of prisoner reentry was misguided in that it was started at the tail end of confinement as opposed to admission. As you know, we have already begun to change this through our focus on Phase I. Some reentry dollars will be returned to the institutions to accommodate the risk assessment and programming needs of each offender. His or her roadmap to a corrected lifestyle will be agreed to by institutional staff, the Parole Board and the offender. There should be no mystery to parole qualification. Complete your sentence, invest yourself in programming and behave yourself, and there is a great chance that you will be paroled. This will be our message to offenders in our custody.

Although our institutional maintenance staff has done an amazing job on the

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physical plant of our institutions, the long-term needs have gone wanting. We have already engaged in the strategic planning of deciding the useful life of our correctional facilities. We have attempted to project our bed space needs well into the future and considered which physical plants can help us meet those needs. Upgrading security capabilities at the facilities is the highest priority and funding has begun to flow. Much still needs to be done. I remain committed to the notion that human behavior responds positively or negatively to physical surroundings. This applies to staff and offenders alike. Physical plant improvements will be a priority under my administration.

Instead of using information technology to advance our organization, it has continued to be a thorn in our side. In addition to being woefully behind in the adaptation of tech solutions, the projects we have undertaken have lagged unexplainably for years. Adopting tech change for the sake of being hip is folly. Finding user friendly software and hardware to advance our productivity ought to drive our IT policy. My goal is to cease being captive to the process and find the solutions that work and can be implemented in a timely fashion.

Several of the mainstays of the Department's rehabilitation model are obsolete and in need of rejuvenation. I would include industries, education, and vocational training as broad areas in need of improvement. Much of this remodeling is already underway. MSI has lost money for several years. Although it addresses a portion of the inmate idleness issue, it fails as a cost-effective source of marketable job training or institutional supplies. Additionally, our education effort has been trapped in a repetitive and often failed pursuit of a GED. Identification of marketable vocational trade skills lacks private sector input and sufficient adaptability to changing market conditions.

An inevitable result of reduction in force is the need to redefine job descriptions and the collaborative roles they play. To an outsider, the distinction between custody staff and housing staff is dif-

ficult to understand. Even after sixteen months, I find it difficult to explain or justify. I see the role of corrections officer as evolving to include a larger responsibility for programming in addition to custody. This serves two purposes; raising the professional standards for officers and improving our productivity as it pertains to changing criminal behavior. We all win when jobs become multifaceted.

The isolated nature of our work has troubled me since I took this position. We are important members of the criminal justice system, but we have been cast as outsiders for too long. I am working to end that sense of separation. We have begun a process of prosecutorial involvement in parole information sharing and decision input. We are reaching out to the judiciary to help shape their decision making on sentencing. We are working with legislators and mental health providers to encourage the diversion of mentally ill people from the system. We are embedding field agents in police departments to improve our supervision of parolees. But I believe CFA can play a more visible and appreciable role in public safety beyond the traditional walls. I have encouraged our emergency response teams to lend aid upon invitation to requesting law enforcement agencies. We have taken a lead role in solving city lockup challenges in the crime prone cities of Flint and Detroit. Much of this pushes us outside our traditional boundaries, but will act to establish us as tangible partners in public safety. Out of sight, out of mind is no longer acceptable. This new positioning will enhance our image and sense of worth to our taxpaying customers and to ourselves.

High performing organizations attain their success by anticipating the need for change and embracing it. Using a corporate analogy, Apple's dramatic run of successful products was based on each innovation doing away with the need for the preceding one. This will be our approach to problem solving and change.



OCF PRISONERS HELP IMPROVE CREEK FLOW WITH HABITAT ENHANCEMENTS

The Michigan Department of Corrections, United States Forest Service (USFS) and the Ontonagon Fishing Club recently collaborated on a habitat enhancement effort of Trout Creek near M-28 and Calderwood Road. Corrections Officers Flohaug and Stafford of Ojibway Correctional Facility supervised prisoner work crews who assisted USFS employees and members of the Ontonagon Fishing Club to improve Trout Creek. The stream was dammed up last fall by some pesky beavers, so the club had ten of them trapped and relocated last winter to prepare for the improvements. This summer, USFS removed the beaver dam and the prisoner work crew placed logs in certain locations along the creek to speed-up or change the direction of the stream current and create deep holes along the stream banks to improve natural trout habitat.



The prisoners spent two days working on the project and received great praise from the club and USFS teams. Word is the trout are happy too.

MOTORCYCLE RIDE SUPPORTS LETR/SOMI

Dann Walling, from the Special Alternative Incarceration program belongs the Victory Motorcycle Club (VMC). Their local chapter, The Wolverine State Victory Riders (WSVR), hosts an annual event called Li'l Sturgis. This year's event was held on the fourth weekend of July in Sturgis, MI. They had a total of 109 VMC members from seven states and one Canadian Province in attendance this year.

Their event was held in conjunction with and as a part of the Law Enforcement Torch Ride's Poker Run, with the poker run ending at our event. Dann was his club's Event Chairman working in conjunction with Carl White (Alger Correctional Facility) to make this happen.

Each year the VMC donates funds raised through raffles and silent auctions to charitable organizations. This year they chose Special Olympics - Michigan as our charitable organization and donated \$1500 to this worthy cause.

The WSVR looks forward to working with Special Olympics in the future.



Dann Walling (Captain at SAI) presented a check to Carla White (Law Enforcement Torch Run Executive Committee) from the Wolverine State Victory Riders to Special Olympics for \$1500.



THE CONTRABAND “NERD” VS. THE CONTRABANDIST BY JOE BOUCHARD

In late April of 2011, Joe Bouchard published the article called “The Contraband Nerd.” This essay outlined the variety of enthusiastic, talented staff who excel at uncovering dangerous items in our correctional facilities.

The Contraband Nerd was defined in that article in this way:

1. A person who is enthusiastically and diligently engaged in discovering unusual uses for ordinary items;
2. A focused corrections professional who strives to understand contraband control methods and whose goal is to enhance safety; and
3. A devoted corrections professional with a talent for discovering illegal schemes that utilize bootleg.

Recently, a colleague outside of corrections asked Joe about the “Contraband Nerd.” Perhaps the idea wasn’t conveyed as well as it could have been. She mistakenly thought that the Contraband Nerd could be a prisoner. Joe supposed that there may be two sides of a staff/prisoner coin. In the purest terms, both of these would have opposite aims.

This is not about name calling, nor is it about simple labeling. In fact, one could call staff Contraband Nerd, Contraband Hound, or any number of terms. Objectively, a prisoner who excels in trading or finding different utilities for common items could be called the Contrabandist.

For the sake of this piece, let us suppose that the term Contraband Nerd applies solely to staff. Also assume that the term Contrabandist applies strictly to prisoners. Let’s take a quick look at some of the differing roles and goals of the



Contraband Nerd and the Contrabandist:

Contraband Nerds are employees who are consistently:

- eliminating danger from the facility;
- keeping safe staff, public, and prisoners;
- searching appropriately – using the overt search to demonstrate that the area is regularly looked over and using the covert search to uncover bootleg while prisoners are not looking;
- communicating finds with staff;
- documenting finds;
- collecting concealment tricks in order that contrabandist can be foiled in the future;
- educating interested staff in the ways of contraband control; and
- analyzing trading trends to better maintain safety using crime mapping on contraband incidents where resources permit and philosophies insist.

Contrabandists are prisoners who are:

- making his or her stay as an incarcerated person as comfortable as possible – no matter the cost;
- thwarting the efforts of staff to discover illicit trade;
- using wherever means possible in order to maintain trading enterprise or contraband empire;
- accepting whichever trading alliances are available, even if the philosophies of both affiliated groups or individuals seem diametrically opposed;

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**CONTRABAND** (Continued from page 4)

- getting the highest price for each item; and
- bartering, negotiating, coercing, enforcing all avenues of trade

Looking at the two very different archetypes, they truly are like opposing sides of an argument. Members of both of these groups are in a constant tug-of-war for the safety of a facility and all those contained within. It is a struggle that will never end. Both parties have vested interests and are not likely to completely abandon

their desired outcomes. I believe that it behooves staff to reflect on their inner Contraband Nerd. Your contribution to the battle against illicit trading may ultimately save your life.

To read Bouchard's article on the web at corrections.com, visit:

[The Contraband Nerd versus the Contrabandist](#)

Joseph Bouchard is the Librarian at Baraga Correctional Facility and writes for a variety of correctional publications including occasional submissions to F.Y.I.

HARVEST GATHERING IS HERE!

For the past 22 years, State of Michigan employees have helped feed hungry families by contributing money and non-perishable foods to the annual Michigan Harvest Gathering campaign. As major partners with the Food Bank Council of Michigan, State employees have provided food and funds to help feed hungry families in our own communities. Food donated in Michigan stays in Michigan, and the food bank network does their best to make sure food is distributed locally to the same areas where it was donated from. MDOC employees have consistently stepped up each year and have generously provided nearly ten percent of the total Harvest Gathering donations made by State employees.

This year, the State employee portion of the Harvest Gathering campaign will run from October 15 through October 26. Two of the best ways you can help with this worthy cause are to:

1. Volunteer as a worksite representative during the two-week campaign. Worksite volunteers are the catalysts that provide momentum for each location's campaign. If you are interested in volunteering, please follow up through your respective administration.



GIVE LOCAL

2. Bring in food and/or monetary donations to your worksite. Monetary donations are tax deductible and may be donated through participation in workplace fundraising activities, through your worksite representative or on-line through the Michigan Harvest Gathering Web site: [Food Bank Council of Michigan](#).

Wendy Hart has graciously offered to serve again as our Harvest Gathering coordinator. If you wish to volunteer, need materials or have any questions about the campaign, you can contact Ms. Hart at (517) 335-3077 or hartw2@michigan.gov.

The Michigan Harvest Gathering enables Michigan's food banks to assist hungry families beyond the holiday season and into the New Year. Your generous support is truly appreciated and will make a huge difference in the lives of so many deserving Michigan families.



MDOC SERGEANT WINS STATE BOWLING TITLE

Sergeant Chris Schweikert of the Charles Egeler Reception and Guidance Center won a State Championship at the 2012 Michigan State Bowling Tournament. Chris placed first out of 3,781 bowlers in Division II Singles Handicap and second over-all in the All Events category. The state championship capped an outstanding season in which he bowled four perfect 300 games, a league championship at Airport Lanes and Suburban Lanes in Jackson, and is competing in Regional Professional Bowlers Tour tournaments throughout the Midwest.



Chris also has a Jackson City tournament championship in 2011 and a 4th place finish in the Jackson Masters Tournament. Chris was presented with a plaque and state champion jacket at the awards banquet held in Mt. Pleasant. His goal of competing on the PBA tour is becoming a reality. Please congratulate Chris on his success.

PEOPLE MAKE THE DIFFERENCE

EMPLOYEES SUPPORT SECC, WIN LUNCH WITH DIRECTOR

Grandview Plaza employees recently donated to a raffle supporting the SECC. One winner was drawn from each floor's raffle tickets. The raffle winners received "Lunch with the Director." The six employees joined Director Heyns in the Director's conference room, enjoying a free lunch from Jimmy John's Gourmet Sandwiches and some casual conversation.



Clockwise from Left Front: Sean Haskin, Linda Locher, Jennifer Keller, Director Heyns, Tiffany Hazard, Matt Salmen, and Andy Hengesbach.

PRISONERS WALK FOR THE CURE

On September 29, 2012, 30 prisoners along with four American Cancer Society guests participated in the 5th Annual 5K/3Mile "Making Strides Against Breast Cancer Walk" at the G. Robert Cotton Correctional Facility in Jackson. Prisoners from all four security levels participated in the event.

Prisoners donated \$364.94 to the cause while the Michigan Braille Transcribing Unit matched the donation with another \$364.94. The total donation was \$729.68. Prisoners did a great job supporting this worthwhile cause and they are worthy of recognition for their efforts. Special thanks also goes to the American Cancer Society, Making Strides Committee, for supporting this event.





ARUS ENTERS ARTPRIZE CONTEST

Carson City Correctional Facility ARUS Lyle Fales entered this year's ARTPRIZE Grand Rapids, the world's largest community art prize competition. It was an opportunity to compete with artists from all over the world. In fact, this year's winner is from California.



The name of Lyle's entry is *Put On A Happy Face*. The owner of the venue where Lyle's piece was placed remarked that it put a smile on the face of all who viewed it. Lyle had a chance one day to

watch people looking at the art and they all smiled when they saw it. Lyle remarked, "I guess it worked. They were all able to put on a happy face."

Although Lyle didn't win, he learned a lot and was grateful for the opportunity. He was so inspired by the experience, he is already working on an entry for next year.

PEOPLE MAKE THE DIFFERENCE

LIFESAVER RECOGNIZED

Officer Kurt Tullar of Saginaw Correctional Facility received his lifesaving award from Director Heyns. Tullar, who stopped a prisoner suicide attempt, was previously recognized in the FYI but the photo was not available at the time.



L to R: RPA Curley, Warden Rapelje, Officer Tullar, and Director Heyns.

JCS PRISONER GARDEN

Thanks to the diligent work of Eileen Dillion, Debbie Cook, Officer Heise, and prisoner participants at the Cooper Street Correctional Facility, the facility garden project was a big success. Due to the hard work of staff and inmates, JCS donated cucumbers, tomatoes, peppers, onions, and zucchinis to the Salvation Army of Jackson, Inter-Faith Shelter and Jackson Community Food Pantry. In a one-week period, the JCS Garden Project donated 300 pounds of vegetables to the above-mentioned organizations. For the 2012 season, the facility donated approximately 100 to 200 pounds of produce every Tuesday and Friday for a grand total of 5,325 pounds of produce donated in 2012.





REENTRY ROUNDTABLE

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

Successful Partnership Established in the Upper Peninsula

"It all started with my attempt to purchase a \$15 vacuum cleaner for a parolee," is how Darrell Dixon, a Prisoner Reentry resource specialist with Great Lakes Recovery Centers covering three counties in the Upper Peninsula described a unique partnership with St. Vincent de Paul in Escanaba. That first attempt to help a parolee with cleaning his apartment backfired; the vacuum cleaner was rejected as a disallowed cost.

But, it opened the door to another vacuum: how to provide furnishings and necessary household accessories without spending large amounts of taxpayer dollars and in a way that the reentry program wasn't buying items for parolees. Mr. Dixon, or locally known as "Double D," along with Mr. Terry Saunders, the warehouse manager at St. Vincent, found a way to fill the void.



"I worked with Terry to develop a system where we arranged for furniture I received to be stored and tracked at their warehouse, and then I developed a contract with the parolee that when he or she is either off parole, moved out or gone back to jail, I get the furniture back and we use it for the next guy," Mr. Dixon, a retired State Police Trooper, described.

To get the furniture, Mr. Dixon went to service clubs like Kiwanis, Rotary and Chambers of Commerce and talked about what he was doing with prisoner reentry and what he needed for his

"clients." He then visited landlords and made an offer.

"I asked them that when someone moves out or leaves in the middle of the night and they leave their furniture behind, if I can have first picks before the landlord either throws it away or sells it or sends it to St. Vincent's," Mr. Dixon said. Mr. Dixon then goes to the abandoned apartment, makes an assessment of what is usable (including beds, chairs, dishes, fans, lamps... and vacuum cleaners!) and what he needs for his clients, packs it into a trailer and hauls it to the St. Vincent warehouse for storage. Often, Mr. Dixon is assisted by Reentry parolees in hauling the furniture either from an apartment to the store, or to their apartment. He works with six landlords in the Escanaba area to help provide the furnishings.

"Terry was great in helping with identifying and accounting for the furniture I brought so it wouldn't be sold in the thrift store," Double D said.

Mr. Dixon and Mr. Saunders also share a unique relationship - they are both retired Michigan State Police Troopers. Mr. Saunders retired from the State Police force in 2005.

"I came home from deer camp one day and read in the church paper that someone needed some help," said Mr. Saunders, who also known as 'Reverend Saunders' for his work as a deacon at St. Anne's Catholic Church. "I went to St. Vincent and asked if I could help." He now sees that this is a great way for faith and government to work together to help those in need. "When these people leave their cell they have nothing,"

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Mr. Saunders said. “Our call at St. Vincent as part of God’s church is to help those who are poor and to assist those who are prisoners. We provide a few items, such as a bed, a table and chair, some other items to those who need. I keep an informal record of the items that we provide. It’s a means of recycling the furnishings and minimizing the costs.”

Now landlords are calling Mr. Dixon regularly and Mr. Saunders has had to ask that Double D slow down with his acquisitions.

Prisoner Reentry



“What I suggest is this,” Mr. Dixon said of the process. “Establish a good working relationship with the persons you are doing business with, and show how this work can be done without making more work for them. Iron out the creases and trouble shoot for any potential problems ahead of time. It is all about relationships.”

This article was submitted by David Murray, the Prisoner Reentry Community Coordinator in the Upper Peninsula.

C.O.S.T. A CATALYST FOR IMPROVING THE DEPARTMENT

In October 2011, Michigan Department of Corrections Director Dan Heyns shared his vision for the Department. That vision included the C.O.S.T. (Corrections Operations Systems Transformation) initiative to drive supply chain improvement.

Significant savings and improved efficiencies have been the legacy of C.O.S.T. since that time and before, and Quality Improvement Teams continue to operate. Those Teams have grown to include seven cross functional groups striving to achieve double digit cost savings and increased efficiencies. The most recent changes are occurring in transportation as the department moves to one statewide managed fleet, and on the delivery of laundry services between individual prisons and Michigan State Industries.

Duncan Howard is the point person who guides the following initiative managers: Dave Fenby – Offender Transportation; Mike Green – Laundry Operations; Lynette Kaufman – Training; Trever

Lebarre – Warehouse and Distribution; Brad Purves – Food Service; Randee Rewerts and Kathy Dumback – Clothing Management; and Destinie Shipman – Electronic Monitoring.

The Leadership Team is composed of Deputy Directors Finco, Sinclair, and Treacher; CFA Operations Administrator Ed Mize; and DTMB Chief Procurement Officer Jeff Brownlee.



To date, C.O.S.T. has produced millions in cost savings, engaged the talents and knowledge of hundreds of staff members across all departments and changed in part the way decisions are being made and implemented. Moreover, the process integrates perfectly with Governor Snyder’s ten-point plan to reinvent government.

This is the first in a series of articles on C.O.S.T. and the teams that make up this transformation. For additional information on C.O.S.T., please contact Duncan Howard at:

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