

# LEMON CREEK JOURNAL

TRAINING, NEWS & EVENTS FROM LEMON CREEK CORRECTIONAL CENTER  
JUNEAU, ALASKA



October 2017

Volume V



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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](mailto:daryl.webster@alaska.gov).

Photography by Bonnie Webster, other photography as attributed.



## A MESSAGE FROM THE SUPERINTENDENT

When I was seventeen, my parents informed me that they would be travelling from our small Montana farm to visit family in central Idaho. As they prepared to pull out of the driveway my dad rolled down the window and reminded me that I would need to secure our 25 new born calves into their stalls, in the event that a summer thunder storm should roll through. He told me he didn't want them falling ill due to wet weather conditions.

The next morning was a beautiful warm sunny day and I had made plans to join

some friends down at the river, after completing my chores. I had just finished feeding the livestock when I heard distant thunder that drew my attention directly to the west. Ominous, dark and heavy clouds were boiling over the peaks of the Bitterroot Mountains and were powerfully blanketing the farms below us on the valley floor. I stood in one of our pastures, watching the lighting strikes impact the mountains, and knew that if the storm continued in the direction of our farm, it would arrive in less than 20 minutes.

Corralling 25 calves in a small pasture by myself was going to be messy and unpleasant.

My father's words echoed in my head and I thought, *He isn't here, so how will he know whether it rained or not? If I don't do anything, he will never know.* I stood there for a couple of minutes trying to justify not doing the right thing.

As Correctional Staff we are held to a higher standard, on and off duty. We respect the dignity and the individuality of all people, we provide professional and compassionate service and we are to be unfailingly honest when doing so. We are charged with protecting the public, as well as the civil and legal rights of all persons supervised by the State of Alaska's Department of Corrections. We seek no advantage or personal benefit. We strive to develop healthy and positive relationships with each other, as colleagues, and look after and take care of one another. And all these things we do with Integrity.

Integrity doesn't come with the donning of a uniform, nor is it a title on a pin that is removed at the end of each workday. Integrity separates doing what is right, from doing what is easy. Integrity cannot be

purchased, borrowed or traded. Integrity is measured by our conduct and is the product of our values, expressed in our thoughts and observed by our actions. Integrity is the value we set on ourselves and is the very drive behind dealing justly with ourselves, as well as with others.

Integrity is doing the right thing, even when no one else is watching. If we are to succeed as a unit, our foundation must be built upon this one quality.

The storm pushed on steadily, engulfing farm after farm with heavy wind and rain. My father's words again rang out in my mind, and once more I thought, *He will never know*. Then something came over me and I spoke out loud, *He will never know....but I will!*

I began the process of slowly approaching the calves, which were now frightened by the fast moving storm, and began picking them up one at a time, carrying them through two pastures and toward the dry warmth of the stalls.

Each calf I picked up panicked and sent a shot of yellow discharge out the unfriendly end, down my arms, shirt, pants, and onto my boots. As the heavy winds from the storm increased, the remaining calves began running around the pasture in alarm, making it extremely difficult to catch them.

With only a handful of calves remaining it took all my effort, as I lunged, dove, slid, fell, was kicked, knocked to the ground, and was even dragged around in circles through the manure filled pasture, while hanging on to the calves' rear legs. Irritation and frustration took its toll and on occasion I screeched out some colorful vintage cowboy vocabulary, but finally managed to wrestle the last one down. As I carried the final

bellowing calf toward its stall, the wind abruptly changed course from west to south, and the storm that was only a couple of minutes away from reaching our land was carried away down the valley. Not a drop of water fell on our property.

I stood there holding the last calf as the sun came out and began to warm the earth again.

Gently lowering the calf to the ground I took a moment to examine myself. Every square inch of my clothing, boots, and skin was stained with yellow calf scours. It was down my shirt, front and back, and all through my hair. I looked like I had fallen into a vat of mustard!

In a matter of minutes the sun's heat had returned and I stood there thinking, *This was all for nothing!* Then the thought came to me, *It doesn't matter that it was for nothing, what matters is that I did the right thing!*

As I freed the calves from their individual stalls they bucked, kicked and began joyfully playing with each other. After turning the last calf loose, I grabbed a bottle of dish soap from the tack shed and headed straight for the garden hose.

Integrity must be at the heart of our profession, if we are to succeed as one united front. Honesty, accompanied with integrity provides the core strength for the very underpinnings of our careers. Personal integrity instills confidence and confidence paves the way for permanent success,

Integrity provides the strength and safety needed to shield us from the threatening storms seen off on the horizon, and is vital if we are to accomplish every endeavor we pursue within these walls.

Stay strong.

# **Employee of the Quarter**

## **Criminal Justice Technician Patti Modene**

Congratulations to Criminal Justice Technician Patti Modene, Lemon Creek's "Employee of the Quarter" for the third quarter of 2017! CJT Modene originally began her career with the department in 1989 and decided to move on in 1997. She couldn't stay away, returning in January 2005, and what a difference she has made.

CJT Modene is a quiet and modest team member and many of our staff may not fully understand all that she does for our institution. If anyone around here is irreplaceable, it is CJT Modene. Her many years of experience and in-depth knowledge of our operations makes her invaluable. From Officers to the Superintendent, she has a wealth of hard-earned knowledge of our duties and responsibilities. When Prison Administration wrestles with an issue and the discussion turns to whether any past practice or obscure policy provision might address it, the fall back is normally, "Let's ask Patti."

CJT Modene is hardworking, dependable, and seemingly inexhaustible. Often she is assigned new tasks and projects that require her to continue to perform her normal duties, while handling additional responsibilities. What is amazing (though we should expect it by now) is that she never slows down and always gets things done quickly and done right. Working near our front entrance, CJT Modene is often the face of Lemon Creek Correctional Center, dealing with visitors, service providers, and delivery staff, always smiling, always patient. What a great person to work with and what an honor to call her part of our family.

# Toiling In The Prison Garden

by Kris Weixelman



**F**or nearly 20 years, I worked with high-risk youth in residential and lockdown treatment. We took wilderness trips, hiked, played basketball and also did a bit of gardening. We were outside and working together, forging relationships along the way, and it worked. Years later, I still run into some of those young people, now adults, who tell me that I taught them something that really helped. Most of the time, I don't even remember exactly what we talked about, but they remember. I think that those interactions were impactful because we were all engaged in activity together, rather than just sitting around talking.

When the education staff at Lemon Creek Correctional Center was tasked with jump-

starting the prison's greenhouse program, I saw an opportunity. Just like the high-risk youth I knew all those years ago, the greenhouse gardening program offered another way for inmates to build positive relationships with staff and to learn something about gardening...and about themselves. By that time, the greenhouse had been in place for some years but it was under-utilized. The surrounding garden area was, to be charitable, soil-poor. Inmates from the prison shop did what they could, planting lettuce, tomatoes, and strawberries, and even took a stab at growing pumpkins and sunflowers. They were able to resurrect a hydroponic system that the prison inherited from a drug raid and managed to grow enough for the shop guys to snack on. A wealth of potential went unrealized.



**Prison Hydroponics Project**

During the winter of 2015, I met with a number of people around town, looking for suggestions about how to make the most of the greenhouse. A teacher from the Johnson Youth Center introduced me to others in the community who might help, like “Patricia,” who helps boys at the Center with their garden. She was great and helped us figure out what vegetables would grow readily in our area. Correctional Officers Winslow and Donovan were also particularly helpful.

I began with five inmates helping with the garden three to four times a week. The summer of 2016 was wonderfully sunny and gifted us with cucumbers and tomatoes in

the greenhouse and peppers, potatoes, beans, melons and flowers outside in the garden. This summer, the sun went into hiding and the garden wasn’t very productive, so we turned our attention to composting. Once more, Juneau rode to the rescue in the form of a community volunteer, who is teaching our inmates about the composting process. We’ve been experimenting with recycling prison garbage and food cuttings from the kitchen, throwing in earthworms for good measure. The maintenance shop is working on composting boxes and a spinning composting barrel. Next year, we hope to produce some great garden soil.



**Educator Kris Weixelman At The Compost Bin**

**If we think of prisons as places to warehouse those too dangerous or destructive to leave at large, why bother with frills like gardens and greenhouses?**

One of our greatest challenges is to help the people of Juneau to understand that activities like gardening benefit both inmates and the community. Turning the corner from gardening to small-scale farming is a way to contribute to the community at the most basic level. One of our goals is to donate fresh vegetables to charities like the Glory Hole, the food bank or to area churches and other organizations dedicated to feeding people in need. For their part, inmates learn positive values by practicing them. I once had an inmate tell me that while committing a crime, perpetrators don't think about their morals or beliefs. "I think only about myself," he said, "and about what I need to do to get what I want and get it now." In the effort to rehabilitate our prison population, we need to go beyond the immediacies of drug and alcohol dependency, anger management, and controlling negative impulses. By gardening on behalf of the needy, we can demonstrate to inmates that giving to others and making a difference is important, that there is more to life than satisfying our own needs.

A successful gardening program is a tremendous tool for managing a prison population. The program is open to sentenced inmates who are drug free and who maintain good behavior. When I conducted an informal poll of how many inmates would be interested in participating,

over 50 people expressed an interest. That represents nearly a quarter of the Lemon Creek prison population who are willing to commit to positive behavior in order to take part in a venture that serves the community. What a win for everyone.

**What lies ahead?**

We are very excited about the future of gardening and farming at Lemon Creek Correctional Center. The front of the facility opens onto a large, grassy field with two concrete pads, all that remain of the large greenhouses that once stood there. High winds blew them down years ago and money wasn't available to replace them. It doesn't take much imagination to envision their return, surrounded by cultivated fields of potatoes or other crops. On August 20, 2017, the Juneau Empire ran a lengthy article about our plans and needs. Then things began to get crazy. I received phone calls and emails from people and organizations wanting to help. A local Juneau family donated a rototiller. A caller from Oregon discussed with us a program called, "Lettuce Grow," which has worked with adult and juvenile offenders since 2009, helping them learn about growing lettuce and vegetables, and bringing volunteers and master gardeners into facilities to teach the inmates more about gardening. The Juneau Reentry Coalition donated \$1000, which we used to buy soil, fertilizer, seeds and equipment.

Large-scale composting is another of our goals. The kitchen here at Lemon Creek feeds over 200 inmates daily. Composting

gives us a productive way to deal with the large volume of kitchen scraps and leftovers, returning those nutrients to the garden soil. We believe we can generate enough quality compost to sell to the community and raise

funds for seeds, equipment, and the eventual restoration of the facility's greenhouses. We are also exploring the possibility of raising chickens to produce eggs and additional fertilizer.



### **Demonstrating How To Pollenate Greenhouse Tomatoes**

The gardening project has been so motivational. In Spring 2018, I hope to take the local Master Gardeners' class, so that I can bring more specialized knowledge to the program. That may well be our theme, bringing and giving and involving inmates who aren't accustomed to giving. It takes me back to my days working with youthful offenders, hard work, fresh air, and returning something to the community. These things are all good for the mind, body and soul. Working alongside the inmates transforms them, at least for a time. They ease up and talk about their pasts and the goals and dreams they have for themselves and others. Mostly they leave the prison walls for open air, to nurture and plant seeds and to watch them grow.

# LCCC Training Bulletin

Lemon Creek Correctional Center

10/1/2017

## *A Step in a Different Direction*

***The future is not ours to take. The future is ours to give.***

(Unknown)

As Correctional Officers, most of the world, including our family and friends will never know the challenges that we face on a daily basis. We regularly deal with individuals who are experiencing the worst day of their lives. These individuals often hate us, curse our name and may even try and do us harm. Yet, we go out of our way to show them empathy. We help them in every way imaginable, I have even witnessed some of you offer your shoulder for them to cry on. The level of care we provide to them will often have a lasting effect in promoting change in their lives.

Often the hardest thing we have to deal with is seeing individuals reoffend after we have invested so much time and energy into them. Surprisingly, I believe this is what hurts us the most. We never really remember the ones we helped, who we never see again. It is those who continue to return with new charges that seem to drag us down and make us feel like our efforts were pointless.

***The greatest thing in this world is not so much where we are, but in what direction we are moving.***

(Oliver Wendell Holmes)

By now I'm sure you have all noticed the increase in programs being offered, volunteers walking around with green VIP badges and talk of expanding the green house program. For some of you, I know this raises concerns and many of them are valid. However, we cannot simply continue to go on doing things

the way we always have and expect to get different results. If we truly want to find a way to help people stop reoffending, we must continue searching for a new path and help guide them along that way.

## *Things to Remember*

•••

- "Don't find fault, find a remedy." Henry Ford
- "Learn from yesterday, live for today, hope for tomorrow." Albert Einstein
- "Life's most persistent and urgent question is: What are you doing for others?" Martin Luther King
- "The only real mistake is the one from which we learn nothing." John Powell
- "Change starts when someone sees the next step." William Drayton

Here is what I want some of you to know, your work does not go unnoticed. For others, keep your mind open and believe you have the power to help people change. No matter how fruitless the task may seem, continue to spend the extra time to talk to individuals we are charged with caring for. Our community, our State, and our conscience all urge us to foster positive change in people's lives. Remember, these things cannot be accomplished if we ignore bad behavior or if we believe locking individuals down 23 hours a day is going to promote positive change.

You will begin to see new volunteers coming into the institution. They will receive special training from me, and they will check out radios and call for inmates just like Probation Officers. They will meet with individuals and hold groups and try to help the inmates meet their needs before they are released. As I started out saying, we see people on their worst day. When they leave us they always look happier than we have ever seen them and we hope they never return. But, if they do, we cannot lose faith. We must be the ones who offer them hope and the possibility of change and a second chance. Or even a third or fourth.

*About the Author*

*Sgt. Shriver R.*

*Security / Training Sgt. At Lemon Creek Correction Center*

# The Challenge of Self-Confident Leadership

By Daryl Webster



Washington Crossing the Delaware  
by Emanuel Leutze

**E**very correctional officer is a leader. They may never step into the role of Shift Supervisor, but post officers actively lead as incident commanders, while serving in Post I, or as acting supervisors. Perhaps most significantly, correctional officers must provide daily leadership to the inmates with whom they interact. Talk about a leadership challenge!

Leadership is not simple and does not come naturally, but neither does followership. In order for any organized

human effort to reliably succeed, those who are following direction must have confidence in the person at the head of the line. That is the leader's burden, taken up and carried by those committed enough to cultivate the skills and inner character to earn confidence and lead confidently. Let's talk about how to get started.

## **Developing realistic self-confidence:**

As Dennis Perkins describes in "Leading at the Edge," his study of the Shackleton

Expedition, cultivating self-optimism begins with every person's inner dialog:

*The reality is that self-talk is part of human nature, and the first step in cultivating optimism is to pay close attention to what you say to yourself.....the way to develop a feeling of optimism is to consistently send positive messages that override voices of discouragement and pessimism.<sup>1</sup>*

We like to joke about people who talk to themselves...and who respond. The truth is that we all do it. There is a more or less constant conversation playing out in our minds between a hypothetical "thee and me" that enables us to assess our environment and plot our course. Just as visualization training can prepare us to respond to future challenges, so can a self-affirming inner dialog build a habitual attitude of realistic confidence.

Asken and Grossman describe the exercise of positive self-talk using the acronym, "STEP-UP," (Self-Talk for Enhanced Performance Under Pressure).<sup>2</sup> The STEP-UP process of building optimal performance includes the following actions:

- **Relax** or achieve your optimal emotional state for learning or performing. Not everyone finds relaxation to be the optimal state for learning or performing. Actors, athletes, and other performers often find that a heightened level of emotional intensity or nervous energy contributes to performance. The required intensity of the emotional

state will vary and must be self-learned.

- **Encourage yourself.** Believe in the importance of what you do and never denigrate yourself, no matter how badly you err. The time you waste blaming yourself for mistakes or poor performance diverts you from positive action. You cannot perform positively when you are consumed by negativity.
- **Encourage others.** Follow the golden rule and extend the same encouragement and courtesy to others that you would have others extend to you. When you encourage others, you perform a selfless act. Your contribution to another person's wellbeing accrues to your own.
- **Monitor and change self-talk.** THINK about what you are saying to yourself, particularly when you err or when circumstances seem to conspire against you. As soon as you realize that your self-talk is becoming negative and non-productive, actively re-engage with positive and helpful self-talk.
- **Focus on actions, rather than outcomes.** Actions are yours to control. Outcomes are not, so concentrate on what you can influence. Which is a more useful line of thought in an emergency, "The boat is sinking, I'm going to drown!" or "Here's a bucket, start bailing!"
- **Be brief and to the point.** There is a time to talk (even to yourself) and a time to act. There is a point where the two no longer mix. Use

self-talk as a reminder of what you have learned, then shut up and start performing.

- **Keep it positive** and frame self-talk in terms of what you *should* do, rather than what you should not do. Your brain reacts more naturally and quickly to direction, than it does to prohibition. A baseball player who nervously tells himself between pitches, “Don’t drop the ball,” imposes too many vague options for his brain to smoothly process in an instant. A player who tells himself, “Be aggressive. Watch the ball and catch it,” mentally prepares himself to perform an act that he has practiced countless times and to do so with minimal thought.<sup>3</sup>

#### **Modeling realistic confidence:**

The purpose of modeling is not to entertain the workforce but to help them learn behaviors that will benefit them and the organization. However, team members will not adopt an attitude of realistic optimism just because the person in charge displays it. A leader must first demonstrate to his team that there is good reason to adopt his beliefs and learn from

his behaviors. An effective leader must perform well, must believe in his ability to perform well, and must earn the expectation of his team that he will lead them well. I refer to these requirements as the “Three C’s” of leadership (Competence, Confidence, and Credibility).

**Competence:** Before a leader can successfully model a behavior or attitude, he must first learn to perform it. In the case of realistic optimism, a leader must spend enough time in the trenches to be able to make an intelligent assessment of circumstances and determine which outcomes are rare, possible, or likely. He must learn which outcomes the organization can live with and which are worth going to the wall to fight for or against. He must learn the lessons and develop the skills that enable him to meaningfully influence events. He must become competent.



**Rear Admiral and Medal of Honor Winner James Stockdale**  
Courtesy of Wikimedia Commons

Influential leaders rarely just happen onto the scene and their influence is normally based on more than cosmetics or wishful thinking. James Stockdale's revered status as the leader of American POW's in North Vietnamese custody wasn't a function of his rank. He first graduated from the US Naval Academy, served

nearly 20 years as a military leader, earned his pilot wings, served as a top notch test pilot, flew combat missions at the head of a squadron, and survived repeated torture at the hands of his captors without yielding. He was a man to be followed because his behavior compelled it.



**Sir Ernest Henry Shackleton**  
Courtesy of Wikimedia Commons

Ernest Shackleton is recognized as one of history's most trusted and caring leaders. His men would follow him anywhere and very nearly did, as he led them in an improbable trek to survival after their ship became stuck in polar ice. Before the ill-fated 1914 expedition even began, Shackleton proved himself to be a determined and skilled adventurer. He went to sea at the age of 16 and was

certified as a master mariner by the age of 24. In 1901, he accompanied Robert Falcon Scott on an unsuccessful quest to become the first men to reach the South Pole. He returned to the Antarctic in 1907, leading three companions to within 112 miles of the pole. Shackleton demonstrated that he knew the Antarctic and its dangers and knew how to lead men into its maw and bring them home alive.



**Colonel Hal Moore, USA (Ret.)**  
Courtesy of Wikimedia Commons

General Hal Moore, became famous as a Lieutenant Colonel, leading the 1<sup>st</sup> battalion, 7<sup>th</sup> U.S. Cavalry in the battle of the Ia Drang Valley, South Vietnam. His leadership in this battle was immortalized in the book, *We Were Soldiers Once and Young*, and in the film of the same title. But before the battle of Ia Drang, Moore distinguished himself in the US Army with 20 years of leadership service, including two years as an experimental parachutist, a combat company commander in Korea, instructor of infantry tactics at West Point, and a record of innovation in the field of airborne assault tactics. His airborne troops could confidently follow him into an air-mobile combat

environment because he practically wrote the book on it.

**Confidence:** Leadership, particularly an unfamiliar leadership assignment, comes freighted with performance anxiety. You are no longer one of the guys, responsible for task performance. You are out front, making decisions that affect other people, responsible for *outcomes*, your successes and failures displayed for all to see. That anxiety never entirely leaves you, but it abates as you make decisions and find that they tend to work. Your confidence grows. But this is more than just a process. You cannot lead effectively without confidence if you expect to earn willing followers. You must display the

confidence you have developed. Your visible assurance that the crisis is manageable and that better days are ahead becomes your team's assurance. You must cultivate this, even to the point of displaying, for the benefit of your team, a level of confidence you may not always feel.

When James Stockdale suffered torture and privation; when Ernest Shackleton found himself in a small boat, laden with sick and freezing men; when Hal Moore looked about the Ia Drang Valley and found his command isolated, surrounded, and outnumbered by a determined enemy, each of these leaders must have felt moments of doubt. But outside of a small circle of confidants, they did not display it. Each of them felt that survival and success was within the realm of outcomes they could influence. Each of them possessed competence, born of experience. They were confident of their leadership abilities and displayed that confidence to their team, even if it occasionally waned.

**Credibility:** By building competence and displaying confidence, Stockdale,

Moore, and Shackleton earned credibility in the eyes of their team members. Regardless of what they may have felt inside in their lowest moments, as far as their teams were concerned, their leaders weren't flinching under the pressure, so neither would they. There is great value in making a decision, making it work, and living with it. This core leadership principle also applies to the process of building credibility.

Nothing kills morale like the creeping sense of futility. Team members need to feel that the team is making forward progress and that their efforts are making a difference. To the extent that a leader is able to set objectives for his team, make and articulate a plan of action, and elicit performance from team members that accomplishes those objectives, he will be seen as a winner by his team and it won't matter a bit that there might have been a different and perhaps even slightly better way to accomplish the same objectives. When it comes to building leadership confidence and credibility, the old saying is true: Nothing succeeds like success.

- 1 Dennis N.T. Perkins, *Leading at the Edge*, (New York, American management Institute, 2012, 2<sup>nd</sup> ed.) p. 42
- 2 Michael J. Asken, PhD., & Lt. Col. Dave Grossman, *Warrior Mindset*, (Warrior Science Publications, 2010) p. 193
- 3 *Ibid.*, pp. 193-201

# Looking For A Career? We're Looking For You

By Sgt. Tricen Headings



I was asked by Superintendent Cordle in November of last year to join Lieutenant Hoff as a hiring manager and help fill six vacant correctional officer slots. Since then, we have interviewed many people from many walks of life and we have been able to fill all but two vacancies. I would like to give the staff and outside world a look at what this effort has entailed and what we are currently doing to try to keep vacancies to a minimum.

In the time that I have been part of the recruitment team at Lemon Creek Correctional Center we have tried a few new techniques to get people to apply. Our Training Sergeant, Ron Shriver has a background in the military and he suggested contacting all the military bases in the Pacific Northwest and even some on the east coast. This idea was to catch the eye of a soldier who was leaving the service and looking for an amazing career outside the military that still has some characteristics of military structure. We have had some positive results with this strategy and hope to see more.

We also found that we weren't having a lot of luck recruiting Alaska residents to work with Department of Corrections in Juneau. We came up with the idea to take our recruitment to the national level and focus on people who are already in this line of work but who are looking for a change of scenery. The International Association of Chiefs of Police offered an excellent recruiting website and we gave it a try. This has played a huge part in our recruitment as we have hired new officers from the lower 48 who are currently correctional officers.

We have also created a recruitment flyer to send out to local job search organizations in hopes that they will reach people looking for not only a job but a career that is also a great journey.

Lemon Creek's recruitment plan is to continue interviewing even after we are fully staffed. We have a pretty hefty turnover rate, so this will create a list of up to ten applicants who have already been interviewed and who would only need to complete the background and medical phases of the application process. This list will be good for 90 days. The goal is to never again allow Lemon Creek to have the kind of staff shortages we have seen in the past few years.

Recruiting for Lemon Creek Correctional Center or to Juneau in general is not easy. The weather, lack of road access, not a lot of retail, and high living expenses are just a few of the challenges. On the plus side, Juneau is a tight-knit community, where people look out for each other, the schools are good and the teachers are great. The surroundings are drop-dead gorgeous and wildlife is abundant. Fishing and hunting opportunities are a 5 minute drive away. The salmon season is pure fishing madness, running from mid-April into October. There are plenty of family recreation opportunities too, like hiking, fishing, beach-combing, public pools, indoor soccer, an ice rink.....and did I mention the ski resort? Yes, we have one of those too.

Juneau was established back in 1881 as a gold rush town and that mystique remains. All around, Juneau's past mingles with the present, museums and old mine ruins dot the

spectacular mountains surrounding the town. The mountains, several thousand feet high, seem to rise straight out of the sea. They offer miles and miles of hiking trails and hunting areas with wildlife all around. The Mendenhall Glacier is the only glacier you can drive right up to year round and the beauty it holds is tremendous. The ocean is a mere 5 minute drive no matter where you are in Juneau and a fishing pole away from catching some type of fish.

I would also like to remind the Officers of Lemon Creek to recruit as many people as you can. This will not only benefit the institution but also you. For every applicant you recruit who ends up getting hired you will receive 20 hours of leave and once they pass the academy you receive another 20 hours.

In order for you to receive the leave hours you need to remind them to put your name on the application on Workplace Alaska. If you would like to have recruitment cards to hand out please see Lieutenant Hoff.

Lemon Creek's recruitment project has been a group effort. Special thanks from Lieutenant Hoff and myself to the amazing DOC Human Resources staff, Assistant Superintendent Webster, Sergeant Pierce and Sergeant Andrews. May the recruits just keep on coming.

# Lemon Creek Correctional Center wants YOU!!



Lemon Creek Correctional Center in  
Juneau, Al

Lemon Creek Correctional Center in  
Juneau, Alaska is currently recruiting  
Correctional Officers. To apply go to:  
[Governmentjobs.com/careers/Alaska/](http://Governmentjobs.com/careers/Alaska/)  
and look for the Correctional Officer I  
position in Juneau, AK.

Why be a Correctional Officer at LCCC:

- Great Pay/Benefits
- Career advancement opportunities
- Premium schedule ( 7 days on/ 7 days off)
- Generous vacation leave
- Excellent training
- Great community to raise a family



If you have any questions contact Lt.  
Hoff at (907)465-6288 or Sgt. We are  
looking forward to talking to you.



# Writing the Perfect Report

By Sergeants Ed Irizarry & Bo Pierce

|                               |                        |      |             |                                 |                    |                    |
|-------------------------------|------------------------|------|-------------|---------------------------------|--------------------|--------------------|
| Name of Prisoner:             | <b>Johnson, Howard</b> | DOB: | 03/08/90    | Lemon Creek Correctional Center | Date/Time:         | 10/1/17 2200 Hours |
|                               | 123456                 |      |             | <b>Disciplinary</b>             | <b>Information</b> |                    |
| Infraction Citations & Title: | 22AAC05.400            |      |             |                                 |                    |                    |
|                               |                        |      | <b>C-15</b> |                                 |                    |                    |
| <b>Narrative:</b>             |                        |      |             |                                 |                    |                    |

On 10/1/2017 at approximately 2200, I Officer Smith, heard Officer Jones initiate incident command in Max. Officer Mix and I responded. When we arrived, I was told by Officer Jones that Inmate Johnson, Howard, Acoms #123456 was refusing to come out of the max dayroom and was banging his head against the wall.

Officer Jones then indicated that I/M Johnson had also started to destroy the phone. I gave I/M Johnson three separate commands to cuff up, and each time he refused. I then sprayed him with a can of Oleoresin Capsicum (OC) solution.

This inmate is in violation of 22ACC05.400(C-15) engaging in a group or individual demonstration or activity that involves throwing of objects, loud yelling, loud verbal confrontation, or pushing, shoving, or other physical contact that disrupts or interferes with the orderly administration of the facility;

|  |                             |                  |           |
|--|-----------------------------|------------------|-----------|
| Date:  | Time:                       | COII Smith       | 10/1/2017 |
| Disposition:   | <b>ATTN: SUPERINTENDENT</b> |                  |           |
| Chairperson or Resolution Officer:   |                             |                  |           |
| Member:  | Member:                     |                  |           |
| <small>On matters referred to the Disciplinary Committee/Hearing Officer as a result of this report, see the Written Report relative to this incident.</small> |                             |                  |           |
| <b>Final Copy to Prisoner</b>  |                             |                  |           |
| Date:  | Time:                       | Staff Signature: |           |

**R**eport writing is about communicating exactly what you wish to convey, in a manner that will permit the reader to understand exactly what you meant. How do you go about preparing reports that meet this high professional standard? That is what we are about to find out.

Let's start by discussing the importance of being a good communicator, both with one's voice and pen. When you write a report, always remember that you are writing a legal document that may be read aloud in court one day. Don't embarrass yourself with a bad report! Begin by understanding that there are different types of reports, including Oral, Factual, Special Incident Reports (SIR), Evaluative and Informational.

You should understand that there are the 5 "C"s and 7 "Essentials" to report writing. The 5 "C"s dictate that reports should be ***Complete, Concise, Clear, Correct and Courteous***. The 7 "Essentials" describe ***Who, What, Where, When, Why, How and Action Taken***. Paying close attention to the 5 C's' and 7 Essentials will make your report more effective.

The two types of reports that are most often prepared by officers are either written or oral. A written report is a permanent record of information that can be used in court or other hearings. Examples include Incident Reports, Log Books, Property Sheets, and RFI's. As you prepare these reports, remember the warning we've all heard countless times before, "If it was not written down, it did not happen." Oral reports are those associated with reports in conversations such as Teaching, Speeches, and Briefings.

### **When is a report necessary?**

- To document any violation of the AACs (Alaska Administrative Code), Departmental Policy and Procedures or an Institutional rule or policy;
- When any Civil or Criminal law has been violated or when your Supervisor deems it necessary to document an act or violation;
- Or any time an employee deems it necessary to document any information or incident.

Remember that all reports are to be submitted ***by the end of the shift*** per P&P 809.03.

### **Who is the best person to write the report?**

Reports should be written by the person who witnessed or who has the most direct knowledge of the event. Others may be instructed to write reports based on anything they may have witnessed or any knowledge they may have of the event. The responsibility for communicating effectively always rests exclusively with the writer. A factual report is a clear, complete, concise presentation of all the facts known to the reporter about a person, incident or event. Factual reports are the type of report that will be used mostly in disciplinary hearings and/or criminal proceedings. Always remember "No opinions or recommendations." The purposes of written reports are to preserve knowledge, to record accurate details for future reference and possible prosecution, to assist institutional staff and agencies and to coordinate activities of an institution. Follow the 5 "C"s and pay particular attention to accuracy on

all times, dates, names with ACOMS numbers or other identifiers, and involved staff. Review what you write! Then have someone else review what you write.

### ***Seven Essentials of Report Writing:***

**Who:** Identity and list all persons involved, both staff and inmates. When identifying inmates, use complete names, to include middle names or initials, ACOMS numbers and dates of birth. When identifying staff, use complete names. Normally, you should relate only facts that you observed. Please don't assume or guess anything. If you are reporting information that was relayed to you, identify who relayed the information, the only exception is when using confidential informants. Use descriptive words that describe behavior, do not make assumptions about what someone thought. (i.e. attitude or feelings)

**What:** Identify the offense, crime or violation. Identify any relevant objects completely. Use descriptors. Do not state that something is "Gold" unless you know it is gold. Instead, say "Gold-colored metal or white color metal." A good example is Marijuana, which is best described as a "Green leafy substance," unless it has been field tested as marijuana. **Make sure that the offense matches the infraction** and please use terms found inside the description of infraction, i.e. C-15:

"Engaging in a group or individual demonstration or activity that involves throwing objects, loud yelling, loud verbal confrontation, or pushing, shoving, or other physical contact that disrupts or interferes with the orderly administration of the facility."

**When:** This refers primarily to the time of the event. Unless you are certain of the precise time of the events described, it is better to use the term, "Approximate" than to try and be exact. Do not switch between 24 hour time and am/pm. Make sure you report events chronologically and that your dates are exact. What do you do if you realize that you made a mistake on a report that has already been submitted? Write a supplemental report to correct the error. Be truthful. Everyone makes mistakes. Own them and take responsibility for them and you will minimize their impact.

**Where:** This refers to the exact location of an incident. Identify cells and housing units by number or by phonetic identifier. Specify your location as a witness as necessary and the location of others. Photograph any evidence in place. If this is not possible, describe where items were found in relation to hard markers. Hard markers are permanent structures within the location that help the reader identify a location. Photograph evidence in order to help the reader understand and see what you have described in the report. This solidifies the narrative for the reader.

**Why:** Why? For me this is always the most intriguing question. We always want to know the WHY, so include it if you know. How about asking the individual why he did something or why something happened? Most of the time he will tell you. Once again, never guess.

**How:** Modus Operandi tells exactly how the event unfolded, particularly as it relates to the actions of inmates. What did they do and what did others do. Stick to the facts of the incident, never make assumptions about what occurred or why.

**Action Taken:** This is very important, What did the officer perceive? Why is this important? Because your perception is not the same as anyone else's and YOU the writer must tell the story from your perspective so others may understand how you felt at the time, especially during use of force incidents. What was your part in the incident and what did you do? If you stood around and watched, say so! If you took any action at all let others know what you did and why. What did you do with any physical evidence? Did you fill out a chain of evidence form? If so did you attach the form to the report? Did you turn in the evidence in a timely manner? What was the outcome of the incident? Include details such as what restraints were applied, what medical care was administered, any aftercare provided for those involved, any injuries sustained, and even the lack of injuries.

### **Hearing Advisor Packet**

The courts have placed many responsibilities upon you as corrections professionals, among them is the role of Hearing Advisor. This is a very challenging assignment and one that may be very difficult to perform. You must remember that your job as a hearing advisor is to assist in an investigation as necessary to obtain the facts and to assist in the presentation of an inmate's case at the appropriate hearing. You are not the inmates attorney. You are his adviser. The case will stand or fall on its own merits. You will assure fairness.

In *Wolff v. McDonnell*, 418 U.S., 539, 556 (1974), the U.S. Supreme Court held explained that,

“...the fact that prisoners retain rights under the Due Process Clause in no way implies that these rights are not subject to restrictions

imposed by the nature of the regime to which they have been lawfully committed. Prison disciplinary proceedings are not part of a criminal prosecution, and the full panoply of rights due a defendant in such proceedings does not apply.”

In disciplinary proceedings, the prisoner should have no cause to doubt he is being treated fairly. The prisoner must have the opportunity to respond and participate in the disciplinary process in a fair manner. All staff who work in a correctional facility are responsible for ensuring that prisoners follow the rules, but also that rules are applied properly. Rules must be clear, uniform and applied fairly.

### **Incident Reports:**

D level through major B level infractions should be documented by incident reports. E level infractions can be resolved informally without further action and no hearing required. The incident report will be written by the staff member who witnessed the incident or has the most direct knowledge. The report must include:

- The prisoner's name, birthdate and prisoner number;
- A citation to 22 AAC 05.400;
- A description of the alleged infraction;
- The facts describing the incident;
- A description of the disposition of physical evidence relating to the infraction, if any;

- The identity of witnesses or existence of informants (informants need not be named if safety or security considerations are a concern);
- Any informal action taken if the incident involves a minor infraction; and
- Where appropriate, that the prisoner requested or refused medical care, and requested or declined to contact law enforcement to press criminal charges or make a report.

In cases of a 'B' level infraction, or other felony crime, the Assistant Superintendent may refer the case to the District Attorney's office for criminal charges. Remember that if any evidence is seized, you will need to complete Seizure and Chain of Evidence Reports. These forms must accompany the report so the Disciplinary Chairman can have them to present during the hearing.

#### **Due process:**

Every inmate subject to disciplinary action must be given a copy of the incident report within five working days of the infraction, unless additional time is required to identify the inmate as a suspect. The inmate must receive 48 hours written advance notice of his hearing. This may be waived by the inmate. As the Hearing Advisor you must meet with the inmate at least 36 hours before the hearing. This information is found on the first page of the Advisor Packet. Among the Hearing Advisor's responsibilities are:

- Discuss the rights the inmate is entitled to according to Alaska DOC Policy. Inmates have the right to refuse the help of a hearing advisor, with some limitations;

- Meet with the inmate a minimum of 36 hours prior to the scheduled hearing;
- File the inmate's witness list at least 24 hours before the hearing;
- Assist the inmate toward whatever legitimate goal they may have set for their disciplinary or classification hearing;
- Coordinate the inmate's presentation at the hearing. Inform the inmate that without the presence of the writer of a report, they may be found guilty on the basis of the report alone;
- Assist the inmate in preparing witness and evidence lists;
- Explain the questioning procedure to the inmate and arrange for an interpreter if needed;
- Present the inmate's evidence and witnesses if the accused is not able to be present. This does not apply if the inmate refuses to appear.

As you address these report writing essentials, remember that the most basic of report writing basics is to just "**Keep It Simple**". Be complete but get to the point. Write to the level of your reader. Remember this is an official document that may be entered into the record in court and you could find yourself on the witness stand having to explain your report to a jury. Would you rather be proud or embarrassed by what you wrote? Be proud.



# *Gear Head*

By Sergeant Jerrod Andrews

As far back as I can remember, I've always been a contingency planner, the guy prepared for any type of situation. I never thought of myself as a "true" prepper though, because I never had the funds to buy that dream bunker for my back yard. Lord knows I've dreamt about having one! In this day in age, who among us really doesn't want our own personal bug-out space, a warm dry nest to shelter in when the zombie apocalypse finally arrives? Full of tasty all you can eat MRE's, free and clean off the grid energy to run our medical grade air filtration system, a water purification system to filter waste water into

something that tastes like it came right out of an Alaskan spring. And let's not forget about our electronics to connect with the outside world! My bunker would be filled with enough technology to make a NASA engineer drool. But you may be thinking, "Electronics Andrews? During a zombie apocalypse?" Well of course. This is my dream after all!

So, having heard my confessed fascination with the latest and greatest items for preparedness, you've already guessed that I like gear. A lot. Have you ever heard about those ancient languages that have 83 different

words to describe “Love?” Well add number 84, my purest of all loves, the devotion to all things “tacticool” that you never knew you needed! With that said, let me welcome you into my bunker and to the first installment of *Gear Head*, a product review for the Law Enforcement Professional. Here we will explore the gear marketplace and evaluate the tools of our trade. On occasion, we will review tools and toys to occupy us when we leave the razor wire behind.

I started my LE career seven years ago, inside the fences right here at Lemon Creek Correctional Center. Right from the beginning I dreamed of the ultimate duty belt, one that would make Batman green with envy, a belt so fantastic and comfortable that I might even wear it to bed! Ok. Maybe that’s a bit excessive, but you get the idea of where I’m heading with this. When I first started, the range of duty gear was very limited here. I don’t even think there was a decent cuff case that I could have scrounged from the closet of randomness where old uniforms and equipment went to die. But what I did receive was a brass Safariland key holder, manufactured by Sea-Dog, that had been modified to hold a larger key clip. That has since become standard equipment, issued to new recruits.

For the longest time, I used a standard 1.5 inch leather belt that I probably picked up at Fred Meyer, and every day I would lace to that leather belt my key holder and a rogue cuff case that I found lying around. It was uncomfortable and difficult to keep track of equipment as it was not fixed to a standard rig. Once I decided that this was a career that I could see myself doing for quite some time, I resolved to invest in convenience and comfort by building my first true duty rig. I started out

with a Blackhawk Cordura belt (\$28) with a set of Bianchi Accumold buttoned flip top cuff cases (\$25 ea), a standard size case for regular cuffs, and the larger size to accommodate bubba cuffs. After I became a Booking Officer and suddenly needed more key real estate on my belt, I added a matching key holder to my already existing one in the name of convenience. Dealing with multiple sets of keys as most officers do on a daily basis, I would certainly recommend having two. Although the belt was very chunky and thick, it provided a good rigid feel. The buckle was very secure. The inner portion of the belt was hook and loop Velcro and worked great with an inner Velcro 1.5 inch belt (\$10) also by Blackhawk. The Velcro reduced the need for belt keepers. However, as time progressed, I found a few flaws in my first attempt.

With the constant stress on our bodies as we twist and turn to look in cell doors, and constant walking of the halls I realized that the rigid styling of the belt began to affect my hips and cause me pain. It just never sat right on my hips. I left to become a PTO and repurposed that belt to match a new duty profile. I switched cuff cases out to an open top style also made by Bianchi (\$20). I strongly disliked the open top styling as it relies on friction and the mold of the case to hold the cuffs in place. The primary downfall to gear is its ability to fail when you need it most, i.e. fight or flight time. With the open top design the handcuff is very limited in how it slips in and out of the case and the cuff fits very snugly. During one of those stressful times that I needed a set of handcuffs, I was unable to get either set of cuffs out due to the single bar, which ratcheted itself tight inside the case making it next to impossible to remove. I never used that style again.

Eventually, I finally settled on a PTO belt made by ARES Gear (\$110). It has a more rigid design than the Blackhawk, with a much lower profile. A rigid belt is key when carrying a handgun, to minimize the amount of wasted movement when trying to holster and unholster a weapon. I coupled that with an ARES Gear 1.5inch belt (\$95) and a good set of keepers for the ultimate PTO rig. I also went with Bianchi buttoned flip top cuff cases because of their proven design.

The ARES Gear belt comes at a steep price but with daily hard use on the 1.5inch belt for the past 5 years, it has maintained its rigidity and is still in excellent shape. For inside the institution I recently switched to a Safariland basket weave leather belt (\$90). I was shocked at how much more comfortable it was for me to wear. As I twist and move, or sit and stand the belt flexes to the shape of my body,

reducing the hip fatigue I had previously experienced. I coupled that with a set of leather basket weave Safariland cuff cases (\$40 ea), my trusty Safariland key holders, Safariland pepper spray holder, (and you guessed it) a set of Safariland basket weave leather belt keepers (\$15).

Sometimes it takes trial and error to find out what fits you the best. We all come in different shapes and sizes and there is no “one size fits all” when it comes to gear. I always recommend doing research and reading reviews before ever purchasing new equipment. Always spend money on trusted brands to get the most bang for your buck!

Stay safe!

Jerrod Andrews

## **A Testimonial To Officer Bruce Winslow**

**By Lieutenant Ken Hoff**

I still remember August 10, 1998, the first day of my career, working the 40 hour induct. Temporarily assigned to the Training Sergeant, I spent most of the time waiting for him to give me some instructions. I spent a lot of time sitting in his office and not much time training, until he signed off on my manual and sent me to Main Control. The officer in Control told me to sit and watch him run the board, but he never let me touch it. On what would be my last day of training, I sat with another CO on Post Five, where I learned to pat search, just in time to be sent home for five days off.

The following Wednesday night, I got a call from Sergeant Antrim, asking if I felt I could run a post by myself. Of course, the answer was "Yes." On Thursday night, I was issued keys and pointed in the direction of my gate. So, there I was on Post Four, keys on my belt and no idea what they would open. As I looked around, trying to figure out what to do with myself, Officer Bruce Winslow called me on the phone from Main Control and asked if I knew what I was doing. Of course, that answer was "No," so for the next few months, he kept a close eye on me to make sure I would be successful as a correctional officer.

Officer Winslow would call me before movements, quiz me on what was to happen next, and caution me to have my post orders open to the Movement page. Once I had Movement figured out, he showed me how to do a proper shakedown. As time went on, if I did something incorrectly, he showed me how to do it right. By taking the time to show me how to perform my duties and making sure that I understood, Officer Winslow enabled me to complete my probation. Thanks to him, I made it through some of my toughest days and I am sure he did the same for others. Over the years that followed, he has always been there for me, a good man with a wealth of knowledge about the way Lemon Creek Correctional Center is run. My career would not have been as successful without his help.

Thank you, Officer Bruce Winslow for all you do to keep our world and our fellow officers safe.