

AROUND CORRECTIONS

Official Newsletter
of the Virginia
Department of
Corrections



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Director's Message



As we enter the last weeks of the General Assembly session and look forward to spring and new endeavors, let us continue our conversation regarding *The Leadership Challenge* by Posner and Kouzes.

This research-based book provides a leadership model with five practices employed by successful leaders: inspire a shared vision; allow others to challenge the process; enable others to act; model the way; and encourage the heart.

Today we turn to the idea of modeling the way. As leaders, we must be true to the processes we set out for the Department and we must hold fast to the principles we espouse.

If we don't consistently apply the principles and processes we hold out for others, those we lead will observe that failure on our part and lose confidence in what we say and do.

This is true at every level in the Department, whether it's my executive team here at headquarters looking to me, a counselor looking to a unit manager for guidance, a teacher looking to a principal, or offenders looking to our C/Os and P/Os to model positive behavior and attitudes.

It has been said that a mediocre idea stuck to consistently can yield better results than a good idea applied inconsistently. A true leader walks the talk and leads by example, consistently modeling the way. "Do as I say but not as I do" is not one of the practices of successful leadership.

We must go in the direction we advise our teams to go. Together.

Enjoy the journey,

Harold Clarke

Brian Moran Named Secretary of Public Safety



Governor Terry McAuliffe named Brian J. Moran to be his Secretary of Public Safety on Friday, December 13.

Brian has a passion for public service, particularly in the area of public safety, and social justice issues. His unique combination of experience as a practicing attorney, a Democratic leader, former state legislator and as an association executive give him a multi-faceted perspective of how organizations function. Leadership skills are an important part of making any enterprise succeed and Brian has a demonstrated record of motivating and focusing people in both business and volunteer environments.

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Correctional Officer's Donation Proves Life Saving for Sportcaster



When Wallens Ridge Correctional Officer Dallas Gentry was 19, he made a simple, quick decision. That decision, like many decisions people make, would ultimately have a huge, life-changing impact.

What makes this story a bit different is that the decision had little impact on Dallas Gentry.

Way back then, young Dallas was asked if he would like to donate bone marrow. Today, thanks to his very generous contribution, another man is praising Dallas Gentry and calling him a hero.

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Recently Released Inmate Gives Back



While she was serving time in prison, a training program opened up a new world for Alexandria's Deborah Adams. Today she's helping open the world for others after learning to transcribe Braille while behind bars. While doing time for embezzlement at Fluvanna Correctional Center for Women (FCCW), Ms. Adams learned to transcribe Braille and earned a coveted U.S. Library of Congress certification in literary Braille. Six days after her release from prison in October, Ms. Adams became a contracted transcriptionist.

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Correctional Officer Donates Life-Saving Bone Marrow

CO Dallas Gentry Makes Thanksgiving Visit to Football Broadcaster and Family

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Way back then, young Dallas was asked if he would like to donate bone marrow.

Today, thanks to his very generous contribution, another man is praising Dallas Gentry and calling him a hero. A family, many friends and a whole community of people are grateful for his kindness.

The recipient of the bone marrow transplant is a known figure in the Cleveland area, and very well known to Cleveland Browns football fans.

Sportscaster Jim Donovan is both a local television and radio commentator. Many people know him simply as “The Voice of the Cleveland Browns.”

Cleveland’s media chronicled Donovan’s story, with Donovan himself creating a three-part series for WKYC-TV Channel 3 that explained how, staring down the specter of death, he received a life-saving bone marrow transplant that put his leukemia in remission.

Donovan is easy to find via the internet.

He speaks freely about his cancer, his battle and the second chance he received thanks to a bone marrow transplant. His gratitude is obvious.

But he did want one thing more in all this.

He wanted to meet his donor.

That was not possible for one year after the transplant. Rules prohibit any direct contact for a year after the donation to make sure the transplant is a success.

So Donovan waited, and in late November, he got his wish.

On Thanksgiving week, Dallas Gentry travelled to Cleveland as the guest of honor at the Donovan house.

Officer Gentry joined VADOC at Wallens Ridge in July 2002. Several years before he had begun donating blood. During one of his blood donations, he was asked if he would like become part of a national bone marrow registry. He was contacted about two possible matches when he was in his early 20s, but then closer matches were found, and he pretty much forgot about it until one day in the early summer of 2011 when he got another call. This time, he was told, he was a perfect match.

Soon he was on his way to Nashville, TN, home of Vanderbilt University Hospital. The donation procedure is not easy on the donor. Officer Gentry endured daily shots in the stomach to encourage his body to produce stem cells. “It makes your bones hurt all over. You feel like you’ve got the flu, and you feel like you’ve aged 20 or 30 years,” he said.

On the fifth day, they drew his blood and harvested the living-giving donation.

Before the medical staff performed the procedure, they told him it would be uncomfortable and even painful, and they assured him that he could back out at any time.

But Officer Gentry, whose mother and first wife were nurses, knew something else about the procedure. At the time they were putting him through the paces, his recipient was also being prepped for the donation and having his immune system shut down. If the recipient did not receive the donation, there was a possibility he might die.

“There was no way I could back down,” Officer Gentry said.

About a year later, he began receiving thank you wishes from the Donovan family. They wrote. They texted, and then one day Jim Donovan’s wife Cheryl called Officer Gentry and invited him to Cleveland to be a guest of honor for their Thanksgiving.

He arrived that Wednesday and stayed until the following Monday.

On Thanksgiving Day, while Officer Gentry was upstairs getting himself ready for the dinner, other members of the Donovan family arrived. When he came downstairs he was greeted by a roomful of smiling faces. “When I came down the stairs, it was kind of awkward. It was emotional. They all started clapping for me.” His discomfort gave way to the joy of the occasion. “I felt right at home,” he said. “Even if it hadn’t happened this way, I would have felt at home with them. This is the happiest I have been in a long time. It was just amazing. The food was amazing,” Officer Gentry said.

The next day Jim Donovan took him to Vanderbilt Hospital where he met the hospital staff and many of the nurses who had worked to make the transplant a success.

On Sunday, it was off to Browns Stadium, where Cleveland faced the Jacksonville Jaguars. He and Jim Donovan watched the game play out from the press box. Later, Officer Gentry joined in for the post-game interviews.

As far as Officer Gentry is concerned, Jim Donovan could not be a nicer person. “He’s a great guy, a great person, and he loves his job.”

For Jim Donovan, the feeling is mutual. “He told me thank you, and I said, ‘Don’t thank me, thank God. I am only a little part of this.’”



Correctional Officer Dallas Gentry, above right, in the box with the Voice of the Cleveland Browns, Jim Donovan. Below, Officer Gentry, right, enjoys Thanksgiving with the Donovan family. The grateful Mr. Donovan credits Officer Gentry’s bone marrow donation with saving his life. To read ESPN’s story about this, click [here](#).



New GED Brings Wholesale Changes to Educational Approach

Testing Waivers Ease the Transition to the New Cutting Edge GED Test

On January 1, 2014, the General Educational Development (GED) test got a major overhaul that changes both its content and format.

Traditional pencil and paper will soon be no more.

All answers, essays and other information now will be entered by computer. Those students who have passed three of the five portions of the GED test will be able to complete testing on the paper and pencil version for the next few months. Everyone else will need to begin with the new 2014 GED test. Because of the massive changes required in a prison setting, GED Testing has given VADOC a certain amount of leeway to complete the transition to the new test. These are known as "waivers." For a time during 2014, VADOC will be allowed to continue to utilize the traditional paper and pencil test that has been the standard since 2002.

This is good news for both the administrators who are working to implement changes and the long-term students who are working to complete the 2002 test.

VADOC is adding computers, equipment and additional training for most GED students especially in keyboarding and computer literacy. VADOC is also working to help those last few finishing the traditional test.

"This has been a true challenge for not only our students but also our academic people," said Education Division Superintendent Wayne Bennett. "Our unique population and circumstances related to security make this a dramatic change. We have worked with sometimes incomplete information and accomplished a lot to advance our students despite difficulties. This is a credit to our team of educators, testers, IT support technicians, and administrators," he said.

The transition to computers should be complete by the end of 2014. The new test requires not only that students demonstrate high-school

equivalent abilities in reading, writing and mathematics, but also possess typing ability and keyboarding skills.

"This is quite a change for some of our students," said Education Division Academic Director Anita Prince. A conservative estimate would be that approximately half of Virginia's 30,000 inmates are without high school diplomas when they arrive, and a larger percent lack basic necessary computer skills.

The Education Division has attacked this challenge in two ways.

First, all students who are relatively close to completion have received increased testing opportunities, something that is known among educators as "blitz" testing.

Second, the division worked diligently to prepare students and implement computerized testing where possible. By the end of 2013, 23 facilities were computerized.

Two factors have slowed the implementation: the cost of computerization and heightened security concerns unique to the corrections environments. Given these factors, GED testing authorities have granted VADOC implementation waivers at certain facilities.

Much of the division's recent efforts have involved helping those students who are close to earning their GEDs the old-fashioned way, using paper and pencil. "We've taken a real look at who is close to completions and given them additional testing opportunities," Prince said. The change has prompted a flurry of activity for teachers, students and especially testers system-wide.

"We have been going full speed here," said Virginia Correctional Center for Women's Susan Smith. As a Regional test control officer, she has seen numerous students struggle to pull together the last needed parts. "We have increased the number of GED completers by 50 percent this year," she said.

The out-going test required that the student score a minimum on each part with an average higher than the test minimums. At VCCW, quite often women are struggling to make the math minimum. "We have our math tutors doing over time," Smith said, and our instructor Elizabeth Weisbond directed the math tutors and has been the critical factor in our great success in math."

With the new, computerized testing system, students receive the test on a computer from a different, administrative computer. After a student completes the test, the administrative computer retrieves the test, disconnects from the student computer and connects with the internet for scoring and results. At no time is the student computer able to access the internet.

Testing is usually done in classrooms, and each facility has a designated area for testing.

The new test has four rather than five components. In addition to math, science and social studies, the new test combines language arts, reading and writing into one test. Students must make minimum scores of 150 on each of the four tests.

The new test also has some unique features including an employability score that gauges workforce readiness and a post-secondary readiness score. Those making a score of 170 or greater will receive an "honors" designation for each test on which that score is achieved. There are other indicators as well including one that would indicate an incidence of cheating.

Many facilities will continue to

use traditional paper and pencil testing well into 2014, but once a facility switches to computerized testing, paper and pencil will be no more. Until that time, VADOC will continue testing in blitzes. "We normally test four times a year," explained Dr. Prince. "In some instances we have doubled and even tripled that."

While efforts have been made to help those eligible for waivers to complete their GED, not all testers are able to complete their GED prior to release. The Division of Education has also been working with a pilot program at Tazewell Probation & Parole through the Basic Opportunities of Knowledge (BOOK) program. See the related story on this page.



GED Book Program is a First

On December 18, the GED Book Program held its first graduation ceremony at the Tazewell County District 43 Probation/Parole Office. The GED Book Program is a pilot project for the state that began on July 1, 2013. The program is offered through a partnership between the Virginia Department of Corrections District 43 Probation and Parole and Southwest Regional Adult Education. Probationers are provided with on-site GED test preparation and on-site GED testing. The program started with 21 participants, and seven of those participants completed the program by earning their GED credential before the end of December. The graduation ceremony recognized those who completed their GED testing before the closing out of the 2002 version of the test. The program will now continue with the newly released GED 2014 computer-based test.

Recently Released Inmate Gives Back

Ex-Offender Works to Help Blind Students by Transcribing K-12 Textbooks

While she was serving time in prison, a training program opened up a new world for Alexandria's Deborah Adams. Today she's helping open the world for others after learning to transcribe Braille while behind bars.

While doing time for embezzlement at Fluvanna Correctional Center for Women (FCCW), Ms. Adams learned to transcribe Braille and earned a coveted U.S. Library of Congress certification in literary Braille. Six days after her release from prison in October, Ms. Adams became a contracted transcriptionist for the Virginia Department for the Blind and Vision Impaired (DBVI).

Ms. Adams' new life had its beginnings about six years ago when she started learning to transcribe Braille in Virginia Correctional Enterprises' Optical Braille Transcription program, developed collaboratively by the Virginia Department of Corrections (VADOC) and DBVI.

"Prior to being sentenced in 2005, I was slapped on the wrist several times. With this program I can come straight out and have a whole new career in business, and I never have to look back to what I was doing prior to being incarcerated," Ms. Adams said. "I am a perfect example of how the system can allow you to change and

become a better person."

Several offenders have participated in the FCCW transcription program; Ms. Adams is the first to be released and employed in the craft. A network of people helped Ms. Adams make her reentry into society. Her parole officer worked with her housing provider so that Ms. Adams could transcribe at a transition home in her first days of freedom and abide by VADOC rules for release.

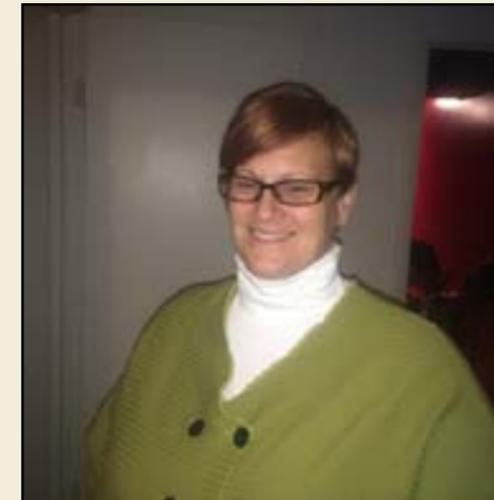
"This is a reentry success story on many levels. Good things happen when all parts of the system work together," said FCCW Warden Tammy Brown. "Dedicated, hard-working people at Fluvanna Correctional Center, Virginia Correctional Enterprises, the Department of Blind and Vision Impaired and the Alexandria Probation and Parole Office came together on this."

Ms. Adams' work for DBVI involves transcribing textbooks for blind children in traditional K-12 school settings. DBVI serves about 2,000 blind and vision impaired K-12 students. Approximately 100 are Braille readers. "These students have all different needs and they require about ten books each. So we produce quite a few books," explained Barbara McCarthy of DBVI.

Transcription is no easy task. The newest textbooks are very visual with prominent pictures, charts, special sections and other features that must be specially formatted for blind students. Good transcription involves a certain amount of translation, but good formatting is especially important so that the reader understands, for instance, charts, pictures, and where a page begins and ends.

"You have to learn transcription like you are learning a second language," Ms. McCarthy said. Transcription requires skill and patience. The work can be tedious. For these reasons there are a limited number of transcribers and DBVI routinely hires transcribers outside Virginia.

"Anytime we can help someone start a new life on a good footing we have succeeded," said Virginia Correctional Enterprises' Dave Pastorius, who helped coordinate the transcription efforts at FCCW. "This would not have been possible if not for the good work and collaboration of VADOC, DBVI and our probation and parole office. The fact that Ms. Adams is meeting a need and ultimately will be helping Braille readers makes this a win-win situation."



Do you have a story idea for the newsletter (or IDOC)? Please contact Win Sisson at george.sisson@vadoc.virginia.gov or call (804) 887-8072.



Brian Moran Named Secretary of Public Safety

Governor Terry McAuliffe named Brian J. Moran to be his Secretary of Public Safety on Friday, December 13. The following is From the Governor's website.

Brian has a passion for public service, particularly in the area of public safety, and social justice issues. His unique combination of experience as a practicing attorney, a Democratic leader, former state legislator and as an association executive give him a multi-faceted perspective of how organizations function. Leadership skills are an important part of making any enterprise succeed and Brian has a demonstrated record of motivating and focusing people in both business and volunteer environments.

Brian draws on his experiences as a local County prosecutor and his twelve years serving in the Virginia

legislature. Brian began his career as judicial law clerk in Arlington Virginia learning the intricacies of the court system. In 1989 he started his career as County prosecutor where he prosecuted a variety of crimes including murder and rape. He was popularly elected seven times to represent the 46th legislative district comprised of 73,000 citizens in the City of Alexandria and Fairfax County.

While in the legislature Brian served on the Courts of Justice Committee, the Virginia State Crime Commission and the Board of the Virginia Alcohol Safety Action Program and the Secure Virginia Panel.

As a legislator he focused on numerous public safety issues. He championed and sponsored legislation in the areas of: child abuse, domestic violence, drunk driving, drug interdiction and elder abuse. He forged bipartisan coalitions and support to pass numerous pieces of legislation. Most notably: Alicia's Law, which provides law enforcement the necessary tools to stop internet sexual predators from preying on our children.

For more information visit: <https://governor.virginia.gov/cabinet/public-safety/>



Education Division Holds Annual Woodcrafts Show



The Education Division held its annual Woodcrafts Show & Event from November 18-21 in downtown Richmond's James Monroe Building. The event displayed a wide range of items

produced in educational classes by Department of Corrections students. Furniture, toys, concrete sculptures, art, upholstery and plants were available for public purchase.



The Running Man: VADOC's Emory Waters

On Saturday, November 17, VADOC's own Emory Waters, 66, ran the 26.2-mile Anthem Richmond Marathon and finished in the top 15 for his age group with a time of 5:00:26. Emory works at Headquarters as a senior programming analyst in the CTSU. Running is only one of his many interests. He has considerable music interests, plays the French horn and has written operas. He also serves as the Composer in Residence for the Petersburg Symphony Orchestra and in 2007 wrote *The Edge of Glory*.

How did you get into running?

Forty years ago I had just moved to Schenectady, New York, and was living a couple of blocks away from the quarter-mile track on the Union College campus, so I started seeing how many laps I could do. Then in the latter 1970s there was quite a lot of interest in distance running, that's when Jim Fixx's book came out. One of the mantras of the time was "Long, slow distance." I had already mastered the slow part, so I began working in the long part, mapping out routes of various lengths, around that time a number of bike/hike trails were developed in that area, using old Erie Canal towpaths and abandoned railroad rights-of-way. By 1978 I was ready to try my first marathon. I actually thought of doing the Richmond Marathon, but did the Marine Corps Marathon instead. It was just a few weeks after my thirty-first birthday, and my time was 4:09.

There was a long period of time, over 20 years, where I did no running at all. Then, in 2006, the Department's Chief Information Officer Rick Davis put together a team of programmers to go against a team of hardware guys for that year's Monument Avenue 10K, so I started running again.

Tell us a bit about your running career.

I've done four, spaced out over thirty-five years:

- Marine Corps—1978
- Mohawk-Hudson (Schenectady to Albany NY)—1984
- Richmond—2011 and 2013

What races have you run?

In the late 1970's and early 1980's I ran in something called the Chopperthon five times (30 Kilometers—18.6 Miles—from downtown Schenectady to downtown Albany. It got its name because it was sponsored by Price Chopper Supermarkets). I also did some flat water canoe races (including the General Clinton Regatta 70-miler twice) and a couple of triathlons where the water leg was canoeing instead of swimming.

What is your next event?

The Monument Avenue 10K on March 29.

Do you have a running routine?

I don't actually have a routine. I tend to do a series of routes through my neighborhood, and in winter I use an indoor track a lot. I walk six or seven miles every day and I also run six or seven some days.

Do you have some tips for those who want to start running?

The most important thing is good running shoes. Besides that, don't try to do too much too soon. To improve you have to push yourself a certain amount, but don't push too hard.



2014 GENERAL ASSEMBLY OF VIRGINIA – SESSION UPDATE

The 2014 regular session of the General Assembly of Virginia was called to order on January 8, 2014, for a “long” 60-day session scheduled to adjourn on March 8, 2014.

The Virginia Department of Corrections has again had a very active legislative session. This year the Department completed more than forty-five Legislative Action Summary (LAS) reports, which provide agency analysis and impact statements regarding proposed legislation. In addition, we provided more than two hundred responses to Corrections Impact Statements for legislative drafts to Legislative Services.

While the Department did not introduce legislation this session, we tracked two bills directly related to the operations of the Department. They are:

- | | | |
|-----------|----------------------------|---------------------------------|
| • HB 1052 | Method of Execution | Delegate Jackson H. Miller |
| • SB 607 | Method of Execution | Senator Charles W. Carrico, Sr. |
| • SB 403 | Disposition of Dead Bodies | Senator Kenneth C. Alexander |

Both HB 1052 and SB 607 have been carried over to 2015. SB 403 was incorporated into SB 304 and has passed both the House and the Senate.

During the week of February 24 -28, the Department again went on display at the General Assembly with a presentation in House exhibit space showcasing various agency programs and initiatives. The pictures on display showed staff training, agribusiness efforts, reentry initiatives, probation and parole, education programs and the VETS program at Haynesville Correctional Center. A new addition at the exhibit this year was produce – tomatoes and cucumbers grown at our agribusiness centers – which proved to be a hit with visitors!

Debra D. Gardner
Chief Deputy Director

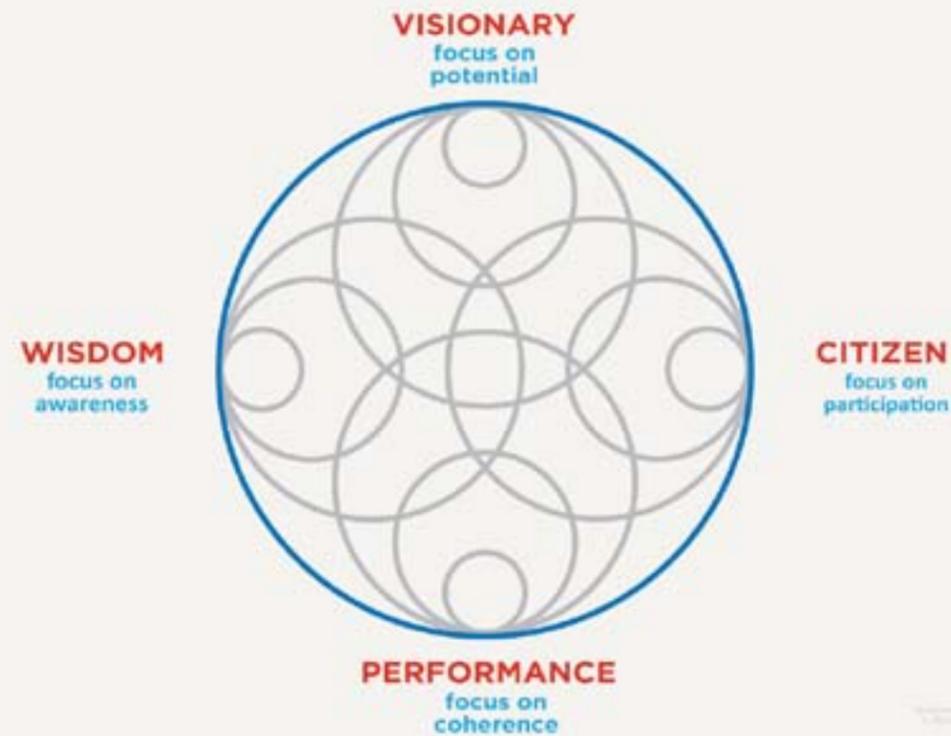


The Virginia Department of Corrections went on display at the General Assembly during the week of February 24-28. Many agency staff, including Dr. Patricia L. Parham, shown above, were on hand to greet visitors.



LEADING ENERGIES

Do your Conversations and Dialogues lead anywhere?
If not, try defining the Leading Energy.



The Leading Energy will give focus to the Dialogue...

Leading with a different Energy requires setting different conditions.
At a minimum, Visionary Dialogues need time, Performance Dialogues need data,
Citizen Dialogues need recognition and Wisdom Dialogues need perspective.

Dialogue is a mode of talking and thinking together that...

...helps people to find a common understanding and a common purpose. The decisions and actions that result from good dialogue make common sense to everyone involved. Good dialogue requires a set of simple and practical skills that can easily be learned and bettered with practice. In dialogue people express their own views, needs and aspirations, listen to others, agree and disagree with one another, support and challenge each other, become aware of their own assumptions and impact on others, come to appreciate diversity and to accommodate differences in ways that may not have been obvious at first. With the benefit of dialogue it is possible to undertake participatory change with people rather than imposing change by doing it to people. Change of this kind is sustainable over time because it feels right and is based on collective common sense.

WHAT ARE THE LEADING ENERGIES?

The Dialogue Skills Training is being made available to all staff in the VADOC to raise the quality of communication across the agency. These Dialogue skills are designed to enable people to think well together and to make better-informed decisions. They help people to engage by giving attention to each other (through a Check-in and the appropriate Mode), to ensure the interaction functions well (by using the Dialogic Actions), and to develop a high quality of conversation or Dialogue (by activating the Dialogic Practices). The Leading Energies build on the skills learned in the Dialogue Skills Training, and are a simple and useful way to focus the thinking in a Dialogue and lead it in a particular energetic direction.

A successful conversation or Dialogue leads people into a new understanding, and as a result, changes what people choose to do and how they relate to each other. Rather than leaving this to chance, the Leading Energies provide a simple vocabulary to determine where to lead the conversation. There are four directions to focus attention, whatever the subject under consideration, and these are the Visionary, Citizen, Performance and Wisdom Leading Energies. By naming the Leading Energy, and therefore the intended direction, there is more chance of getting there together. Otherwise you may find the conversation or Dialogue going around in circles with people heading in different directions and confusing each other without much progress being made.

Although there are many reasons that you may want to talk with others, it is only these four Energies that lead any conversation. For example, whether you want to check the progress of a piece of work, to encourage people to sign-up for an activity, to understand how best to use your time or to think about where the Department might be in a couple of year's time – the kind of conversation you want can be described by the Energy that leads you into that thinking. The Energy of checking the progress of a piece of work leads in a Performance direction, encouraging people to sign up leads in a Citizen direction, understanding how best to use time leads in a Wisdom direction and thinking where we want to be in a couple of year's time leads in a

Visionary direction. These considerations each have a different energetic direction and purpose, and different conditions are needed to follow each of them well. For example, it is not possible to have a good Performance conversation without data, and it is not possible to have a good Visionary Dialogue without setting aside enough time to slow down the thinking. A Citizen Dialogue depends on being interested in the experience of other people, and a Wisdom conversation requires perspective.

All the Leading Energies are needed at different times to take forward a successful operation, business or team. What can be confusing is when some people want or expect a different Leading Energy from others. For example, one person may be trying to discuss delivery issues (i.e. Performance) while others keep missing that by talking about relationship issues (i.e. Citizen). Naming the Energy, and being clear about a sequence of Leading Energies will help to address this confusion and bring people together into one conversation.

VISIONARY LEADERSHIP

Leading with a Visionary Energy means thinking about the potential of the future, and the kind of future we would like to have. There are particular conditions you need to set a Visionary conversation. You need to step out of the immediate detail of daily demands, emails and telephone calls, and clear the space in your mind and take the time to think creatively about the future.

You can start to set these conditions with a Check-in question like: "Where do you hope we will be in a year's time?" (or whatever time period might be appropriate). This could lead into a Dialogue about potential scenarios for the future as people use their imagination to explore possibilities and think about what is really worth doing.

Rev. Martin Luther King was leading with a powerful Visionary En-

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WHAT ARE THE LEADING ENERGIES?

Continued from Previous Page

ergy in his “I have a Dream...” speech. He was painting a picture of a future that he and others longed to have. Visionary Energy results in a common aspiration and coordinated efforts to achieve something of value. If Vision is lost by an organization, team or an individual, they tread water while others pass them by. An example of Visionary Leadership in the VADOC is the introduction by the Director of the Healing Environment. As this vision is explored and developed by the staff, as we currently see happening, then strategies and plans can be made locally and centrally to realize the potential inherent in the Vision.

CITIZEN LEADERSHIP

Leading with Citizen Energy involves being interested in people and how fully they are participating. The key is to acknowledge that everyone has a part to play, and help people find how they can contribute and add value. It is natural for people to want to join in and contribute to the overall effort. It is also natural for them to feel reluctant, resistant or alienated if they do not know how to participate or feel unable to do so. You can set the conditions to lead into a Citizen consideration with a Check-in like: “Where do you get the most pleasure in your job and where are you of most help to those around you?” This could lead into a conversation that addresses further questions like: “Do we know where our colleagues or staff are most fulfilled in their work? Do we know how what we do contributes to their challenges and successes? Do we know how to do the things that are requested or expected of us? Do we need more information, skills or support?”

When there is a strong Citizen Energy people feel like they are a part of a community or large, healthy family. They enjoy coming to work, and are fulfilled by the hard work that they know adds to the overall progress of the Department. This is reinforced when we take the time to acknowledge others, formally or informally. But when the Citizen Energy is lost, cynicism becomes common place along with back-biting, sarcasm and complaint. We experience this as ‘noise’ in the system. Then it is time for someone to lead people into a Citizen Dialogue to re-establish this Energy in people’s daily experience.

PERFORMANCE LEADERSHIP

Performance is about delivering the goods, on time and in the manner requested. It is the most familiar Leading Energy to many, and is the basis of most organizational measures, rewards and penalties. When Performance Energy is strong in the culture, people’s actions are coherent with their words and they deliver their commitments, and more. This requires clear boundaries and the ability to say “no” to requests that are not in the plan and would affect the timing or quality of the delivery.

The conditions can be set for a Performance conversation with a Check-in like: “What were your figures for last week compared to budget, and what actions are needed in consequence?” Performance involves tracking progress, being decisive, prioritizing, meeting deadlines, exceeding targets and celebrating achievement. This can only be done well if there is accurate information and the relevant data.

Performance is highly rated in most organizations and without this Energy no organization can succeed. When there is a strong Performance Energy in a team, people pride themselves on meeting their targets. But when the Performance Energy is weak, people tend to ignore the leaks and the fact that the ship is slowly sinking. In this situation the Performance Energy and boundaries are held by just a few who tend to be judged by others as single-minded and uncaring - which is unfortunate because it takes a kind of courage and resilience to lead with the Performance Energy.

WISDOM LEADERSHIP

Leading into a Wisdom Dialogue requires people to draw on their experience and see how it applies in the current situation. In a fast and busy world where it is not feasible to read every email and attend to every request, it is necessary to prioritize. Which are the key things to do to ensure everything else starts to fall into place? This is the core of the Wisdom Energy. The Wisdom Energy requires perspective and reflection to become aware of the larger purpose as well as the smaller details that get us there – and to be aware of the past history and the future aspirations and how they both affect the present challenges.

One could lead in this direction with a Check-in like: “How can we turn this problem into a creative advantage?”, or “If we can only attend to three things during the next week, what must they be?”. Those who lead with Wisdom tend to say less, but people listen to them when they speak because what they say is worth hearing.

An example of Wisdom Leadership in the VADOC is the decision to introduce Learning Teams into all Units. These are designed to develop Wisdom Energy and to ensure people keep learning from everyday practice and experience - and thereby to develop the overall Agency as a Learning Organization. When there is Wisdom there is assurance. But when the Wisdom Energy is lost, rash decisions have a high cost in terms of delivery, comraderie, safety and future prospects.

LEADING FROM WHERE YOU ARE

Inherent in the Leading Energies is the idea that we are all leaders, whatever our current role or job title. We can all lead through conversation and Dialogue by using the Leading Energies to openly propose the most productive direction to go.

Those who have the formal role and title of Leader will benefit hugely from being adept with the Leading Energies. Knowing which Energy is needed at any time is fundamental to good leadership: Do we need to focus our attention on our direction and purpose (Vision) our sense of belonging (Citizen), our output (Performance) or how to be smarter rather than working harder (Wisdom)? Discerning this, and following through in a way that bears fruit, is what makes a great leader.

Submitted by Peter Garrett

Deep Meadow MCV Security Care Unit Recognized



Deep Meadow Correctional Center's MCV/Security Care Unit was one of many health care teams recently recommended for the Virginia Society Healthcare Engineers Teamwork Award. After careful deliberations by the board of judges, Deep Meadow Correctional Center Security Care Unit received 1st place in the category. On December 18 Unit Commander of the Security Care Unit Captain William R. Best, left, accepted the award.

VADOC Donates to Public Safety Memorial



During ground-breaking ceremonies for the Public Safety Memorial in Richmond on Friday, January 3, the Correctional Peace Officers Foundation donated \$1,500 to the Public Safety Memorial. Executive Director of the Virginia Public Safety Foundation Matthew Gray, left, receives the check from Correctional Officer James H. Gibson, right, of Harrisonburg Detention Center and Deputy Director of Administration N.H. "Cookie" Scott.

New Land Navigation Record at the Academy

Major Christopher Allen of Haynesville Correctional Center and Deputy Sergeant Greg Bock of the Goochland County Sheriff's Office finished the land navigation graduation course in one hour and one minute. This is a graduation course record at the Academy for Staff Development. Basic land navigation involves reading maps, using a compass and moving to specific destinations. The land navigation training is available to all correctional officers and outside law enforcement agencies.



February is Career & Technical Education Month!

Governor Terry R. McAuliffe proclaimed February to be Career and Technical Education (CTE) Month in Virginia.

"We know from our research efforts over the past 15 years that CTE students recidivate less than the general population, earn more, get employed more quickly, and have more consistent employment. This is all a direct result of the excellent work our CTE teachers do every day," said the Division of Education Superintendent Wayne Bennett.

During the 2012-13 Fiscal Year:

- 6,546 students were enrolled in CTE programs
- 1,730 students completed CTE programs
- 1,769 students obtained an industry based certification

Based on a research project conducted by Virginia Tech in 2007, students who completed CTE programs showed a reduction in recidivism by a factor of 20.57% over of-

fenders who did not complete CTE programs. A Cost Benefit Analysis showed that for every dollar spent on CTE programs \$7.63 is saved on re-incarceration alone and between \$7.43 - \$10.60 is saved when the cost of law enforcement a court costs are factored in. The range varies base on the nature of the crime.



ServSafe!

Ex-offenders Earn Food Safety Certification that Promotes Success

Successful reentry often begins with successful entry into the job market.

Ex-offenders must be prepared to join the workforce with the proper skills and qualifications.

Through VADOC programs offenders can earn a known industry credential the ServSafe certification, a nationally recognized food protection manager certification. The ServSafe program requires that they complete a food service training curriculum

designed to teach food safety and responsible alcohol service to food service workers.

Approximately 4,500 ServSafe certificates have been issued since VADOC began the program May 1, 2011, said Director of Food Services Mark Engelke. VADOC is working to help all its food service workers and food service students obtain ServSafe certificates.

“This is certainly a cost-effective program,” Engelke added. “For an investment of less than \$100,000, we have improved food ser-

vices at facilities and helped prepare these individuals for life after incarceration.”

ServSafe dramatically increases the likelihood of post-release success, explained the Division of Education’s Career & Technical Education Director Morris Dews. “A person who holds a ServSafe certificate is more likely to be hired. Food industry professionals know what this is, and they know what a person who holds one can do,” he added.



Family Reunification a First at St. Brides Inside/Out Graduation

St. Brides Correctional Center’s Cognitive Community’s first Inside Out Dad graduation which took place on December 2, 2013, was a huge first for VADOC – it incorporated family reunification.

Offenders’ children, wives, significant others and family members were allowed to attend and enjoy a lengthy supervised visit. The graduation was less formal with no keynote speaker. Instead, every graduate was designated a separate table where he could enjoy the event with his loved ones. The graduates shared words of thanks and made a commitment to become better fathers during the ceremony.

“Having the children attend the ceremony was a treasure,” said Cognitive Counselor Christopher Walton. “The looks on the children’s faces as their fathers received their certificates and interacted with them at the tables made the activity all worthwhile,” he added. Twelve men received certificates for completing the course, which focused on preparing them for reentry and especially their roles as fathers.

“This was a great success,” said Unit Manager for Reentry Clark Carpino. “But what made it unique and prototypical was including the children.” Unit Manager Carpino, Cognitive Counselor Walton and Treatment Officer Rona Reynolds worked together with the St. Brides staff and surrounding community to initiate the first reunification program.

“One of the biggest factors in reentry success is a strong family connection, so the men certainly benefitted, but the children and families also benefitted, and hopefully this sews the seeds of a successful reentry and reunification for all of them,” Unit Manager Carpino added.

The graduates completed a 12-week, 12-session course during which they focused their impending reentry to their homes and their roles as fathers and husbands. The course includes traditional materials including a study manual, videos and presenters. One special activity involved creating DVD-Rs for their children. In the DVD-R, the men could read a children’s book, sing a song, offer words of praise or talk about their plans to be a better father, among other things. The DVD-Rs were sent off to the children at a designated address. The men paid for their DVD-Rs, which cost less than \$5 to make and deliver. The package sent to families included the DVD-R and a book.

Another important aspect of the program involved the children’s mothers. In order for the fathers to participate in the program mothers had to give consent. During the course period the father, mother and families were involved in a program called, “Rebuilding Family Bridges.” Both programs worked hand-in-hand to support family reunification. The mothers attended support sessions at the Workforce Development Center on Little Creek Road in Norfolk. Janice Roach, a family service worker for the Norfolk Department of Human Services, instructed the Rebuilding Family Bridges program. To reinforce the process, a session was conducted at the institution with the fathers and mothers which focused on subjects including communication and values.

Counselor Walton said he appreciates the support Inside Out Dad has received including the efforts of Martin Brown, the Special Advisor to the Governor for Family Re-integration for State Offenders.

“Inside Out is really about rebuilding family relationships,” Counselor Walton said. “We want these men and their families to succeed when they get home, and hopefully, Inside Out has helped them achieve that success.”



Senate Resolution Commends VADOC's Step Down at Red Onion and Wallens Ridge

SENATE JOINT RESOLUTION NO. 184

Offered March 3, 2014

Commending the Virginia Department of Corrections

Patrons-- Adam Ebbin; Delegate Patrick Hope



WHEREAS, the Virginia Department of Corrections assessed that the growing number of administrative segregation assignments in the Commonwealth was leading to challenges in the corrections system, including a cycle of regression among offenders, low staff morale, and higher operating expenses; and

WHEREAS, the Department recognized that over 90 percent of incarcerated offenders complete their sentences and return to the community and that long-term public safety is not served when offenders discharge directly from administrative segregation to the community; and

WHEREAS, the Department developed an innovative and creative process based on research in the correctional field to reduce the prison system's reliance on long-term administrative segregation assignments, successfully changing the culture at the Commonwealth's highest security prisons; and

WHEREAS, the Step Down program implements evidence-based practices, extensive personnel training, and advanced security measures beyond required procedures to enhance staff and offender safety; and

WHEREAS, the program creates pathways for offenders to learn and practice law-abiding behavior through specially designed modules, with the opportunity to progress through a conservative step down process toward lower security classifications and gradually prepare for community reentry; and

WHEREAS, the program has utilized a multidisciplinary team to determine underlying reasons for offender behaviors so they may be targeted with specially designed programs; and

WHEREAS, in July 2013, the Southern Legislative Conference recognized the Department's national leadership with the STAR (State Transformation in Action Recognition) award for its diligent work in reducing administrative segregation and for developing a program model replicable in other states; and WHEREAS, Department leadership and an effective team effort involving all staff from Southwest Virginia's Red Onion and Wallens Ridge State Prisons have reduced administrative segregation and increased safety through cognitive programming and the building of pro-social behavior; and

WHEREAS, 511 offenders have become involved in the program, leading to a 64 percent reduction in administrative segregation assignments, and 337 offenders have successfully stepped down to general population assignments since 2011; and

WHEREAS, serious incidents with administrative segregation offenders have declined by 76 percent, offender grievances and complaints have declined by 79 percent, and 26 percent of the offenders working in the prisons' food services have successfully graduated from the Step Down program; now, therefore, be it

RESOLVED, by the Senate, the House of Delegates concurring, That the General Assembly hereby commend the Virginia Department of Corrections for its outstanding leadership and dedication to public safety in administering the Step Down program; and, be it

RESOLVED FURTHER, That the Clerk of the Senate prepare a copy of this resolution for presentation to the Virginia Department of Corrections as an expression of the General Assembly's gratitude and admiration for the Department's efforts to develop a superior program to help guide offenders toward rehabilitation.

VADOC Tactical Support Team Rescues Lost Woman

On December 9, the Richmond County Sheriff's Office called Haynesville Correctional Center's Tactical Support Unit Team for assistance with a missing person. At 3 a.m. a 74-year-old woman walked away from her residence wearing only a nightgown and slippers with temperatures at 31 degrees and raining. The Team (Officer Chris Whitacre, Sgt. Roger Liptrap, Major Chris Allen, and Sgt. Gabe Fearing) were called out at 5:15 a.m. and were on scene at 5:30 a.m. Sgt. Fearing assisted the Richmond County Sheriff's Office K-9 Officer, Officer Whitacre conducted vehicle patrols of the surrounding roads, while Sgt. Liptrap and Major Allen conducted searches of wooded areas. At 6:40 a.m., Major Allen and Sgt. Liptrap located the missing female underneath some pine trees curled up and unable to move due to the elements. Sgt. Fearing was notified and directed the Sheriff's

Office to the woman's location. Officer Whitacre arrived on scene with his vehicle and assisted in moving the female into the passenger seat to get her out of the elements until the rescue squad arrived. The female was taken by rescue to the area hospital and recovered from her ordeal.



From left to right above are: Officer Chris Whitacre, Sgt. Roger Liptrap, Major Christopher Allen and Sgt. Gabe Fearing. Photo at right shows the distance walked by the missing person.

Catch VADOC in the News!



VETERANS DORMS: *Veteran credits program at Indian Creek Correctional Center. Coverage by National Public Radio, December 16.*



FIXING CHRISTMAS DINNER FOR 1,500: *VADOC'S Cheryl Sutherland is the Dinner Chairwoman of the Danville Community Christmas Dinner. Coverage by WDBJ-7 Roanoke, December 25.*

CHROME, FIREFOX USERS

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Firefox users click [here](#).



Winter Fun in Support of Special Olympics: Plunges Bring Pledges

On February 7-8 the VADOC “True Blue” team participated in the annual Virginia Beach Winter Festival and its featured event, the Polar Plunge. Brave and hearty souls from across the Commonwealth dared to dip in the frigid Atlantic, and all in the name of a good cause: the Special Olympics. The two-day festival included a 5k race and beach volleyball tournament. All proceeds will benefit Special Olympics of Virginia.

According to early tabulations, Team True Blue boasted at least 52 plungers and raised more than \$8,000.

“True Blue” is made up of employees, families, and friends of the Virginia Department of Corrections. For the past three years True Blue has won awards for being the largest law enforcement team and collecting the most donations. This year members of True Blue hoped to make it a fourth.

More than 3,500 people took the plunge this year at Virginia Beach, raising more than \$1 million to benefit Special Olympics.



Team True Blue makes a splash at the Polar Plunge in Virginia Beach!



Mike Whipple Honored by Oxford House of Virginia

During its 12th annual state convention in late January, Oxford Houses of Virginia honored VADOC's Mike Whipple by giving him the Oxford House of Virginia Riley Regan Founders Award.

The award recognizes outstanding individual dedication and support to ensure the success and expansion of the Oxford Houses of Virginia.

Oxford House, Inc. is a national non-profit organization comprised of self-supporting, self-run addition recovery houses. The Virginia branch, Oxford House of Virginia, frequently serves state-responsible probationers.

Mr. Whipple serves as the program manager for the High Intensity Drug Trafficking Areas (HIDTA) program.

VADOC, HIDTA/Start Today a New Direction (STAND) and the Oxford Houses of Virginia have long collaborated and more recently utilized evidence-based practices programs and reentry services.

Prior to the awards ceremony, Mr. Whipple spoke about the collaborative efforts and success that VADOC and HIDTA/STAND had experienced with the Oxford Houses of Virginia.

The award Mr. Whipple received is named in honor of Riley Regan, a recovering alcoholic and drug addict who advocated treatment over incarceration. A movement he fostered in New Jersey eventually grew into a national effort, the Oxford Houses.



Top photo: HIDTA Program Manager Mike Whipple, left, receives the Oxford House of Virginia Riley Regan Founders Award which recognizes outstanding individual dedication and support to ensure the success and expansion of the Oxford Houses of Virginia. With Mr. Whipple are Oxford House Inc., Member of Board of Directors James McClain, middle, and Paul Stevens Regional Outreach Manager, Oxford House Virginia & District of Columbia, right. Bottom photo: The Oxford House Convention was well attended.

Major Christopher Allen Speaks to Peninsula Metropolitan YMCA Executive Team Members



Major Christopher Allen from Haynesville Correctional Center recently spoke at an All Staff Meeting for the Peninsula Metropolitan YMCAs. This meeting was attended by more than 80 executive team members for the 15 branches that make up the Peninsula Metropolitan YMCAs and who serve more than 50,000 members. Major Allen discussed violence prevention, particularly violence created by an armed individual, and how to better evaluate YMCA branches to make them safer. He is assisting the YMCAs with their development of policy governing violence prevention and assessments of each YMCA branch.

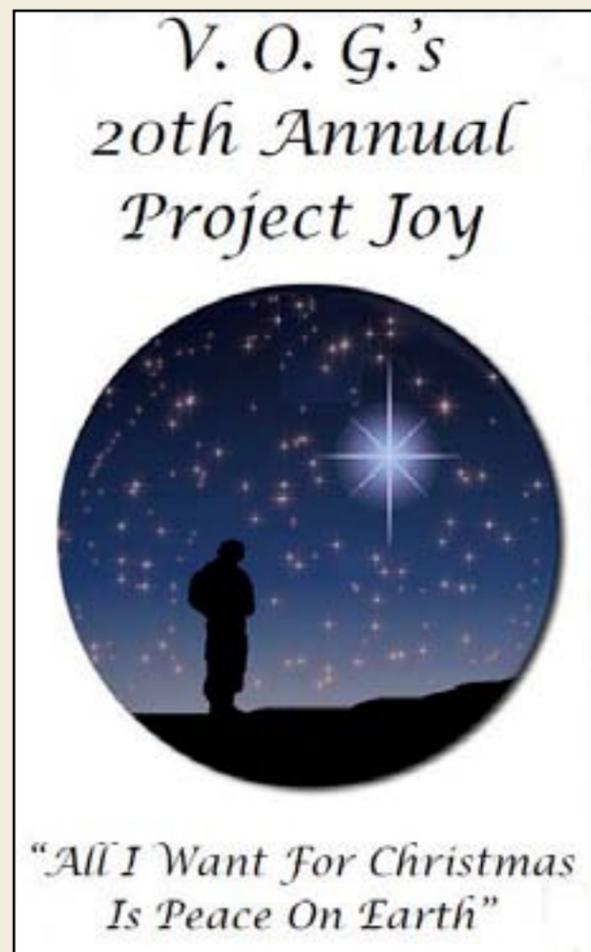
'Tis the Season: VADOC Made the Season Brighter All Over Virginia

Haynesville Holds 20th Annual Project Joy

Haynesville Correctional Center held its 20th Annual Project Joy celebration in December, bringing Christmas cheer to a needy Northern Neck family through donations from offenders, staff and others.

Four children, the oldest of whom was seven, received toys and clothes thanks to Project Joy, an event sponsored by the Haynesville Veterans Outreach Group (VOG). The group is made up of men who served in the United States military.

Haynesville Assistant Librarian Edie Hudgins serves as sponsor for the event, which was founded by a retired VADOC counselor, the Rev. Dr. Ralph Gardiner, who attended the December 13 event.



District 18, Dillwyn and Deep Meadow Spread Holiday Cheer

District 18 Probation & Parole provided a generous amount of Christmas cheer for eight children in five different localities this year. The 23-member staff raised approximately \$400 and purchased toys which were donated through the local social services to children in the City of Norton and the counties of Wise, Scott, Lee and Dickenson.

In Wise County, top right photo, left to right, are PO Jon Sykes, PO Mary Caruso, CPO Jennifer Lester, OSA Dale Boardwine, OSA Kathy Greear, OSA Katherine Strouth, SOMPO Daretha Morris and SOMPO Nathan Brooks.



In Lee County, with their Christmas gifts are, middle right photo, left to right, Jessica Kidwell, Jessica Parsons, Samantha Byington and Wanda Ellis.



In Scott County, lower right photo, Gregory Adams and Jessica Caldwell, left, deliver gifts to Department of Social Services worker Amy Dooley.



Dillwyn Correctional Center's Business Office and Human Resources elves, appointed by none other than Santa Claus, were busily fulfilling Christmas wishes for lucky angels that were picked from the Angel Tree at the local Special Touch Florist. These angels were supplied by the Department of Social Services and as you can see, DWCC's angels were very busy buying and wrapping gifts for these special children. In photo at left, left to right: Tina Moss, Lisa Jones, Andrea Snoddy, Pat Crickenberger, Edwina Booker and Gwen Jefferson



During this past holiday season the employees of the Deep Meadow Correctional Center/ James River Work Center/MCV Security Care Unit with assistance from the DOC Employee Assistance Fund and Correctional Officers Peace Foundation contributed to brightening the holiday season of Officer Terri Scott and her family. Officer Scott's daughter Teriah, age 10, had recently undergone chemotherapy which weakened her heart and as a result had a heart transplant just before the holiday season. Teriah is on the road to recovery. Pictured left is Teriah, Officer Scott and the Executive Team of DMCC/JRWC/MCV after the presentations of assistance were presented.