



# F.Y.I.



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## THE FUTURE OF THE OPERATIONS SUPPORT ADMINISTRATION

This is the third of three articles I have written detailing my vision for the future of this Department. This piece will focus on the Operations Support Administration (OSA).

It has been eighteen months since my appointment as Director. During that time period, OSA has gone through significant change and realized substantive efficiencies. Given the overarching nature of its core services, OSA undoubtedly received more immediate attention and reinvention than either of the other two administrations. This focus has paid big dividends.



My top priority since appointment has been cost containment. The MDOC was and is under extreme scrutiny from the legislature and the public to reduce the total cost of corrections. Establishing a track record of fiscal integrity is extremely important to this organization, and the Bureau of Fiscal Management has been extraordinarily successful in monitoring and coordinating our annual expenditures at or near the appropriated amounts for two fiscal years running. Additionally, by the end of FY13, under the direction of OSA staff, we will have realized over \$250 million in cost efficiencies. The measures put into place include:

- Reducing and restructuring positions.
- Closing prisons that were no longer needed.
- Revising custody levels at certain correctional facilities to more appropriately match the makeup of the prisoner population.
- Reorganizing correctional health care including savings associated with revising inmate pharmacy.
- Utilizing supply chain management initiatives and other related efficiencies.



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OSA (Continued from page 1)

- Reorganizing prisoner education, prisoner transportation and warehouse delivery system.
- Moving to an electronic law library for prisoners.
- Closing parole offices and moving parole agents into the community where they should be to appropriately supervise offenders they are responsible for.
- Consolidating prisoner mental health staff so they are all MDOC employees (instead of some being DCH employees and some being MDOC employees).
- Contracting with county sheriffs to house certain prisoners which benefits both state and local government.
- Reducing the amount of clothing prisoners receive.
- Moving to random patrols of prison perimeters.
- Putting some parameters in place for prisoner reentry funding.

This economic recovery effort has not been done without sacrifice or effort by each of you. For that I am very grateful. It has required us to review all of our services with a keen eye for doing more with less. Making our organization cost competitive is in turn making it viable. Thanks to OSA, we did this in record time and with game-changing numbers.

The life blood of any organization is its employees. As we navigate through this reduction in force via attrition/retirement, OSA has made it a priority to hire high caliber replacements; train them better; equip them well and improve our employer/employee relations. Several personnel issues are of great concern to me. It is my goal

to improve the quantity and quality of our in-service training. We do our organization great harm when we short change entry-level employees in this regard. The same is true of employees with greater seniority and managerial assignments.

The number and content of many of the employee grievances is not reflective of a healthy department. It is my profound hope we can work together toward a less contentious method of resolving breakdowns in our employment relationships.

I remain concerned about employee safety issues and believe that the introduction of new tools and procedures into our force continuum has made a significant difference. Contrary to the early criticisms, changes to facility security protocols and hardware have proven to be extremely effective. Our injuries to staff are showing significant decreases. **Chart A (see page 8)** shows we are committed to expenditures that support the staff safety priority.



The provision of health care to our inmate population is among the most challenging of our tasks and certainly bears the greatest liability risk. Whether this service will be provided by public or private providers is an open question at this point; the Bureau of Health Care Services has undergone vigorous self-evaluation. The Bureau, under new leadership, has developed a comprehensive strategic plan which ensures quality care while controlling costs. We will be initiating this plan in whole or in part as the bidding process unfolds.

OSA has recently assumed the lead role in the oversight of internal affairs and absconder recovery. I intended to enhance these functions for two important reasons. First, an organization that fails to police itself is destined to collapse. When you are part of the criminal justice system,

OSA (Continued on page 3)



**OSA** (Continued from page 2)

your credibility is dependent on the highest ethical standards. Fair but vigorous internal investigations ensure these standards. Second, if we fail to confine parolees who fail to report, we have failed at the most basic task of supervision. Absconder recovery is a basic public safety function and we will fulfill that duty. I am proud to report that by focusing on this area, we have reduced the number of absconders 18% since January 2011.

Unfortunately, the field of corrections is a litigious business. Maintaining an experienced and proactive legal services office is key to protecting ourselves from these challenges. I have been impressed by the thoughtful work of our Office of Legal Affairs. Under their diligent monitoring, we review policy and procedure; track pending suits; and analyze statutory responsibilities in addition to a host of other legal issues that present themselves almost daily. But simply being reactive is not good enough. I have instructed our attorneys, both internal and from the Attorney General's Office, to be more aggressive in our defensible positions. When we exercise acceptable correctional practices based on sound judgment and enjoy a defensible legal position, we need to stand our ground.



The Office of Research and Planning is charged with leading us into the future of information technology. As I have frequently noted during my institution and field office visits, the MDOC

has lagged behind. For us to achieve our potential as a high-functioning organization, we must catch up. This has been a long and frustrating story for many of you. The good news is a commitment by the Governor and DTMB to invest in the software and hardware to make that happen. Real dollars and personnel have been allocated to this end along with the will power to acknowledge the currently inadequate legacy systems.

I have always held the belief that staff and inmates react to their physical plant surroundings in both positive and negative ways. Improving our offices and institutions continues to be a priority. Our Physical Plant Division has done a phenomenal job dealing with the budget restrictions and the legislative neglect of the past. There is more good news here. As you can see from **Charts B and C (see pgs. 9-10)**, the MDOC has received a healthy infusion of cash to carry out our physical plant goals. We have a long-range facility plan that makes sense, and now we have the funds to start making things happen. Your support and respect for these improved facilities is appreciated. All of us have a role to play in maintaining a hospitable workplace.

The OSA is vital to our overall success in pursuit of efficiency and excellence. It provides the logistical and support services vital to the other administrations. Well-managed departments thrive when these support services are robust. The first eighteen months has seen great improvement in OSA, but it is still a work in progress. As we move forward, I will be creating avenues for you to help shape our department strategies. It is essential for all employees to have confidence in the core services delivered by OSA. Your input will always be welcomed.

**HAPPY HOLIDAYS!**



**ALWAYS REMEMBER**

*These are the teachers, employees, and children who were killed at Sandy Hook Elementary School in Newtown, CT on December 14, 2012. Each of them made a difference in the lives of others and their legacy will forever make a difference in everyone who knew them, and so many who didn't. Their tragic and violent end is a call to each of us to make a positive and caring difference in the lives of those among us each day. Please have a safe and joyous Holiday season and take some time to reflect on the value of those close to you and how they enrich your life.*

**PEOPLE MAKE THE DIFFERENCE**

*Charlotte Bacon, 6**Grace McDonnell, 7**Daniel Barden, 7**Anne Marie Murphy, 52**Rachel D'Avino, 29**Emilie Parker, 6**Olivia Engel, 6**Jack Pinto, 6**Josephine Gay, 7**Noah Pozner, 6**Dylan Hockley, 6**Caroline Previdi, 6**Dawn Lafferty Hochspring, 47**Jessica Rekos, 6**Madeline F. Hsu, 6**Avielle Richman, 6**Catherine V. Hubbard, 6**Lauren Rousseau, 30**Chase Kowalski, 7**Mary Sherlach, 56**Jesse Lewis, 6**Victoria Soto, 27**Ana Marquez-Greene, 6**Benjamin Wheeler, 6**James Mattioli, 6**Allison N. Wyatt, 6*



## OFFICER INTERCEPTS CONTRABAND, SAVES A LIFE IN THE PROCESS

Officer Diana Stimpson received a Lifesaving Award from Director Heyns for her actions for saving a visitor's life. On May 11, 2012, while conducting a shake down of a visitor, Officer Diana Stimpson, noticed the visitor's zipper was slightly unzipped and something orange in color was showing. Officer Stimpson informed the visitor that she needed another shake down. The visitor began to pull several items from her front zipper area, placed them in her mouth and began choking.

Lt. Dawanna Briggs and Officers Scott McClain and Nicholas Monahan were in the area to assist Officer Stimpson. Lt. Briggs immediately applied two abdominal thrusts and stepped back to ask if she was still choking. When the visitor responded yes, Officer Stimpson began giving the visitor abdominal thrusts. She continued abdominal thrusts until the visitor started breathing normally. At the hospital, the visitor admitted to the police that she swallowed 5 balloons of marijuana. Michigan State Police field test results show that the leafy substance recovered from the visitor was THC/marijuana.



*L to R: Deputy Warden Will Riley, Warden Joe Barrett, Officer Diana Stimpson, Director Heyns, and RPA Curtis*

PEOPLE MAKE THE DIFFERENCE

## RETIRING HONOR GUARD MEMBER RECOGNIZED FOR HIS SERVICE

Chippewa Correctional Facility employees gathered to recognize Officer and retiring Honor Guard member Jim Eberts for his 22 years of service with the MDOC Honor Guard. Eberts was presented a plaque from Warden Woods at a reception in



his honor. Jim was also chosen as the Corrections Officer of the Year at Chippewa Correctional Facility in 1995 and in 2007, and was the Honor Guard's first recipient of the *Herman Eleby Commitment Award* for his dedicated service. Chippewa and Kinross correctional facilities also teamed up for dress down days in support of the Honor Guard, donating \$474 in Jim's name to the unit.

In addition to his facility recognition, Jim was recognized with a Meritorious Service Award by Director Dan Heyns at the Honor Guard's annual year-end celebration. He also received a badge plaque from the unit with his badge and an inscription about his service. Jim's guidance in the unit will be missed.



**DEPARTMENT TO DEMOLISH SEVERAL UNUSED FACILITES**

The Michigan Department of Corrections has received \$3.4 million funding to demolish the following facilities and buildings within facilities:

- Camp Waterloo - \$400,000,
- Camp Cusino - \$500,000 to \$650,000,
- Camp Baraga \$100,000 to \$500,000,
- Camp Brighton - \$400,000,
- Three buildings on the Newberry Correctional Facility complex - \$300,000 to \$675,000,
- The old waste water treatment plant at Cooper Street Correctional Facility - \$500,000, and
- Various dilapidated buildings in the Jackson complex - \$300,000 - \$675,000.



Any remaining funds after the demolition of these buildings will be used to demolish other buildings in order of need.

**POLAR PLUNGES ARE COMING TO A LOCATION NEAR YOU!**

Here is the list of Polar Plunge dates around the state. If anyone needs any information on the plunges, please have them contact Andrea Rachko at [rachk1am@cmich.edu](mailto:rachk1am@cmich.edu) or 989-774-3911. Registration for all the plunges can be found at [www.somi.org](http://www.somi.org).

<b>Date</b>	<b>Location</b>	<b>Date</b>	<b>Location</b>
1/12/2013 .....	Sylvan Lake	2/16/2013 .....	Cheboygan
1/19/2013 .....	Lake City	2/16/2013 .....	Detroit
1/20/2013 .....	Monroe	2/16/2013 .....	Sault Ste. Marie
2/9/2013 .....	Traverse City	2/23/2013 .....	U of M Ann Arbor
2/9/2013 .....	Stanton	2/23/2013 .....	Alpena
2/9/2013 .....	Fenton	2/23/2013 .....	Chippewa Lake
2/9/2013 .....	Belleville	2/23/2013 .....	Caro
2/9/2013 .....	Gaylord	2/23/2013 .....	Holland
2/9/2013 .....	Grand Rapids	2/23/2013 .....	Brighton
2/16/2013 .....	Mt. Pleasant	2/23/2013 .....	Saginaw
2/16/2013 .....	Kalamazoo	2/24/2013 .....	Lansing
2/16/2013 .....	Edwardsburg	2/28/2013 .....	Capitol Lawn
2/16/2013 .....	Jackson	3/16/2013 .....	Marquette
2/16/2013 .....	Muskegon		



# REENTRY ROUNDTABLE

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

## Macomb County Human Services Recognizing the Macomb County Prisoner Reentry Program

On December 4, 2012, the Macomb County Prisoner Reentry program was recognized by the Macomb County Human Services Coordinating Body. Their mission is "To promote integrated and collaborative policies and services involving the County's human services network providing services to residents of Macomb County. The Macomb County program was recognized for "a legacy of excellence," which was the theme for the annual recognition luncheon.

Reentry is very excited to receive the Legacy of Excellence Award from the Human Services Coordinating Body (HSCB). The recognition from the HSCB of Macomb is a reminder of the great collaborative relationships Prisoner Reentry has with so many outstanding community providers such as Department of Human Services, Community Mental Health, Salvation Army, Michigan Works!, and many others that assist our program in providing necessary services to those returning to the community."



*From left to right: John Bierbusse, Barbara Caskey, Patty Madigan, Monique Stanton, Linda Verville, Randy Haas, and Erin Smith.*

Prisoner Reentry began in Macomb County as Project M.A.C.O.M.B. (Macomb's Answer for Community Oriented Model Behavior) in 2004 as a collaborative reentry program aimed at preventing homelessness and providing links to job opportunities for those being released from prison to the community. Project M.A.C.O.M.B. began with 20 participants in 2004 and has become what is now Prisoner Reentry with over 400 new participants in 2012.

Barb Caskey, the Macomb County Prisoner Reentry Community Coordinator stated, "Prisoner

**Prisoner Reentry**





**CHART A**

FY13 SPECIAL EQUIPMENT FUND

<u>Project</u>	<u>Project Description</u>	<u>Estimated Cost</u>
<b><u>OPERATING FUNDS</u></b>		
Miscellaneous Equipment	Tasers, Ballistic Vests, Radios	\$500,000
Integrated Camera/Perimeter Lighting Systems	Ionia Correctional Facility	\$1,000,000
	Baraga Correctional Facility	\$1,000,000
	Handlon Correctional Facility	\$1,000,000
	Alger Correctional Facility	\$1,000,000
	Carson City Correctional Facility	\$1,000,000
	Cooper Street Correctional Facility	\$1,000,000
	Software/Licensing	\$1,000,000
	Contingency and DTMB fees	\$500,000
	Upgrade Senstar® PPD Systems	12 Facilities - Cotton, St. Louis, Bellamy Creek, Pugsley, Reformatory, Lakeland, Marquette, Oaks, Ojibway, Handlon, Thumb, Central Michigan
		<b>\$10,000,000</b>
<b><u>CAPITAL OUTLAY FUNDS</u></b>		
Integrated Camera/Perimeter Lighting Systems	Kinross Correctional Facility	\$1,000,000
	St Louis Correctional Facility	\$1,000,000
Integrated Personal Protection Systems	Kinross Correctional Facility	\$1,200,000
	Carson City Correctional Facility	\$2,350,000
	Women's Huron Valley	\$2,350,000
	Ionia Correctional Facility	\$1,200,000
	Alger Correctional Facility	\$1,200,000
	Saginaw Correctional Facility	\$1,200,000
	Egeler Correctional Facility	\$1,200,000
	Baraga Correctional Facility	\$1,200,000
		<b>\$13,900,000</b>



**CHART B**

**FY13 STATE AGENCY SPECIAL MAINTENANCE ALLOCATIONS**

Project	Project Description	Estimated Cost
Newberry Boiler Replacement	Replace rental backup boiler system.	\$1,358,000
Roof Replacements	Various facilities to be determined.	\$9,503,000
Various Special Maintenance Projects	Various facilities to be determined.	\$1,285,100
Demolition	Camp Waterloo entire site.	\$400,000
Demolition	Camp Cusino entire site.	\$650,000
Demolition	Camp Baraga entire site.	\$500,000
Demolition	Newberry Buildings #15, 34 and 92.	\$675,000
Demolition	Cooper Street - Old waste water plant.	\$500,000
Demolition	Jackson - various dilapidated buildings.	\$675,000
		<b>\$15,546,100</b>

**CHART C**

**FY13 MISCELLEANOUS OPERATING PROJECTS (MOPs)**

Project	Project Description	Estimated Cost
WHV ADA Improvements	DOJ has issued strict requirements for various facility and program improvements at WHV. Paving and walkway resurfacing, automatic building entrances, fire alarm visual upgrades and shower improvements in C,D,E,F,G,H.	\$4,000,000
Fire Alarms HMTU	Replacement of noncompliant and obsolete fire alarm systems in housing units A,B,C,D,E and other buildings on site.	\$500,000
St. Louis Alternate Fuel System Replacement	St. Louis' Alternate Fuel (Propane) system has been out of service for 5 years. This system also services the east side of the Central Michigan Facility.	\$175,000
Fire Prevention Sprinkler System WHV	Install sprinkler systems in housing units 4&5 WHV.	\$500,000
Fire Alarms WHV	Upgrade Fire Alarm systems in housing units 4&5 WHV.	\$60,000
Various ARC FLASH Compliance MIOSHA	Arc Flash Evaluation for all open facilities... (\$20,000 per facility we can do 15 of 32 facilities)	\$300,000
Sewer Connection Study RCF	Phase 100 study for Storm Sewer Sanitary sewer cross connection.	\$50,000

*(Continued on next page)*



**CHART C - continued**  
**FY13 MISCELLEANOUS OPERATING PROJECTS (MOPs)**

<b>Project</b>	<b>Project Description</b>	<b>Estimated Cost</b>
Aeration Pond Sludge Removal OCF	The Aeration Pond at the Ojibway WWTP is currently heavy with suspended solids and the action in this pond is allowing the excess suspended sludge to migrate to the rest of the system. Clean up will prevent migration to lower ponds.	\$200,000
Aeration Pond Sludge Removal MPF	The Aeration Pond at the Pugsley WWTP is currently heavy with suspended solids and the action in this pond is allowing the excess suspended sludge to migrate to the rest of the system. Clean up will prevent migration to lower ponds.	\$200,000
Alternate fuel storage AST	Current alternate fuel storage tanks at Lakeland, Reformatory and Marquette have been redlined and will need to be replaced. The Reformatory has the most urgent need followed by Lakeland and Marquette. Estimated cost per site \$250,000.	\$750,000
Boiler move RCF	300 HP boiler salvage/move to Muskegon.	\$200,000
Ground Water Monitoring Phase 1 RMI	With the closure of the Reformatory discharge pond, DEQ is requiring an Environmental Assessment of the area. Establishing a Ground Water Monitoring Program is the first phase in the closure process.	\$50,000
Site Utility Plan Upgrade St Louis	Investigate and mark all underground and surface utilities for the St. Louis and Central Michigan facilities.	\$35,000
Alger Birch Unit Double Bunk	Refurbish cell fixtures for future double-bunked unit.	\$132,000
All Sites Security Rounding System	This will allow all sites to have a security rounding system installed. The Pipe System has been approved for this use by the Security Committee.	\$900,000
All Sites Key Control	Facilities need to upgrade key control systems that are reaching the end of use.	\$500,000
		<b>Total \$8,552,000</b>