



# F.Y.I.

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## MY VISION OF THE MDOC PART ONE: THE FUTURE OF FIELD OPERATIONS

Now that we have begun to dissect the engagement survey results, one thing is clear; many on our team need a better understanding of my vision for the future of the Department. To that end, I will be writing a three-part series for F.Y.I. to clarify my thoughts and directions for each administration. I will begin with the Field Operations Administration (FOA).



Supervising offenders is not a job that can be accomplished with a one-size-fits-all strategy. Knowledgeable field agents make good use of risk assessments, skillful observation and interviewing techniques, their professional judgment, and the insight of our law enforcement and human services partners to blend treatment, programming, education, enforcement and other approaches and resources into case management strategies that continue to reduce recidivism in Michigan. To be truly effective, agents must be dedicated to public safety as their number one priority. Agents benefit from a keen eye for subtle clues of progress or deterioration in the offender's behavior as their discretion and judgment guide strategic intervention to protect the public and support the offender's success.

The direction we intend to take in field operations is to move agents out of the office and into the field, where offenders and the public mix and the public's safety is most at risk. To accomplish this change, we are increasingly investing in technology such as smart phones, laptops and aircards to mobilize our agents. We have begun to make office space less agent specific and more fungible. Our vision is to bring agents into closer contact with their clients, employers, families, and other stakeholders as well as the public we serve. All of this is based on the belief that face to face interactions are the most effective supervision methods.

Deputy Director Sinclair and I agree there are too many levels of supervision. This many levels coupled with the tools necessary to determine them is con-

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fusing and ineffective. We will be working to simplify this process thereby spending more time on supervising and less time on paperwork.

Bringing FOA closer to other participants in the system is a priority for me. I am particularly interested in our working relationship with state and local law enforcement. Although our agents and supervisors have excellent relationships with local law enforcement in many communities, there are a few where the relationship has been distant; almost contentious at times. Improving and rebuilding those relationships is key to our mission of protecting the public and I am told many of you have been finding this realignment gratifying.

Overall, we have not yet realized the enormous potential in our partnership with law enforcement for enhancing public protection. We are all on the same team. That is why we have begun embedding agents in the police stations of crime-prone cities and expanding our Nighthawk compliance patrols.

As part of our broader strategy, we will be doubling down on reentry. Statistics have shown reentry support services make a big impact on recidivism. Although we are shifting a great deal of reentry programming to the institutions, much will remain in the FOA realm. We will be exploring a greater affiliation with County Sheriffs and their jails for their potential as local reentry sites. This has already begun in Ottawa County, and other counties building new jails have asked to participate.

In response to a shortage of jail bed space in southeast Michigan, we have repurposed the Ryan Correctional Facility to be a custody center for parole violators. The efficiencies we will realize from the closure of the Tuscola Residential

Reentry Program and the centralized detention and programming of violators will be significant. It also affords us the opportunity to bring some remedial treatment programs into our own facility. The opening of the Detroit Reentry Center as a PV/Reentry site is my commitment to sending a clear message. We expect parolees to abide by the conditions of their parole. It is also intended to give agents the resources to proactively respond to potential threats to public safety.

As we refine our supervision model, we intend to train to the duties and expectations. What works and what doesn't? What are the best practices in other states? What are the best risk assessment tools? How can we improve our metrics?... All of these are valid questions and deserve a training response. The training piece is still on the drawing board and we will seek your input.

Finally, I would like to talk about discipline. I want to clear up any misconceptions there might be on my philosophy in that regard. For any organization to reach its full potential, it must reward excellence and sanction poor performance. My first year with the MDOC has shown me numerous examples of extraordinarily good work by staff, and we have been very deliberate about trying to recognize and reward those exemplary employees. We have done so with awards, medals, certificates, banquets, presentations, news articles, emails, letters, appreciation luncheons/days and promotions. However, we need to do more and we are only limited by our imaginations.

A very small minority of our employees during that same time period have failed to do their part. When that happens, whether because of indifference, dereliction, malice or incompetence; discipline needs to follow. There is a difference between the use of discretion with a bad

**FIELD OPERATIONS** (Continued on page 3)

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outcome and failing to follow job requirements that results in undermining the credibility and reputation of the Department or worse; harm to the public or staff. I will not oversee a system of discipline that seeks to scapegoat an individual agent that did the best they could to manage an offender who nevertheless returned to crime, because I know agents cannot see into the future.

I will, however, discipline employees that are apathetic, incompetent, or corrupt. To do less would be to do a disservice to the majority of agents that are dedicated to their chosen field. I can assure you, disciplinary decisions are not made in a vacuum. They are not arbitrary or capricious. The serious ones are discussed at

length and reviewed personally by me. They are given the appropriate time and attention they deserve. The sanctions imposed are ultimately intended to improve our performance as a team.

Supervision of nearly 70,000 probationers and parolees is an awesome responsibility. FOA employees deserve high praise for everything they do on a day to day basis. Hopefully, I will be providing you with the resources you need to accomplish your public safety mission. I have one request of you. Make every effort to embrace the vision I have set before you. Make these priorities your priorities. Take an active role in setting measureable standards for yourself; standards that move us toward a nimble, proactive, and mobile field operations administration.

Thank you for your assistance.

**BUREAUCRACY BUSTERS IS HERE! YOU CAN HELP!**

Bureaucracy Busters is a tool of Good Government for leveraging employee ideas and innovations. It is a statewide action in response to the employee engagement survey, while also encouraging service and process optimization from employees.

Bureaucracy Busters aims to engage employees in identifying and reinventing processes and programs in areas of employee engagement, customer service and cost savings.

Three categories of ideas are available for submission. To submit an idea, click the "Submit Your Idea" button and follow the instructions. Scroll down to view all ideas and vote for your favorites!

Categories are available for three weeks, one category being featured each week. After the categories close, new ones are opened for ongoing bureaucracy busting.

Upon closing, the top three ideas will be selected from each category and examined by department leadership and subject matter experts.

Ideas that show potential for reinventing and improving services and processes will be implemented and recognized. Visit: [www.mi.gov/Milideas](http://www.mi.gov/Milideas) to start busting!



Direct questions, comments, and feedback to: Good Government Center of Excellence, (517) 335-4060, or via email at [goodgovernment@michigan.gov](mailto:goodgovernment@michigan.gov).

## CAROL HOWES RECRUIT CLASS GRADUATES

Forty-six new corrections officers graduated from Officer Recruit Training on August 31, 2012 during a ceremony held at Ionia Correctional Facility. The new officers are expected to replace those officers who have chosen to transfer to Muskegon Correctional Facility when it reopens in October. Nearly all of the new officers will be assigned to the Michigan Reformatory and Bellamy Creek Correctional Facility (IBC), both in Ionia where they must complete two months of on-the-job training.

Lt. Malekka Maki of the Department's Training Division and Carson City Correctional Facility Sergeant Gary Collins were platoon leaders for the academy. Training Division Specialist Joseph Lemke was the school commander. Assisting in the training were Field Training Officers Dominic Morales of the Michigan Reformatory, Larry Shepard of IBC, and William Williams of Richard A. Handlon Correctional Facility. Additionally, facility training staff assisting with skill-based training like Prisoner Management, First Aid, Disturbance Control and Firearms Familiarization included Sani Abbas, Larry Brown, Chris King, Eric Nielson, Joe Quiroga, Aaron Patrick, Matthew Pohl, Brian Seewald, Lashae Simmons, and Brent Travelbee.

The class recognized three award winners. The Josephine B. McCallum Award recognizes the recruit who exhibits superior professionalism, leadership and a positive image. The award winner was Matthew Schultz, who is assigned to Bellamy Creek Correctional Facility (IBC). The Jack Budd Award recognizes the person who embodies superior work ethic, a can-do spirit and a tremendous effort to overcome obstacles and succeed. The award winner was Kenneth Chileshe who is also assigned to IBC. The Academic Achievement Award, recognizing the recruit who demonstrated superior academic success, was awarded to Christopher Balmes of IBC.



The next Officer Recruit Training Class starts September 17, 2012 at the Michigan State Police Training Academy. Over 200 new officer recruits will embark on their training to become the next generation of Michigan's corrections officers.



**Above Left:** *New officers take their oath of office.*

**Above Right:** *(From left) McCallum Award winner Matthew Schultz, Director Heyns, Budd Award winner Kenneth Chileshe and Academic Achievement Award winner Christopher Balmes.*



**Left:** *Director Heyns leaves the stage to informally address new officers.*



## FIELD AGENT RECOGNIZED FOR EXCELLENCE

Director Heyns recently presented a Professional Excellence award to Field Agent Theresa Krzyzak of the Field Operations Administration's Outer District Parole Office. Krzyzak's efforts were highlighted in the August 31, 2012 F.Y.I.



*Pictured at right: Deputy Regional Administrator Beverly Smith, Field Agent Krzyzak, Director Heyns, and Dep. Director Charles Sinclair.*

PEOPLE MAKE THE DIFFERENCE

## AREA FACILITIES FILL BACKPACKS FOR KIDS

St. Louis and Central Michigan correctional facilities joined forces to help out children in need throughout the St. Louis School District. On August 24, employees of the two facilities delivered 120 backpacks filled with school supplies to the St. Louis School District. Eighty backpacks were purchased for the two elementary schools and 40 were purchased for the middle school.



*L to R: Warden Steve Rivard, Ann Hull, Kelly Hughes, Dep. Warden Doug Dingeldey and Mark Morford.*

Employee Club members from these facilities organized a pizza fundraiser and a bake sale to collect money used to purchase the backpacks. In addition, employees from both facilities were very generous, donating vast quantities of school supplies. Two boxes of classroom supplies were also donated to the teachers to be used as needed throughout the school year. The St. Louis School District was very appreciative of the gifts, saying that they will help make a big difference in the lives of the children who are in need.

In Ionia, Emerson Elementary School Principal Mitch Mercer is very grateful to staff members at the Michigan Reformatory (RMI) for a school supply drive for children at Emerson Elementary. Twelve lucky children were chosen at random to receive the new backpacks stuffed with supplies.

"Extra school supplies always come in handy," Mr. Mercer said. "Having all the supplies they need at school makes the students feel extra special as they start the new school year!"

Melissa Sandborn, who organized the event, was pleased by the smiles and gratitude of the kids and the generosity of her coworkers.

*Front row on left - Scott Schooley, Second row on right - Melissa Sandborn, Back Row Right - Debbie Casillas, Back row left - Principal Mitch Mercer*





## RET. DIRECTOR TO BE INDUCTED INTO MICHIGAN WOMEN'S HALL OF FAME

Retired Director Patricia L. Caruso will be inducted into the Michigan Women's Hall of Fame at a ceremony on October 18, 2012 at the Kellogg Hotel and Conference Center.



The honor is well-deserved. Director Caruso was the first female Director of the Michigan Department of Corrections and part of the second generation of women in leadership positions who changed the face of the department.

She served over seven years as the Director, longer than any other position she held during her career with the Department - which included stints as Deputy Director, Regional Prison Administrator, Warden, and Business Manager.

Other women being inducted in the contemporary category include: Dr. Gladys Beckwith, Dr. Mary Jane Dockeray, Judith Karandjeff, Les Meres at Debutantes Club of Lansing, and tennis great Serena Williams. In the historical category, Dr. L. Anna Ballard, Eva McCall Hamilton, and Mary E. McCoy will be inducted.

The Hall of Fame, established in 1983, was created by the Michigan Women's Studies Association (MWSA). Their mission is to inspire and engage adults and children by celebrating Michigan women's history, promoting educational opportunities, and honoring the accomplishments of Michigan women. The Michigan Women's Historical Center is home to the Michigan Women's Hall of Fame, changing history exhibits, the Belen Art Gallery featuring Michigan women artists, and a *Fair Trade* gift shop.

The 2012 induction ceremony and dinner is at the Kellogg Hotel and Conference Center, 55 South Harrison Avenue, East Lansing. A reception will begin at 5:00 p.m., with dinner at 6:00 p.m. and the ceremony at 7:00 p.m. Event reservations (\$125/person) and information about sponsorships and advertisements are available by calling (517) 484-1880, extension 203 or visiting:

[www.michiganwomenshalloffame.org](http://www.michiganwomenshalloffame.org)

## SECC IS UNDERWAY

ALL OF YOU are making a difference! Since 1987, State of Michigan employees have generously participated in the Charitable Campaign, giving more than \$45 million to more than 1,200 charities. You have stepped up time and again to contribute generously to the annual Charitable Campaign.

In recent years, charitable organizations have faced significant challenges in providing services to people and families in need. Despite tough economic times, state employees consistently have donated money, time and effort, volunteering and advocating for the less fortunate.

Your payroll deductions and contributions to the annual Charitable Campaign mean essential services – food, clothing, shelter and even educational opportunities – for individuals and families who really need your help.



We thank you for your continued support, and we look forward to another year of commendable participation from State of Michigan employees.

Remember, giving through the SECC is easy. Use payroll deduction at [www.michigan.gov/selfserv](http://www.michigan.gov/selfserv), call the MI HR Service Center at (877) 766-6447 or 711 for MI Relay or give through PayPal at [www.misecc.org](http://www.misecc.org).



## LAKELAND CORRECTIONAL FACILITY DONATES FOOD, FUNDING TO HELP LOCAL COMMUNITY

Lakeland Correctional Facility has a collective green thumb. So far this summer, the facility has donated more than 3,400 lbs of fresh produce to local food banks. The donations are used to support citizens in the community who are in need. The facility will continue to donate until the gardens stop producing in early autumn. *Prison Counselor Kirsten Scheidler is pictured at right with a large donation.*



The facility also donated \$100 to graduating students of LCF employees. This year, thirteen students received the scholarship. The Employee Club started giving scholarships in 2005. Any graduating senior who applies is granted the scholarship. Since 2005, the employees have supported 148 students, giving out a total of \$14,800 in scholarships.

## MSI IS MOVING TO SERVE YOU BETTER!

MSI is relocating to better serve **YOU!!** We have outgrown our current office space and have strategically picked our new home with our customer's needs in mind: ample Parking, easy access to major interstates and a more centralized location for faster access to our customers.

Effective **September 20, 2012** our new mailing address will be:

Michigan State Industries  
General Office Building  
7150 Harris Dr., P.O. Box 30723  
Lansing, MI 48909  
Phone: (517) 636-7510



**Omission:** In the previous F.Y.I., Ionia Correctional Facility Officers Jason Toogood and Christopher Cook were mentioned as helping in a lifesaving situation, along with fellow employee Teri Byrne. The article failed to mention that both officers received a Lifesaving Award for their efforts during the situation. Please congratulate both officers on their recognition.

Also, Fred Lockwood, and employees at Central Michigan Correctional facility along with Michigan State Police, stopped a large drug shipment from entering that facility. It was misidentified as having happened at St. Louis Correctional Facility.



## **REENTRY ROUNDTABLE**

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

### **Parolee Succeeds, Wants to Give Back to Community!**

Ludington has a new look to its downtown this year, a community garden. The Michigan Department of Corrections (MDOC) Parole Office in Mason County played a key role in getting the Community Garden Project started and maintains the garden on Mondays, Wednesdays and Fridays from 10 a.m.-2 p.m.

Parole Supervisor Chrysten Gregory stated, "Offenders want to take ownership for the garden, they are proud of it. They will request to do their community service there and some of the offenders will even take their children with them to work in the garden."



The food the garden produces will be donated to local food pantries, the Domestic Violence Shelter and sold at the local farmer's market. Those who work in the garden can also take anything they would like. Gregory estimates half of the offenders who work in the garden are participants in the Prisoner Reentry program. Two Prisoner Reentry offenders have become leaders in planting and maintaining the garden, Fred and Michael.

When asked what positives the garden provides, Fred said, "The garden is my way of giving back to the community and a great way to meet new people. Members of the community see me out there working hard and taking pride in it. This can open many new doors if people see us working hard and giving back."

Michael recently discharged successfully from parole with the MDOC after two years. He has asked that he still be allowed to work at the garden, despite the fact he has no obligation to.

Michael first went to prison in 1982 and has spent the past 30 years in and out of prison, "I never thought I'd enjoy life without being drunk or high," said Michael. "Now I live my life sober every day, and I am confident I will never offend, drink, or get high again. Now, I get high on life."

When asked why he believes he was successful this time, he doesn't hesitate in stating it was the support he received from his parole officer Mike Haske, Gregory and Prisoner Reentry. "This parole office cares. Mike Haske believed in me, wanted me to succeed and put his trust in me. You don't know what it means to have someone believe in you like that." Michael also believes a key part of his successful completion of parole is because of the

services offered by Prisoner Reentry. He attended CBT and Substance Abuse classes and received transportation reimbursement and services from Goodwill. "I don't think I would have made it to where I am today without Prisoner Reentry and the support from Mike Haske and the Parole Office."

Fred is coming up on his two-month mark of being on parole under Prisoner Reentry. "I know I am going to be successful, because this time I have the support I need to do so. Mike Haske is supportive, and I thank God for that. He wants me to succeed."

Fred has obtained clothing for work, identification, transportation and is taking CBT and Substance Abuse classes. "Prisoner Reentry is a great thing and I am thankful it is something MDOC offers."

Fred usually works at the garden twice a week and he takes great pride in it. "It is good for the community to see what happens when we all work as a team."