

LEMON CREEK JOURNAL

TRAINING, NEWS & EVENTS FROM LEMON CREEK CORRECTIONAL CENTER

JUNEAU, ALASKA



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To our readers:

The Lemon Creek Journal is a quarterly publication of Lemon Creek Correctional Center, Juneau, Alaska. The Journal's mission is to provide cutting edge training to Lemon Creek personnel, to contribute to a healthy workplace community, and to open our institution to public view. So that we can be more responsive to our readers, please share with us your impressions and suggestions by emailing daryl.webster@alaska.gov.

Cover photography by Bonnie Webster



A MESSAGE FROM THE SUPERINTENDENT

When I hired on as a correctional officer in May of 1996 it was never my intention to make corrections a career move. To me it was just a job, a temporary stop in my journey, as I had other ideas and plans in pursuing a different course to support my family.

Two things of great significance soon changed the direction I was headed. The people I worked with and worked for became like family. It is a feeling I never experienced working anywhere else in my life. The other thing was that I realized I was in a position to positively influence others whose lives were currently not in the best of places.

In our profession uncovering the truth, identifying the facts, and standing firm in our ethics determines who we are as a facility. I am grateful to all for the dedication to this department that we individually and collectively display here daily. Professional conduct and strictly adhering to departmental policies and procedures is paramount if we are to succeed as an institution.

To master our occupations we must have a clear vision of what the Department of Corrections expects of us and a clear, vivid picture of what the State of Alaska demands of us. Our supervision of inmates should be integrity centered.

Over 20 years later, Lemon Creek Correctional Center is still my home away from home. I care deeply about the employees whose unseen labors protect the public whom they serve. It is a tremendous workload, but definitely an honor to serve alongside of you here at The Creek.

Happy Reading!
Bob Cordle

We should be too big to take offense, and too noble to give it

- Abraham Lincoln.

People may conform to do satisfactory work because they are forced to. They will only do superior work because they want to.

- Unknown

LCCC Security Bulletin

Lemon Creek Correctional Center

By Sgt. Ron Shriver

Gang Activity

Be on the lookout

Some of you may have heard that I am developing a list of gang members and tracking their activity. On the right side you will find examples of the Southeast crew tattoos. If any officer during the course of their duties sees one of these tattoos please take a photo and email it to me with a name and ACOMS #. This is extremely important that this happens and I can't be successful without your help. Additionally, other information that you may come across such as group photos, recruitment material, bylaws and any other information that you may find pertinent, please forward that to me via email or put it in my mail box. There are other gangs LCCC, such as 1488's, Toon Riders and Native Brotherhood. However Southeast Crew seems to be holding the most ground. As I get photos of tattoos I will be entering them into ACOMS and creating my own database, so if an inmate tells you they already took pictures of my tattoos check in ACOMS under facility main, under other photos. If you don't see any entered, chances are they are lying to you and take a photo anyway and send it to me please. Again I can't do this without your help.

Verbal Defense and Influence

During the next year we will be rolling out some new mandatory training for everyone from Officers to admin personnel. This training will help develop the professional skills you already have. It will give you some new tools and tricks to use in those sometimes high stress situations and hopefully help you deescalate or even prevent situations from even escalating. We will go over some pre-planned practiced responses. We will be teaching you how to develop a social contract with your fellow Officers and staff. Until we start this training I want you to remember one thing, please practice the golden rule. If you're not sure what that is, it is simple, treat others with the same amount of dignity and respect as you would want to be treated if you were in a similar situation.

Southeast Crew



Welcome Probation Officer Perez!!

By

PO Scott Marnon

Please join me in congratulating our newest Probation Officer, Robert Perez on his transition. Officer Perez started with the Department of Corrections in June of 2015. He grew up in Bronx Borough of New York and graduated high school at Jane Adams HS in 1993. He then spent two years studying at Hunter College before deciding to enlist in the Army. His career in the Army included multiple tours of duty including Iraq and Afghanistan as Ammunition Sergeant. His military service spanned fifteen years. He moved his family to Juneau in 2012 to start his civilian life, first gaining employment with the Johnson Youth Center. He then started working for the Department of Corrections as a Correctional Officer in June of 2015. He truly enjoyed his year and a half as a Correctional Officer, and was excited to pursue another position working with inmates as a Probation Officer. Probation Officer is a goal he's had since returning to civilian life. PO Perez says that he is enjoying his career with DOC and is looking forward to his new role; however his true happiness comes from raising his two children.



PO Robert Perez

Being familiar with the institution is certainly a plus for PO Perez, it will give him an advantage while tackling his new responsibilities as a Probation Officer. He has already begun to run background investigations on all newly admitted, unsentenced inmates, and he's been conducting surveys to determine potential rehabilitative programming needs through the LSI-SV questionnaire. PO Perez has been using this information to establish a custody level for these new inmates. He has also started meeting with inmates on his caseload individually to better understand what efforts they are making towards their eventual release.

The timing of PO Perez's hiring is fortunate. He will have the month of December to start scratching the surface of his new responsibilities before going up to Palmer for the Probation Officer Academy. The PO Academy starts January 9, 2017, and runs for six weeks. During the academy PO Perez will train with both Field Probation Officers as well as other Institutional Probation Officers covering a wide variety of skills used in both positions. He will return to LCCC a fully accredited Probation Officer in time to tackle many of the new changes and challenges the department is currently going through. PO Perez is a very welcome addition to Lemon Creek CC's probation department!



By Sgt. Ken Patton

Alaska DOC, Retired

I have been requested by Assistant Superintendent Webster to give you great people of Lemon Creek an idea what I expected out of retirement, so you could learn from my experience. Also how I planned on what the end of a wonderful career would end up looking like. I started my job in 1993 and did not have an idea of what retirement should be. I always said I would not live towards retirement because I had a friend who only lived to retire but he did not live and work towards retirement. He was a month from his special day when he fell over dead from a heart attack. It made me think about what I was doing with my life.

I always said my retirement would not be like my friend's. I did a lot of jobs and felt blessed that I could provide for my family. I tried to do and spend time doing this with my family with still no major goals for retirement. When I finally got on at Lemon Creek I started talking with the old farts like I am now about how to end my career with a little more than just social security, which is lean at best. I was told to put my money in S&P and never touch it and I would leave with a decent retirement plan. I did just that, but then came along the Millennium bug and took a chunk out of my funds. I left it alone and my money came back just in time for the events of 9/11 to spank my account. I said "what the hell do you do?"

Again I left my money alone and the balance came back slowly. I was always told I should be putting money into deferred comp. I was investing in my other business and did not invest in deferred comp. For God's and your sake, put some money into it out of every check so it will build throughout the years of your career. This is a great opportunity for you people. I did do ok investing my money in my business but had I put money in deferred comp also, I would be even better off. Don't waste your leave and at the end of your career dump all of it into deferred comp.

I do not know what the stock market is going to do but I suggest you watch it and place your money in a safer commodity or stock, then move it back after any crisis is averted. Big rules to consider: Don't waste leave and put as much as humanly possible in deferred comp. This will help you and the people you work with. I am enjoying my retirement a lot and have been very busy doing what I want when I want. I may go back to work part time but I'm still not sure. I will tell you I do miss the people I shared over twenty years of my life with. You all helped make my job into a career. Don't forget to work towards retirement not for it. Live a little.

Image Courtesy of <http://401kcalculator.org>



LEMON CREEK

LEADERSHIP SERIES

Post Incident Review

By

**Daryl Webster, Assistant Superintendent
Lemon Creek Correctional Center**

This article addresses crisis leadership and the process of reviewing team performance after a crisis, but it is not a discussion limited to people with brass on their collars. Whether you promote into leadership ranks, serve in an acting leadership capacity, take the lead in an incident command situation, direct inmates, or influence supervisors by “leading up,” nearly everyone in this institution is or will be a leader at some point in their career. Even if you never have the opportunity to conduct a formal post incident review, you should have many opportunities to actively contribute. The term, “Crisis,” as used in this discussion refers to any incident that is out of the ordinary, that forces us to deal with uncertainty and risk of some kind, and that places stress on the team. A crisis could be something as simple as an argument between two inmates or as complicated as a large-scale brawl in a mod. They all require clear thought and a degree of skilled intervention and all lend themselves to some form of review, once the crisis passes.

Leadership, particularly crisis leadership does not end when the crisis winds down. In crisis’ wake, damage has been done that must be repaired. Perhaps gains have been made that must be consolidated. When the crisis passes, the ensuing period of normalcy is just a lull before the next crisis. Leaders and team members must help their teams to not only recover from the crisis just past, but to prepare for and perhaps prevent the crisis to come. The starting point is comprehensive incident review. The process of analyzing a team’s performance in a crisis is known by a variety of names: post-incident review, post-incident analysis, post-mortem analysis, incident debriefing. By whatever name, the practice is common in the military, the criminal justice and fire services, and other agencies tasked with disaster response. It should be adopted by every organization that deals in crisis.

Who should conduct the review? Ideally the post-incident review should be conducted by someone not directly involved in the crisis, so that team performance can be evaluated from top to bottom. However, as often as not, when dealing with low-level crises, the supervisor in charge of a team will review the incident with team members once the dust settles. Either way, the reviewer should unflinchingly analyze team performance, including his own, and never slant his report out of self-interest or in the interest of others. Often, the review is conducted by top Management, based on evaluation of an after-action report, routinely prepared by a ranking crisis participant, usually the incident commander or equivalent. In some organizations, the review may take the form of a hearing, with witnesses subject to questioning by the reviewer(s), or it may be conducted as chain of command review of the after-action report, with comments and recommendations made by each member of the chain. In a less critical, small team setting, incident review may take the form of a group discussion of what went well, what did not, and why.

What should the review include? There is some debate about how critical a review should be of persons involved in the incident. The rationale for keeping criticism to a minimum at this stage is to avoid turning the review into an inquisition that encourages blame-shifting or guarded, self-serving testimony. However, at some point, the team must honestly and critically evaluate how well personnel responded to crisis. Without such candor, the essential learning and correction value of the review is lost. A logical compromise is to assure that after-action reports focus on actions and outcomes, rather than on people. A more probing review, carried out by top leadership, can be undertaken subsequent to the after action report. At a minimum, the post-incident review should answer the following questions:

- **What caused the crisis?** One of the advantages of after-action reporting is that it provides a contemporaneous record of events and conditions leading up to a crisis. Some causal factors will have disappeared or evolved by the time incident review is carried out. Crisis participants will have had time to second-guess themselves and others, with the inevitable coloring of memory. An immediate, if preliminary reporting of events is essential, not only to permit an educated evaluation of how well participants conducted themselves, but to permit the organization to recognize the causal factors of the next crisis that will surely come along and get a jump on responding to it.
- **What actions were taken by the various players in the crisis and why?** This stage of review must focus on both actions and the positions of the actors. The review must settle on what action was taken, who took the action, why the action was taken, what the action was supposed to accomplish, and how some actors may have influenced others. *Inaction* should also be evaluated, since failure or refusal to act can, under crisis conditions, result in consequences of great magnitude. The chronology of action is important as well. Evaluating actions in their proper order captures how some actions influenced other actions and how actions and consequences may have cascaded and taken on a life of their own
- **Which actions worked, which did not, and why?** The review must resolve what goals and objectives were in play and how well the actions that were taken advanced those desired outcomes. The fact that an action failed does not automatically condemn it, if

- factors such as unforeseeable circumstances or lack of necessary resources blunted its impact. Nor does a successful action do credit to the team if the action was taken for the wrong reasons or succeeded by accident. A thorough review will contain a chronology of actions and their consequences, so that the incident can, if necessary, be recreated for investigative or training purposes.
- **What actions may have worked, had they been tried?** Every criminal justice agency has within its ranks or can borrow from other agencies, persons with special expertise in defensive tactics, criminal justice training, civil disturbance response, special weapons and tactics, incident command and control, etc. Depending on the nature of the incident, review should draw on this expertise to explore what actions were *not* taken, that might have resolved the crisis. The range of actions reviewed should include those action alternatives that were known to personnel and rejected, those alternatives that were unknown but should have been known, and those alternatives that could not reasonably have been known. Reviewers who subscribe to the belief that it is better to try and fail than to not try at all will focus particular attention on this area of review to assess the resolve of crisis leaders and team members who fail to act and to develop training programs to help them recognize the full range of options available to them.
- **How well did the team live up to its values, obligations, and policies?** Every review should conclude with an honest evaluation of how well the team lived up to the organization's values, obligations and policies. Most long-standing organizations publish some version of a values statement that encapsulates the organization's guiding principles. In crisis, no matter what else might have to be jettisoned or compromised, organizational values must be upheld. Post-incident review must closely evaluate how well the team lived up to its values, as a measure of how thoroughly team members are aligned with organizational values. Our bedrock assumption is that if we live up to our values when times are hard, we will live up to them as a matter of course.

Incident review must evaluate how well the team met its obligations to its stakeholders and members. As with organizational values, there are foundational obligations that must be met regardless of the severity of a crisis. How many times have you watched a Hollywood production that included a high-speed car chase through busy city streets, over sidewalks, even through the windows and walls of buildings, as innocent bystanders dove for safety from the equally dangerous suspects and police? If real life police officers were to engage in such behavior, injuring citizens and destroying property in the process, how sympathetic would you be to the argument that their actions were necessary to arrest a lawbreaker? Crisis behavior that "Succeeds," while betraying fundamental obligations is unacceptable. Such behavior must be identified and corrected.

This can be every bit as complicated as it sounds, because while legal objectives require goal achievement, meeting ethical obligations may occasionally require sacrificing objective goal achievement for higher and sometimes more subjective purposes. A strategic lie or exaggeration may help secure a conviction, a parole revocation, or a disciplinary finding, but can the untruth ever be justified? Losing the conviction, revocation, or finding would be an objective failure, since these outcomes are core

functions of criminal justice practitioners. However, the ethical obligation of honoring a commitment to truthfulness must always outweigh other concerns, even those of great consequence. Obligations are obligatory, regardless of the outcome.

Incident review must evaluate how well team members succeeded in abiding by organizational policies. Policies exist to guide our behavior in order to comport with legal requirements, uphold ethical standards, minimize liability, and conduct operations in ways that have proven effective and efficient. Policy elements are typically mandatory. Where they are discretionary, they are clearly identified as such or are published as “Guidelines.” A thorough incident review will typically find that the behavior of personnel was consistent with policy, requiring no correction; was inconsistent with policy, requiring remedial training, counseling, or some form of disciplinary action; or violated policy in a manner that must be considered permissible because of the extraordinary circumstances faced by the personnel, which may require a revision of policy.

- **What should be done with the review?** The purposes of review are to Repair, Prepare, and Prevent. Review might conclude that success was achieved at too great a cost or through an unacceptable ethical compromise. Failure to comport with policies and procedures may reveal a need to revise those policies and procedures to align them with reality. Not uncommonly, reviews recommend additional training to help team members better understand what is expected of them. To the extent that the team or the organization was damaged by the crisis or benefited from it, the damage needs to be repaired and the benefits seized. The lessons of the post-incident review must be incorporated into the organization’s policies and procedures to guide future action. Depending on the severity of the crisis, the organization may, in some way change forever. Perhaps *we* should change it. We should identify those changes and adjust accordingly.

Notice that we have not discussed “blame.” Incident review will be stunted if people view it as a head hunt and run for cover. If the crisis was precipitated by the actions of team members, if the crisis was foreseeable but not foreseen, or if actions taken in response to the crisis were inadequate, then it may be appropriate to hold people to account. The focus should be on *responsibility* rather than blame. Willful misconduct should be subject to disciplinary action, though if possible, the disciplinary process should be distinguished from the incident review process, which is essentially a fact-finding tool. It is not uncommon to hold separate disciplinary proceedings, using incident review findings as a starting point for an assessment of the appropriateness of disciplinary action, which could be as simple as providing additional training to correct mistakes and help valuable team members to be more effective.

Conclusion. Performance errors are disappointing, publicly embarrassing, and often painful. We naturally shrink from reliving them, especially as part of a formal incident review where everyone can see and talk about what we did or did not do. Incident review gives us an opportunity to reinforce the lessons of our successes and our failures, with failure being perhaps the better teacher. Failure paves the pathway to success. As long as we are on the right track, we must encounter failure from time to time and become better people and better leaders for having overcome it. Dare to fail. Dare with such persistence that you must eventually succeed,

by process of elimination if necessary. Learn from failure and don't repeat the mistake. As a leader, lead by example and do yourself a favor in the process by engaging in post incident review. Care enough for your team members to review their performance, identify those decisions and actions that worked and those that did not, and help them learn to become better performers.

Weight Loss Challenge 2016

By

Lydia O'Leary

LCCC Wellness Committee President

On August 1st we decided to have a fat loss war! Each participant signed up and weighed in. They paid ten dollars a month to compete for cash and prizes. The rules were simple, weigh in the first part of each month, lose as much body fat as possible and have a blast. Seventeen staff paid their dues. Calories were counted, water was increased, and some ran, some started to walk while others chose true torture and headed to Cross Fit. Some were concerned that there was no way that women could compete with men in a weight loss contest. I knew they could! I knew they would☺

We all love to eat and some of our best work days are when we are surrounded by food. How are we ever going to have fun, lose body fat with no food? Easy fix! Healthy Potluck Wednesday was introduced. Some brought a box of donuts while others tempted folks with chocolate and Rachael's beloved peanut butter. In the end though, we were able to enjoy healthy fudge from Lauren and Slater's smoothies were a big hit. Everyone loved Rachael and Sully's salad creations and wow, Donna and Patti can make some amazing soup. We were cautious about eating PO Marnon's soup. I mean after all, have you eaten his wife's cookies? They are so yummy we were sure there were cookie calories in there somewhere. Tweedy rocked her salad dishes but her recipes are secret squirrel-like and she will not give out any secrets just yet! Maybe when we start the recipe book next year she will give them up! Sgt. Malacas! For the record, CHICKEN FEET ARE NOT HEALTHY!!!

Mike Milligan was our winner in August, taking home \$80 and he decided he was going to go ahead and take home the September winnings as well (another \$100). Lauren Looper had about enough of that garbage and decided she was going to fly to Anchorage and say YES TO THE DRESS and came back on a mission. She took home the October and November prizes! Lauren won a hundred dollars each month and I threw in some Tupperware prizes each month so our winners could store their healthiness and hopefully keep them motivated to win again.



Sgt. Malacas, Patti Modene, and Rachael Coady munching chicken feet

Officer Scalf and I attempted to scare them a little and continue to fight the fight. We are still trying to get those two to eat more candy☺ Some folks decided it was time to say goodbye to healthy eating during Thanksgiving but in the end we do hope that we brought a little bit of fun and encouragement into the game.

Which brings us to our Grand Finale. After weeks of dedicated deprivation, calories burned by the thousands and healthy lifestyle change, one contestant won it all. CO Andrew Scalf, it takes a big man to lose over 40 pounds, THEN enter a contest and lose 31 additional pound and 5.3 percent body fat. Congratulations! Our champion took home \$640 and our admiration. On behalf of all the members of the wellness committee, I would like to thank all of you who participated in this event.



Weight Loss Champion C.O. Andrew Scalf

Upcoming Wellness Committee Events

- January: Chili/cornbread competition – date TBA
- February: Superbowl Party
- February: Chocolate desserts and Valentine treats
- March: March Madness basketball tourney
- April: Kids' Easter egg hunt
- DOC Cookbook preparation – release date TBA
- Stay tuned for the 2nd Annual BBQ/ Silent Auction & Ironman/Ironwoman competition.

Wellness Committee

Trivia Contest

In this issue we are running five trivia contests simultaneously for one week. Each of the four CO shifts will compete among its members. All other Lemon Creek personnel will compete among themselves. Please email your answers to Lydia O'Leary at Lydia.oleary@alaska.gov. The person in each contest group who responds first with the most correct answers will receive a prize. Have fun and good luck!

1. The first California state prison was originally established on a ship. The inmates were later put to work building their own prison. This institution was known as, "The prison that would not die." It is still in operation today. What is the name of this prison?
2. The number of incarcerated persons from this demographic group has increased 600 percent since 1980. This group is typically low income, poorly-educated, unskilled, single, and often suffers from medical or psychological problems and a history of abuse. This group generally commits fewer and typically non-violent crimes. They account for 7 percent of the U.S. prison population. Who are they?
3. These expected rules and behaviors, represented by the model prisoner, reflect the values and norms of prison society. What are they called?
4. Which U.S. state currently has the largest prison population?
5. The process of matching Alaskan offenders to institutions that have the physical security and staff resources to best prevent escapes and control prisoner behavior is known as....?
6. 16 percent of U.S. inmates are housed in 1-2 man cells, with the lowest inmate/guard ratio, in walled structures and not in dorms. What is this security level housing called?
7. How many U.S. prisons built in the 1800's remain in operation today?
8. The Congressional Act that abolished federal parole, established determinate sentencing and reduced the amount of good time available to federal offenders is called....?
9. True or False. It costs more to send a person to prison for one year than to Harvard University for one year.
10. Approximately _____percent of prisoners in U.S. prisons today have been convicted of a violent crime:
 - a. 50 percent
 - b. 72 percent
 - c. 25 percent
 - d. 36 percent

Bonus Question: What is the name of the oldest prison still in operation in the U.S.

Double Bonus Question: Reference the preceding question, what year was this prison built?

**Congratulations to last issue's Trivia Contest winners,
Lauren Looper and Yvonne Harris!**

Wellness Committee

New Year's Recipe for Trust

- 1 cup of credibility
- $\frac{3}{4}$ cup of reliability
- 3 tablespoons of vulnerability
- 1 handful of respect
- 1 dash of selflessness
- $\frac{1}{2}$ pound of patience
- 2 spoonsful of sharing

Mix ingredients together in a team full of love. Bake at 100 percent effort, using the spark from God's word. Makes enough trust for one relationship.

