

THE RESOURCE

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Christopher Epps, Commissioner



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THE COMMISSIONER'S COIN IN THESE TIMES

The Commissioner's Corner

Four years ago I instituted the "Commissioner's Distinguished Service Coin". The letter that accompanies the coin reads as follows.

I am honored to personally present you with the Commissioner's Distinguished Service Coin. The award was founded in January of 2005. It symbolizes dedication to service, commitment to public safety, and enthusiastic effort and focus.

Recipients of this coin shall exhibit qualities of positive attitude, commendable service, and determined work ethic. The recipients will have performed well under pressure, exude character, and command respect from their peers.

This award is to honor those who have made an outstanding contribution to their state through public safety and this agency through their leadership, support and service.

The coin presented to you symbolizes the commitment and dedication of outstanding law enforcement officials.

You are to be commended for your high standards of excellence, integrity, vision, and purpose.

I consider it a privilege to serve with you in achieving the awesome task of providing and promoting public safety to the citizens of the great state of Mississippi.

Respectfully yours,

*Christopher B. Epps
Commissioner*

To date, the coin has been awarded 292 times. Sonny Edwards has received the commissioner's coin four times. Superintendent Lawrence Kelly and CCD Jerry Williams have received it three times apiece.

The commissioner's coin has been awarded to people from numerous states and several countries to commemorate their interest in, or contribution to, the MDOC. Those people within the MDOC that have received the commissioner's coin now share a tie with people from many diverse locations.

The commissioner's coin continues to celebrate the intelligence, integrity and discipline that are the hallmarks of people within the MDOC, and to distinguish those who carry these traits beyond the norm.

Intelligence in the MDOC consists of education, experience and common sense. Each of us has these assets in varying measure. Some of us can recite theory and recall philosophies of penology from a classes and readings. Others are able to recall the first hand experiences of incidents in the MDOC dating back over thirty years. Some, who are newer to their career path, are able to hear these lessons and experiences and apply them daily through the intelligence to think through every situation on a case by case basis.

Integrity in the MDOC exists in our relationships with offenders, other staff and the values of the job. All MDOC professionals (those choosing personal profit over profession are not professionals) continually monitor themselves to ensure that their conduct with offenders is appropriate, maintains decorum and is above reproach. Our relationships with each other are governed by the fact that all of us have to trust each other to ensure our safety. We have to keep ourselves above question so that we can be trusted by our fellow employees.

Discipline in the MDOC comes in myriad forms. First of all it comes in the desire to be on site and mentally and physically prepared for a days work. It comes in our desire and actions to act with intelligence and integrity. It comes in the willingness

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to exceed the job description to maintain an orderly running agency. It comes in placing personal differences aside and doing the job.

The commissioner's coin celebrates all of these traits and many more.

We are reaching a period of time when economic pressures are going to test our better traits. The economist Peter Schiff was right regarding the real estate bubble burst. He and others accurately told of the condition the nation's economy would be in today. And, their predictions for the next years aren't real hopeful.

From the standpoint of the agency, like that of an individual, surviving these times means maintaining an income and using that income as frugally as possible. Much like individuals receive a bigger portion of the payroll for outstanding performance, a state agency that demonstrates tremendous value can expect a bigger portion of the state's budget. Understand that a quarter of a 12 inch diameter pie is more to eat than a third of a 6 inch diameter pie. We have no control over the size of the pie, but we do have some control over the size slice we get. And, we are the only ones that control how fast we eat it.

This is where those finer traits exemplified by the commissioner's coin come into play.

We have to be intelligent in how we use our funds and the materials the funds buy. We have to continually think about applying these limited resources in a manner that provides the greatest outcome for the

resources spent.

We have to demonstrate integrity, remembering that if our personal dollars didn't buy an item it is not for personal use. Beyond that, we have to be honorable in our remembrance that the resources we use were provided to us through the taxation of people in the same financial condition we are each in. We must honor the fact that they do not want the product of their labors wasted any more than we do.

Common sense will ultimately be the most valuable of our traits in this trying time. It is up to each of us to guarantee that we think before we commit to an act. We must make certain that our actions are not going to contribute to a faster use of the limited resources we have and that our frugality does not come at the cost of lessening public safety.

Throughout 2009, let us always be mindful of the traits commemorated in the commissioner's coin. Let us not be shy about nominating staff to receive it when they have demonstrated our best traits, helping to lower costs while maintaining public safety. And, let the recipients know that they hold in their hand the symbol of a true professional.

Christopher B. Epps
Commissioner
Mississippi Department of Corrections

10 TIPS TO PREVENT EMPLOYEE CAR ACCIDENTS

By Patricia Dean-Wilson, Director of Loss Prevention



One of the biggest risks facing employees every day is the drive to and from work. While the edmunds.com website is probably best known as a top car-buying guide and for its vehicle reviews and ratings, they also offer an extensive library of safe-driving tips. The Edmunds editors know something about safety. Their jobs entail extensive test driving, and they've seen it all—or at least most of it—from closed-course tests to interaction with drivers on the L.A. Freeway (Source: BLR.com). Here is what they recommend:

1. Stay out of the fast lane. By using the center or right lane on multi-lane roads, drivers have more escape routes should a problem suddenly arise that requires quick lane changes or pulling onto the shoulder. Most highway accidents occur in the left lane.

2. Keep your eyes scanning the area ahead. Good drivers don't just stare at the car ahead. Rather, they watch the traffic in front of that car as well. This increases your chance of seeing a problem while you still have enough time to react to it.

3. Beware of blind spots. Adjust your side and rearview mirrors to provide one "seamless panoramic scene of the view behind you," but don't rely solely on them. You should also look directly into the lanes beside you to avoid overlooking something left undetected by the mirrors. Consider, too, the potential blind spots affecting other drivers around you, particularly truckers.

4. Get 'racecar driver control' of the wheel. The idea here is to maintain control of the wheel by moving your seat close enough to the steering wheel so that, with your arm outstretched and your back against the seat, your wrist could rest on the top of the wheel. This ensures that your arms won't tire easily and it puts you in the best position to manage last-minute evasive maneuvers.

5. Place your hands at 9 and 3. "Instead of the lazy, typical way people drive" with one hand at 12 o'clock or both hands at the bottom of the steering wheel, use the 9 o'clock and 3 o'clock positions. This leads to better vehicle control, especially if you are forced into quick maneuvering to avoid a potential crash.

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6. Judge drivers by their cars. Cars with body damage or dirty windows could be indicative of an inattentive driver behind the wheel. Also, a car that is drifting in its lane may mean the driver is tired, drunk, or on the phone. Steer clear.

7. Know thy vehicle. Pay attention to how your vehicle reacts in certain situations. Become familiar with the limits of your brakes and tires. How long does it take to stop when you apply maximum pressure?

8. Keep your vehicle in shape. Adhere to the manufacturer's recommended maintenance schedule.

9. Nighttime may not be the right time. At night you're more tired, your field of vision is decreased, and you may have to deal with joyriding teens and drunks. If you are out late, drive extra defensively.

10. Think Safety First! As corrections professionals, we know that the most important proactive measure to reduce accidents is to obey all driving rules and regulations and to adhere to agency procedures. A Think Safety First attitude will help you obey, adhere and most importantly, make it home to your family each and every day. Always remember to "Think Safety First," your family and friends deserve it!

MDOC'S FIRST CERTIFIED CORRECTIONAL SUPERVISOR

By Kent Crocker



The MDOC is proud to congratulate Bill Brand, Community Corrections Assistant Director (CCAD), for his outstanding accomplishment of becoming the first MDOC employee to gain American Correctional Association, Certified Corrections Professional Certification as a Certified Corrections Supervisor.

Mississippi is an ACA Golden Eagle

state; however, no individual employees had received certification until January 14, 2009. It was on that date that Region One CCAD Bill Brand was officially notified that he had passed all of the requirements to be a Certified Corrections Supervisor (CCS).

Bill initially became interested in the process of certification during the Field Services Audit in December 2007. One of the Auditors told Bill about the program. In January 2008 he researched the requirements and applied for Candidate status. After that was approved, he spent the remainder of 2008 reading the materials in his off time to prepare for the exam.

Bill said, "At the time the Agency began the ACA process, I liked what I saw. Following the standards and being recognized as an agency of professionalism started my interest in the ACA Process. ACA promotes professionalism which is something I believe in and work for."

The American Correctional Association's (ACA) Corrections Certification Program provides a national method by which individuals can gain recognition as qualified corrections practitioners.

The Certified Correctional Supervisor is one of four certifications that the ACA offers. The other three are the Certified Corrections Executive (CCE), Certified Corrections Manager (CCM) and the Certified Corrections Officer (CCO). These designations qualify recipients as Certified Corrections Professionals (CCP) and recognizes the high-level capabilities and accomplishments they have demonstrated in the field of corrections. Much like the Certified Public Manager's Program, the CCP creates a lifetime of progressive professional achievement through its various certification categories.

Becoming Certified in one of the above categories involves

qualifying (by documenting an individual's education and length of correctional experience) in the occupational group. Further, the candidate must pass a 200-item examination (which deals with both general correctional issues and those specific to the individual's occupational area).

By definition, the CCS includes individuals at the "mid-management" level who work with both staff and offenders in a corrections setting. It includes those responsible for implementing agency procedures and supervising/evaluating personnel. Examples include: central/regional office staff, correctional supervisors, food/health service staff, industries personnel, staff psychologist, teachers, caseworkers/correctional counselors, recreation personnel, nurses, and staff psychologists.

Their certification is good for a three year period and requires recertification. Certified Corrections Professionals are required to acquire continuing education credits. The number of credits required is based upon the certification held.

The agency and the state benefits from the certification process by increasing the overall knowledge level of practitioners in the corrections field, helping ensure that they are aware of the most current, innovative, and effective approaches. Bill says, "The training from this program will help me be a better supervisor and know what to look for in staff as far as stress and burnout symptoms. It will also help me be more aware of things to look for that staff is doing or not doing that could become liability factors for the agency".

Certification also promotes the capabilities of corrections professionals to the public by demonstrating their adherence to the ACA Code of Ethics. The Certification Program enhances the public image of corrections personnel and, thereby, aids in the recruitment of new, talented staff.

Bill highly recommends this program for any staff who would like to participate. "Now that the agency is accredited by ACA and has received the Eagle Award, this program will make our agency more professional with staff being individually certified."





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SMCI AIDS GREENE COUNTY FIREFIGHTERS

By Deloris Green

South Mississippi Correctional Institution has been of great benefit to Greene County residents and the men and women who make up volunteer fire departments throughout the county. Greene County is a largely rural county with only three towns (Leakesville, McLain, and Stateline) and many other small



unincorporated communities. Leakesville is the county seat with a population of only 1,026 people. Adequate fire protection is essential for the many homeowners with rural dwellings throughout the county.

Fortunately, SMCI has been a significant help to the county's homeowners by building fire houses in various county districts.

Without the MDOC we could not have accomplished as much as we have. We have very little resources and MDOC has helped us in many ways. They have helped us build our firehouses and continue to provide RID crews to help us keep the firehouse and trucks clean. Every time the trucks go out it makes us proud. We are very thankful for the MDOC and what they have done for us.

Ray Dixon, Coordinator
McLain and Neely, MS Fire Departments

The SMCI Mobile Work Crew has recently completed a new fire house/voting precinct for Greene County Dist. 3 in the Brewer community. Since 2005, SMCI has built 6 fire-houses for districts in Greene Co. including District 3-Sand Hill and Brewer communities; District 4-Vernal community; District 5-Jonathan, McLain, and Neely communities. These projects involved over 11,000 man hours for a savings to the county of over \$65,000. The SMCI Mobile Work Crew is under the supervision of Charles "Ronnie" Dobbins, Division Director I, SMCI Support Services. In addition, the SMCI RID work crew provides services at the firehouses including cleaning of the firehouses and washing fire trucks. SMCI Deputy Warden Joe Errington and Captain Michael McLendon coordinate the activities of the SMCI RID work crews.



The SMCI Fire Department, which is made up of 4 Offender Certified Fire Fighters, 5 Certified Staff Fire Fighters and 9 Volunteer Staff Drivers and is headed by SMCI

Fire Chief Robert Reeves, has responded to 102 incidents in Greene County providing support to 9 county volunteer fire departments and the Mississippi Forestry Commission. In 2008, the SMCI Fire Department responded to 62 brush / woods fires; 35 structure fires (houses/mobile homes); and 5 vehicle accidents fires.



In 2008, the SMCI Fire Department participated in training at various times with all nine of the county fire departments and the Greene County Emergency Management Agency (GCEMA). The fire department also assisted GCEMA in 2008 in preparing for incoming hurricanes by collecting and supplying shelters throughout the county. In October 2008 the SMCI Fire Department hosted a fire fighter field day where 23 local fire department members, one staff security officer, one Non Security Staff member, and one offender were tested in preparation for their Fire Fighter Certification testing at the Ms State Fire Academy in November 2008.

SMCI as a whole has been instrumental in the reduction of insurance rates for the citizens of Greene County. Inmate labor has been used for the construction of 2 new fire stations and the donation of the retired SMCI Fire Truck has led to an average savings of 20 to 22 percent on homeowners insurance, in certain areas. As we look to the future of fire suppression in Greene County we are proud to be able to say that the SMCI Fire Department will remain a vital part of our team.

Trent Robertson, Director
Greene County Emergency Services
Fire/E.M.A./Homeland Security

If it was not for fire houses which SMCI has built utilizing inmate labor and the response of the SMCI Fire Department, many homes and lives would be lost because of inadequate fire protection. The citizens of Greene County can rest easy knowing that a fire station is nearby; and, the SMCI Fire Department is on call to assist should a fire put their home or their life in jeopardy.



FIRE SAFETY PREPERATION AND RESPONSE AT CMCF

By Raymond McNulty

Firefighting is an occupation, a calling, a career and, in prison, a therapeutic program that provides immediate benefits to the Department of Corrections and the taxpayer. The Central Mississippi Correctional Facility currently has four inmate firemen that have served at the firehouse from 2 to 15 years.

The CMCF fire department fights fires by having all staff prepared to respond instead of being solely dependant on the fire fighters. However, if called upon to respond, they keep themselves well prepared. What most people know of firefighters is limited to seeing them in full gear with hoses or extinguisher in hand. Most never know the prevention and preparation that is required.

Staff at CMCF receive training on the operation of a fire extinguisher, fire drills, the evacuation process and Collateral Safety Officers procedures. There are five classes of fire. The extinguishers they train with are ABC class that can be used on any fire that may be encountered on the facility grounds. They learn to conduct fire drills that continually change so that people remain sharp, not dulled by repetition. They learn to be aware of hazards and staff available to assist when needed.



New employees are given classroom training and actual hands-on training with the fire extinguisher using a burning pile of material like one might find in an offender housing unit. Staff are guided through the appropriate aiming and discharging of the extinguisher.

Fire drills stress evacuation of structures to ensure that life is safeguarded. Unlike in the free world, bed rosters and count sheets are taken, along with keys, to ensure all offenders are present and accounted for. Further, once offenders have evacuated away from the building, they are separated by zone for better control and accurate counting in a timely manner. Staff determine what variables to change to keep drills from becoming routine. Every building, each shift conducts monthly fire drills.

Fire training that staff receives is important but minimal compared to the CMCF firefighters. All of CMCF firefighters are state certified. All inmate firefighters maintain certificates in the following training: Certified Volunteer Firefighter (Levels I & II), Hazardous Materials NFFA 472 Awareness/Operations, NIMS Incident Command System For The Fire Service, Wildland Firefighting For Structural Firefighters, Apparatus Operations and countless 12-hour courses. This is augmented with twenty hours per month of additional training and Two Minute Drills Training (Performance Evaluations-Skill Drills Check offs).

Each of the classes listed above are provided through the Mississippi State Fire Academy and attended by every professional firefighter. These classes are rigorous and require numerous hours of study.

Two Minute Drill Training occurs throughout the week, every week, and consists of timed exercises from gearing up to getting hoses hooked up and charged. Each exercise is timed and instruction is given to ensure that time standards are met.

The Two Minute Training is vital to the mission. It is estimated that the first five minutes of a blaze is the critical period for a response. Due to security protocols and the necessary closed gates of a prison, the response time for a fire call at CMCF ranges from eight to ten minutes.

Firefighting preplanning at CMCF is vital. There are two high risk structures, due to wood construction, that receive extra preventive care. Beyond these structures, the primary concern is offenders starting fires from mattresses and other available combustibles. One step the institution has taken to help with responses to these types of incidents is to eliminate false alarms. We have been in the process of replacing some of the antiquated electronic fire monitoring systems (five new systems have been installed already). With the replacements to date, fire calls (chiefly false alarms) have dropped from between eight - ten per week to three or four per week. There is an actual fire once per month on average. We had a cell fire in January that the new system alerted us to.

On January 2, 2009, the fire department was called out for a cell



fire in the maximum security unit. The offender had piled all combustible materials on her mattress and ignited them. Training of staff paid off and the fire was contained before the firemen arrived.

Once the firemen were on scene they ensured that the fire was completely extinguished and proceeded with overhauling the location. This means they removed and tagged all of the involved material and began ventilation with exhaust fans to reduce smoke damage and dangers from smoke to the people in the area. Since the mattresses used by MDOC are fire retardant, the greatest danger is from smoke inhalation.

As I said in the first paragraph, firefighting can also be



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FIRE SAFETY continued

considered a therapeutic program for the inmate firefighters. All firefighters develop a firefighter mentality, one that values life and the preservation of property. To a fireman the preservation of life is the top priority. This is a characteristic that is missing in many offenders, but not in firefighters.

Firefighting is about planning for numerous contingencies and continual preparation. This requires focus and discipline on the part of the firefighters. To succeed at this job is both a boost to one's confidence and a platform to build upon for success in other professions or trades. It also teaches an inmate firefighter to pace himself and to maintain reason in a time of emergency.

One might say that while these firemen are protecting lives, they are also rebuilding their own.

MDOC'S TWO CPM GRADUATES

On December 19, 2008, Viruth Lek Phongam and Ken Valentine, both Community Corrections employees, graduated the Certified Professional Manager (CPM) program. Commissioner Epps was present to hand them their certificates and to support the efforts of the CPM.



MDOC HIGHLIGHT: NAKIA MCLAURIN

by Tara Booth

As a former victim services practitioner, I can personally attest to the quality of services provided to the crime victims of the state of Mississippi by staff of the MDOC - Division of Victim Services (DVS). Ms. Melinda Box is the director of the DVS and is doing a fantastic job representing this agency to survivors of homicide victims, other crime victims and victim advocates.

Beside her, supporting her, and our crime victims, is Ms. Nakia McLaurin. With service in the United States Air Force, Ms. McLaurin came to the MDOC family by way of Manpower, Inc. In 2004, she was hired in the Office of the Commissioner at Central Office and was responsible for the overwhelming calls which come through daily at the headquarters switchboard.

The interaction she had with the public was beneficial to both the public we serve as well as to MDOC. Because of that position, she learned a great deal about this agency, which then prepared her well for her current position as a victim advocate in the Division of Victim Services, a position she has held since July 1, 2008.

I share a suite with Ms. McLaurin and, on occasion, am able to see and hear her interact with crime victims. Professional compassion is the term which comes to mind when I think about Nakia and her professional and compassionate communication skills which appear to be innate.

Working with crime victims is a very emotional, exhausting, demanding endeavor. My own opinion doesn't matter here, but if one were to ask me what an ideal quality in being a victim advocate would be, I'd likely say be professionally

compassionate. By this I mean: be professional by offering the crime victims the facts, and be compassionate when you give them the facts.

Obviously, Ms. McLaurin's supervisor, Ms. Melinda Box, and I feel the same about Nakia. Ms. Box said, "Nakia has become an integral part of victim services. She is intelligent, trustworthy, and honest and above all, she has compassion for the victims in our state. She treats the victims the way they should be treated, with honesty, respect and compassion. The victims are fortunate to have her to assist them."

Typically, by the time the crime victim has begun receiving services from the MDOC, they have experienced a variety of assistance from law enforcement, the courts, counselors, advocates, and even emergency and hospital personnel. By the time the crime victims get to us, they truly just need the absolute facts about their offender, such as realistic tentative/ERS/parole eligible, etc. release dates, facts about trusty time and the like. Wrap the professionalism in a tone of

compassion, showing genuine empathy, and you will have served the victim well. I see this approach taken by Nakia daily.

You can train staff and train them for everything but to care. And if you don't...if you can't train them to care, you haven't gotten them ready for the job. People have to care or they can't do it...can't do a proper job. And if it is nothing more than sitting and listening, that's what Nakia does, and sometimes, that's all some crime victims need.



All that is necessary for the triumph of evil is that good men do nothing.
- Edmund Burke

CAREER PROFILES

Leonard Vincent - General Counsel

Resource:

What was your initial reason for seeking a job with the MDOC?

Attorney Vincent:

I was working on my PhD in psychology and came to Parchman to do evaluations for a teacher. The Superintendent talked to me about helping start a Basic Education school and I signed on. The school he described was more like a class-room building at Ole Miss, but when I got there, it was an old three bedroom house on the back side of Parchman.

Resource:

What opportunities have you passed up pursuing this career?

Attorney Vincent:

I was always allowed to have a small outside practice, and I considered at different times leaving to do it full time, but never had the guts. I had hoped to leave to be a judge at one time, but I was not appointed.

Resource:

How have your career intentions changed by opportunities in the MDOC?

Attorney Vincent:

I wanted to be a psychologist when I started. Later I wanted to be the Commissioner, but after I started practicing law, I never wanted anything else.

Resource:

What was the biggest hurdle in your career and how did you overcome it?

Attorney Vincent:

Realizing that working for the State was never going to give me the financial rewards I had dreamed of, and I still haven't overcome it.

Resource:

When you went to law school, was it with the intent of remaining with the MDOC? If so, why? If not, how did it happen that you stayed?

Attorney Vincent:

Hell no, I wanted to make some money. I came back, I thought for a short time only, and it wound up thirty years.

Resource:

Was there ever a point when you thought about walking away and what changed your mind?

Attorney Vincent:

Time and time again, but I liked doing something that I knew how to do.

Resource:

What steps have you taken to ensure success in your career?

Attorney Vincent:

I don't know how successful I've been, but I tried hard to be every client's advocate in court, and never give up or pay the plaintiff anything.

Resource:

What was the biggest step in your career and how did you prepare for the change?

Attorney Vincent:

To start being a lawyer and forget being an administrator. I just sucked it up and went forward.

Resource:

What do you consider the best benefits of your career to date?

Attorney Vincent:

Being able to practice in so many courts and in so many areas of law.

Resource:

What advice do you have for new employees starting a career with the MDOC?

Attorney Vincent:

Work hard, make sure your supervisor knows you want to move ahead, take any assignment and complete it on time and correctly. Be sure you have the education and training needed to hold your dream job.

Resource:

What resources do you think are the most valuable for new employees?

Attorney Vincent:

Education, experience working directly with inmates in a prison setting, and a get along personality.

Resource:

What would you say to a new employee who is thinking of leaving?

Attorney Vincent:

Leave. Because if you want to quit early, you will quit later on when the MDOC really needs you. This is a career, not a job.

Resource:

What are your goals at this point in your career?

Attorney Vincent:

My professional goals are to be the best legal advocate I can for my clients until I don't do it anymore. My personal goals are to enjoy and do for my family, and my final goal is to see Ole Miss win the National Championship in football.



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Passing It On

By Suzanne Singletary

I have always found that being an attentive listener can be valuable in life. When I was younger, a number of people, including my older brother, gave me helpful pieces of advice. As I have entered a life of public service, my constituents have provided me with their positions on a number of issues. Their opinions are essential...

—Edward Kennedy, U.S. senator

I believe it takes humility to seek feedback. During my professional career, one of the greatest gifts I've received is genuine constructive criticism; advice from colleagues, employees, clients, friends, family – anyone who has experienced some aspect of my work.

The best managers and supervisors will consistently tell employees the truth about their performance or behaviors, educate them about how to improve in a caring, professional manner, and provide supporting logic and reasoning. Take heed, though, if the critiquing stops. Could mean they have given up on you.

Those of us who take advantage of the feedback (the good, the bad and the ugly), and tap into the experience of others, and utilize every opportunity available for professional development, have a better chance of achieving our career goals.

The dictionary describes *mentor* as somebody, usually older and more experienced, who provides advice and support; one who watches over and fosters the progress of a younger, less experienced person. But the mentorship in my life has sometimes come from those younger than me and in many forms – not always human.

I've found mentors through the books I've read, in movies I've watched that presented the stories of inspirational true-life and sometimes fictional characters, and, on occasion, by taking note of the hierarchy in the animal world.

Observations, learning from mistakes, and asking questions have all played a part in the overall mentoring experience for me.

Beyond the receiving end as a *mentee*, I've also been on the giving end of mentoring, which I find tremendously rewarding. Reaching out as a mentor has provided me the opportunity to develop leadership skills in a variety of roles – teacher, coach, counselor, communicator, networker, facilitator...

The people I've worked with over the years have largely wanted to learn. They were hungry for it. But they were selective. They wanted a motivator. It didn't take me long to learn that if you can inspire the people around you, they will be more inclined to be accountable for their work. Through creating an environment conducive to learning, they often aspire to higher career goals, professionalism and ownership of their job responsibilities. For me, contributing to this growth process and witnessing the results have been the true value of being a mentor.

Mentor or *mentee*, you can be both. Just be an "open receiver" and "open source" of the wisdom —and **Pass it on.**

WALL OF SHAME

<p>Mississippi State Penitentiary</p>  <p>Frederica Jackson Possession of Contraband</p>	<p>Mississippi State Penitentiary</p>  <p>Kimberly Bass Fraternization</p>	<p>South Mississippi Correctional Institution</p>  <p>Laronda Williams Under The Influence Of Alcohol On Duty</p>
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WALL OF SHAME

MDOC MAILBOX

Dear Ms. Cole,

We recently had the chance to visit and work with the Rosedale satellite correctional facility. They assisted us with making a float for the local Christmas parade. I just wanted to let you know what a great experience it was. Captain Jackson and all of the staff were so friendly and helpful.

The special detail inmates built the float from scratch. They worked very hard and paid attention to all the details. They also were polite and easy to work with. We could not have done it without them, especially in such a short time frame.

Our float won first place! We were very proud of it. You can see from the picture how much effort was put into it. These guys also helped another Head Start Center the year before and also won first place. They are very talented!



We appreciate their dedicated hard work. We are thankful to have such a resource available. We hope to use their services in the future as well.

Paige Norquist, Center Director
Paige Lovett, Family Services Case Manager
Cleveland Head Start Center #3

Dear Commissioner Epps,

On behalf of the Prentiss County Board of Supervisors, I would like to tell you how much we rely on our Department of Corrections trustees and how well they work for and with us. We also work very well with Mr. Paul Martin and his staff at the Corinth CWC.

Recently we dedicated a WWII monument on our Court Square. This project would not have been possible without the cooperation and hard work of our trustees. These men are skilled at whatever they tackle. Paul Martin had heard so much about the hard work and dedication that he even attended the unveiling ceremony.

All in all, I don't know where our county would be without the help we receive on a daily basis from these skilled men. We also have a fantastic working relationship with the staff at the Corinth CWC. Anytime we have a problem, they are more than happy to accommodate and work with us on it.

Thank you Commissioner for making this possible, and if we can ever help you in Prentiss County please do not hesitate to call on us.

Sincerely,
David "Bubba" Pounds
Chancery Clerk

Dear Commissioner Epps:

Please let me express my appreciation to you and the members of your staff for cohosting the recent Statewide Anti-Gang Conference held in November. I certainly appreciate your taking the time to attend the conference and for your outstanding opening remarks on the first day.

According to my LECC Coordinator, the following MDOC staff members were instrumental in making this Conference successful:

Mr. Bill Greenleaf
Mr. Ricky Scott
Ms. Lori Christmas

Mr. Ken North
Mr. Marvin Overstreet
Ms. Lucy Slaughter

All of these ladies and gentlemen played a key role in planning the conference and assisted in ensuring the overall success of the conference which was attended by more than 350 law enforcement officers from four states.

Again, thank you for your support of this worthwhile endeavor, and please be assured that you may call on us at any time should the need arise.

Sincerely
Dunn Lampton
United States Attorney
Southern District of Mississippi



MASS CASUALTY: CORRECTIONS OFFICERS AS SECONDARY RESPONDERS

Reprinted From CorrectionsOne - By Barry Evert

The threat of large-scale disaster always looms. Are you ready to act?

Have you ever thought about your role in a mass casualty situation? We often concentrate on the issues inside the walls, but rarely consider that many of us are secondary responders to major catastrophes outside our nation's prisons. In the past, correctional officers have been used for security after hurricanes, earthquakes and other natural disasters. Correctional officers who are designated peace officers are now also part of the national disaster plan as responders.

If you are not sure if you are part of these plans, this is a great time to find out. Most officers designated "peace officers" are part of some type of mutual aid plan. These plans are rarely implemented, and it is ever more unusual that we actually receive training for them.

Imagine this scenario: A major city close to your institution suffers a major terrorist attack. Chaos ensues, stretching the Emergency Services to their capacity. As riots and unrest strike the city, the local Police has completely lost control.

This scenario is completely feasible. We have had terrorist attacks in the past, and more are likely. Also the threat of natural disasters always looms in the shadows. We have watched over and over how these scenario's play out. Often the initial event is the precursor to the real chaos. As a feeling of hopelessness and helplessness strikes over the people of the city, many choose to go out into the streets and panic. Looting and rioting is an all too often seen side effect of other major incidents. Local police are equipped to deal with much of this, but manpower is always an issue. If the incident has shut down the streets, getting the officers to the incident can be half the battle.

This is often where we come in. Who is better trained to deal with large, angry crowds than us? Most correctional officers have more practical riot experience than any police department. Many of us are experts in the use of chemical agents and other less lethal options of force. We use them at work every day, and know their faults. Most police officers have not had practical experience at large crowd control situations, and often lack enough less lethal options to be effective.

Now that we can establish that we have the tools and ability, are you ready? Consider this:

In 2003 a low level inmate escaped from a state prison support

facility. The inmate's offence was not violent, and he was not considered a serious risk to the safety of the institution, so he was placed outside the perimeter fence in an area we call level one. This facility has no real fence, except a 6' chain link fence that is there to show inmates their boundaries. The inmate was up for parole in four months.



Former Mississippi Department of Corrections officer Ronnie Odom cools down during a brief rain shower during a search for victims of Hurricane Katrina in Waveland, Miss., Wednesday, Aug. 31, 2005. (AP Photo/John Bazemore, File)

Nonetheless, he was an escapee, and we were tasked to find him. It was the middle of winter. The temperature outside was about 29 degrees, but somehow it was still raining. Footprints indicated the inmate was on foot, setting out for a long walk across the countryside.

I was in no way prepared for what I had to do next. I was told I would be a stationary "checkpoint" officer, and my partner and I were to stay out of sight, but where we could see. We were strategically placed where we had a great view of the flat land in the area, but no cover. I was wearing my cheap departmental jacket, no hat, no

thermals and no gloves. I worked inside of a building and figured I could survive with this for the walk to the car and back. We were posted there for over 10 hours. The weapons we had were freezing to our hands as it began to snow. Eventually we dug trenches in the mud underneath the snow to stay warm. It took me three days to stop shivering. In the end the inmate was found, nice and warm, in a barn about a mile from the prison.

As you can imagine, I learned a lot from this experience, as did many other officers in our unit. No one was really prepared for this. After this incident we learned to pack a "ready kit" either in our vehicles, or in our locker at work. Some things that would have come in handy that night, that I now have ready:

- A fully charged flashlight (I have a stinger on my belt, but have a spare 3-cell Mag ready)
- Thermals
- A trench coat style rain and foul weather jacket
- A pair of warm gloves
- Extra socks
- Matches
- A fully charged cell phone battery
- An empty thermos (something I can fill with either hot or cold drink if I am called out)
- Some snack bars. Something high in calories and carbs. I have about 3 snickers bars and some granola bars in a zip lock bag.
- An extra hat
- A change of clothes.



All of these items would come in real handy should you have to respond to the community for any type of mutual aid. It could be something as simple as an escape, or something as dangerous as a terrorist strike. In either situation, you could be away from your family for several days.

In the scenario I provided, it could literally be days before you make it home. So it is essential that you prepare your family as well. You should have your family ready to react to your absence as well. Some of the things you may want ready for them at the house:

- A fully charged flashlight**
- Candles**
- An inexpensive water purification system** (these can be bought at any sporting goods store)
- An available weapon of some kind** (more on this later)
- A fully charged cell phone.**
- Wet strike matches**
- Extra blankets**
- Canned vegetables and dried fruit**
- Canned meats** (such as Spam)
- Beef Jerky** (not the spicy kind)
- Canned drinks, preferable fruit juices, not sodas.**
- A good first aid kit**
- Several bottles of alcohol wipes**
- Extra toilet paper**
- A portable potty** (this can be emptied away from the house should water service be interrupted).
- Clean drinking water, at least a gallon per person, per day.** You should plan on 3 days.
- A camping stove with plenty of fuel.** Make sure your family understands this is for outside use only.
- If you have a wood stove, make sure there is wood within

reach. If you don't, make sure that you have plenty of warm blankets in the closet.

This is just a partial list. You can add such things as particulate masks and such as you wish.

I included a "weapon" on my list. If you have this available make sure that your family knows how to use it. I have taken my wife out in the woods to fire my weapon, so she knows what it is capable of should she ever need it.

We always talk about this stuff, but rarely actually prepare. We often don't want to sound like conspiracy theory nut bags that sleep in gas masks at night; but if the day ever comes, you will be thankful. You should store all these items in waterproof bags in an upstairs area. If you have a one story house, store it in the attic if you have one.

Now that you are prepared with the tools you need, make sure that your department is conducting training on how you would respond to outside emergencies. If there is no training, suggest it. If that doesn't work, read the procedures, do some research, and offer to conduct the training yourself.

In a post 9/11 world, we cannot afford to be passive. We need to be ready to react to anything thrown our way. Be it a small or large scale incident. Prepare your family and yourself to be away for several days. In the Katrina aftermath, some correctional officers and police officers were away from their homes and families for almost a week. We need to learn from these incidents and be ready not only to serve the public, but to protect ourselves and our families.

As always, if you have more suggestions for preparedness, feel free to r email me your questions at sgt809@charter.net.

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Sgt. Evert started his career in 1999 at Pelican Bay Super Max in Crescent City, Calif., then transferred in late 2000 to High Desert Calif. state prison where he worked until returning to Pelican Bay as a Sergeant in 2006, where he is currently. Sgt. Evert has 10 years experience in dealing with both street and prison gangs. His book, "Scars and Bars" is due out anytime, and is dedicated to helping new Officers efficiently

survive their first two years on the job, both on the job and at home. To Sgt. Evert, correctional officer safety is paramount, and is the core of what he writes and teaches. Email your questions to Barry Evert.



THE RESOURCE

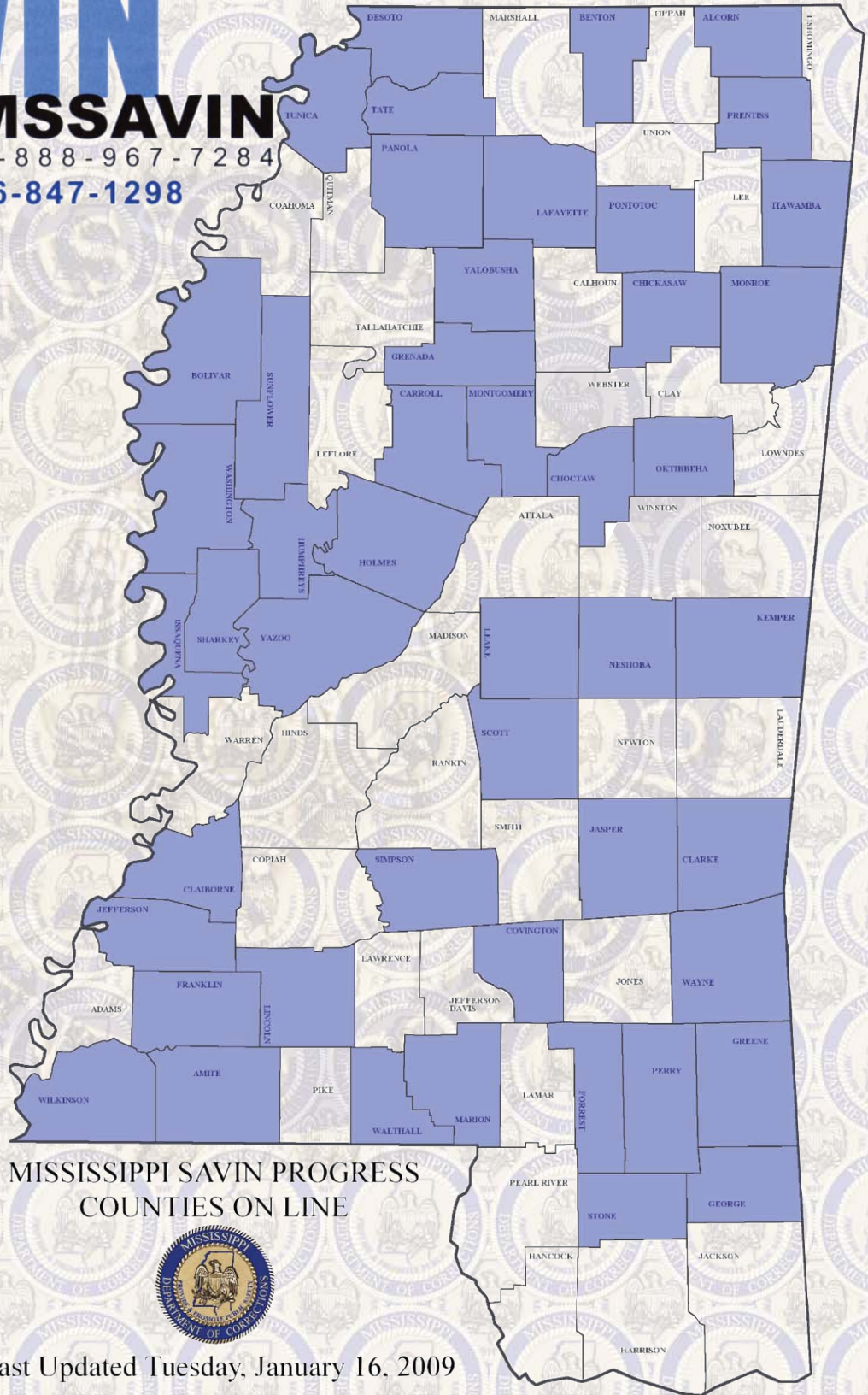
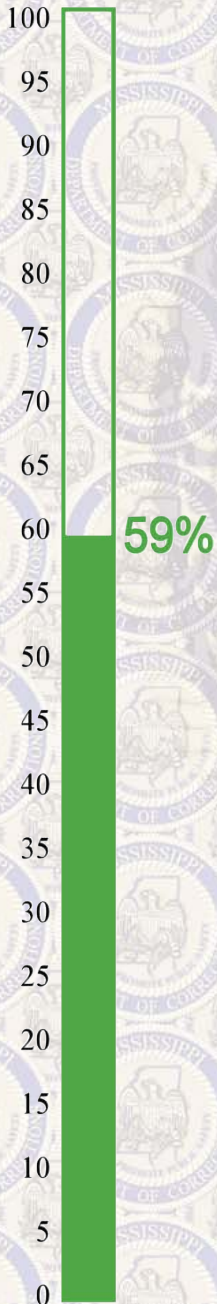
Mississippi SAVIN

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SAVIN
Percent
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MISSISSIPPI SAVIN PROGRESS
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Last Updated Tuesday, January 16, 2009

THE RESOURCE



MDOC EMPLOYEES ACTIVATED FOR MILITARY DUTY

Provided By Human Resources

The MDOC currently has 17 of its family activated for military duty (6 from MSP, 5 from CMCF, 1 from Headquarters/Community Corrections and 5 from SMCI). The agency is thankful for the safe return of 56 fellow employees from active service. Below are the names of those currently activated and those that have returned to us. Please keep each of them in your thoughts and prayers. Those wishing to provide support to individuals that are activated can do so through a variety of resources. The Department of Defense operates <http://www.americasupportsyou.mil> for this purpose.

MISSISSIPPI STATE PENITENTIARY

Activated		
Name	Position	Date
Coleman, Edward	COT	6/1/2007
Golden, Jerminica	COT	12/29/2008
Henderson, Richard	CO IV	1/22/2003
Lewis, Daryl	CO IV	10/13/2008
Ruffin, David	Corr. Case Mgr.	6/2/2004
Thompson, Domonique	COT	5/2/2007

Returned			
Name	Returned	Reactivated	Returned
Taylor, Carol	10/6/03		
Irving, Norris	12/3/03		
Hilson, Melvin	5/17/04	8/27/05	10/24/05
Cashaw, Timothy	7/15/04		
Brewer, Kem	7/14/04	8/27/05	10/7/05
Calvin, William	4/18/05	9/6/05	9/13/05
Dye, Thomas	6/6/04,		
Moore, Calvin	6/3/05	9/6/05	9/13/05
Hicks, Carlester	9/13/05		
Booker, Tumarian	10/7/05		
Lewis, Roger	1/17/06		
Love, Von	5/20/06		
Thomas, Henderson	8/15/06		
Smith, Edwin	9/5/06		
Coleman, Edward	4/3/07		
Green, Cedric	11/2/0		
Pruitt, Darron	12/3/07		
Winters, James	8/1/08		

CENTRAL MISSISSIPPI CORRECTIONAL FACILITY

Activated		
Name	Position	Date
Dean, Peter	Corr. Supv.	11/18/2005
Harvey, Ray	CO I	4/21/2008
Henson, Eric	COT	2/1/2005
Kennedy, Norris	Corr. Comm.	9/5/2005
Newsome, Marcus	CO III	4/21/2008

Returned			
Name	Returned	Reactivated	Returned
Willis, Joseph	9/27/03		
Greer, Willie	5/12/04		
Kennedy, Norris	10/1/03	9/5/05	
Thomas, Ronnie	6/28/04		
Lyles, Marcus	7/25/04		
Clark, Reginald	9/1/04		
Cole, Larry	1/24/05	8/29/05	10/19/05
Smith, Melvin N.	4/30/06		
Smith, Melvin	10/18/05		
Newsome, Marcus	7/4/06		
Roach, Curtis	7/12/06		
Hoskins, Calvin	8/2/06		
Washington, Alvin	11/16/06		
Buckley, Alvin	12/1/06		
Johnson, Jacqueline	8/15/07		
Benson, Sabrina	7/1/08		

CENTRAL OFFICE \ COMMUNITY CORRECTIONS

Activated			
Name	Location	Position	Date
Young, Arthur	Yazoo P/P	FO III	11/1/2005

Returned			
Name	Returned	Reactivated	Returned
Thomas, Clarence	11/5/03		
Young, Arthur	1/4/04	11/1/05	
Garrison, Steve	8/30/04		
Smith, Arthur	10/25/04		
Hill, Plez	11/10/04		
McCray, Clintis	1/12/05	9/6/05	10/20/05
		4/23/08	5/12/08
Little, Marvin	3/1/05	9/6/05	9/19/05
Bailey, Otis	10/19/05		
Woods, Roy	1/1/06	1/1/08	
Brown, Keith	3/27/06		
Morris, Timothy	4/30/04		
Cathey, Max	5/1/08		
Woods, Roy	9/19/08		

SOUTH MISSISSIPPI CORRECTIONAL INSTITUTION

Activated		
Name	Position	Date
Bounds, Stevon A.	Chaplain II	7/1/2008
Crews, Sidney	CO II	8/25/08
Diaz, Eduardo	COT	7/10/2006
Noaker, Brian	COT	7/21/2007
Ruffin, Latretra	COT	5/15/2006

Returned			
Name	Returned	Reactivated	Returned
Roberts, John	10/1/03,		
Crews, Sidney	10/29/03	6/2/04	
Clark, Buford	5/20/04	8/29/04	4/14/07
Hoeflich, Albert	6/14/04	9/6/05	12/5/05
Keys, Adrian	3/15/05	9/6/05	9/21/05
Bounds, Stevon	6/1/06		
Scarborough, Charles	8/30/04	1/3/05	5/16/06
Lee, Earnest	8/8/08		
Mills, Andrew	10/16/08		



THE RESOURCE

MSP TRAINING SCHEDULE

DATE	COURSE	TIME	HRS	DATE	COURSE	TIME	HRS
FEB				2	Rifle Qualification – Refresher Makeup	8:00-12:00	4
2	New Employee Orientation	8:00-5:00	40	3	Shotgun Qualification	8:00-12:00	4
2	Rifle Qualification – Refresher Makeup	8:00-12:00	4	3	Shotgun Qualification	1:00-5:00	4
3	Handgun Qualification	8:00-12:00	4	4	Handgun Qualification	8:00-12:00	4
3	Handgun Qualification	1:00-5:00	4	4	Handgun Qualification	1:00-5:00	4
4	Shotgun Qualification	8:00-12:00	4	5	Shotgun Qualification	8:00-12:00	4
4	Shotgun Qualification	1:00-5:00	4	6	Remedial Training	8:00-5:00	8
5	CPR Re-certification	1:00-5:00	4	8	Correctional Officer Academy	8:00-5:00	40
6	Remedial Training	8:00-5:00	8	8	Annual Refresher	8:00-5:00	40
9	Annual Refresher	8:00-5:00	40	9	Rifle Qualification – Refresher Makeup	8:00-12:00	4
9	Correctional Officer Academy	8:00-5:00	40	10	Handgun Qualification	8:00-12:00	4
9	Rifle Qualification – Refresher Makeup	8:00-12:00	4	11	ERT Tactical	8:00-5:00	8
10	Shotgun Qualification	8:00-12:00	4	13	Remedial Training	8:00-5:00	8
11	ERT Tactical	8:00-5:00	8	16	Correctional Officer Academy	8:00-5:00	40
11	Handgun Qualification	8:00-12:00	4	16	Rifle Qualification – Refresher Makeup	8:00-12:00	4
13	Remedial Training	8:00-5:00	8	17	Legal and Effective Interviewing	9:00-11:00	2
16	Correctional Officer Academy	8:00-5:00	40	17	Shotgun Qualification	8:00-12:00	4
17	Emergency Plans	9:00-10:00	1	18	HIV/AIDS/Bloodborne Pathogens	8:30-12:30	4
17	Rifle Qualification – Annual Refresher	1:00-5:00	4	18	ERT Support	8:00-12:00	4
18	Standard First Aid	8:30-12:30	4	19	Disciplinary Procedures	9:00-11:00	2
18	ERT Support	8:00-12:00	4	19	Shotgun Qualification	8:00-12:00	4
18	Shotgun Qualification	8:00-12:00	4	19	Shotgun Qualification	1:00-5:00	4
19	PREA	1:00-3:00	2	20	Religious Program Review	10:00-11:00	1
19	Firearms Training – Academy Class	8:00-5:00	24	20	Remedial Training	8:00-5:00	8
23	Correctional Officer Academy	8:00-5:00	40	23	Correctional Officer Academy	8:00-5:00	40
23	Community Services	8:00-5:00	8	23	Pre-Supervisory Management	8:00-5:00	40
24	HIV/AIDS/Bloodborne Pathogens	8:30-12:30	4	23	Rifle Qualification – Refresher Makeup	8:00-12:00	4
25	Critical Stress Management	9:00-10:00	1	24	Critical Stress Management	9:00-10:00	1
25	Community Services	8:00-5:00	8	24	Rifle Qualification – Annual Refresher	8:00-12:00	4
26	NIMS ICS 100a	1:00-4:00	3	25	Professional Development	9:00-10:00	1
26	Community Services	8:00-5:00	8	25	Handgun Qualification	8:00-12:00	4
27	Remedial Training	8:00-5:00	8	25	Handgun Qualification	1:00-5:00	4
MAR				26	Performance Appraisal Review	9:00-11:00	2
2	New Employee Orientation	8:00-5:00	40	26	Firearms Training – Academy Class	8:00-5:00	24
				30	Rifle Qualification – Refresher Makeup	8:00-12:00	4

CMCF TRAINING SCHEDULE

DATE	COURSE	TIME	HRS	DATE	COURSE	TIME	HRS
FEB				2	New Employee Orientation	8:00- 5:00	40
5	If You are Taken Hostage(CMCF)	09:00-10:00	1	5	If You are Taken Hostage(CMCF)	09:00-10:00	1
5	Emergency Actions	10:00-11:00	1	5	Emergency Actions	10:00-11:00	1
5	PREA	11:00-12:00	1	5	PREA	11:00-12:00	1
6	New Employee Orientation	8:00- 5:00	40	6	Bloodborne Pathogens (CMCF)	08:00-9:00	1
6	Bloodborne Pathogens (CMCF)	08:00-9:00	1	6	HIV/AIDS Awareness (CMCF)	09:00-10:00	1
6	HIV/AIDS Awareness (CMCF)	09:00-10:00	1	6	Contraband Control	1:00- 3:00	2
6	Stress Awareness	1:00- 3:00	2	9	Annual Refresher Training	8:00- 5:00	40
13	Annual Refresher Training	8:00- 5:00	40	9	Correctional Officer Academy	8:00- 5:00	40
13	Correctional Officer Academy	8:00- 5:00	40	16	Correctional Officer Academy	8:00- 5:00	40
20	Correctional Officer Academy	8:00- 5:00	40	16	Annual Refresher Training	8:00- 5:00	40
20	Annual Refresher Training	8:00- 5:00	32	23	Correctional Officer Academy	8:00- 5:00	40
27	Correctional Officer Academy	8:00- 5:00	40	23	Pre-Supervisory Class	8:00- 5:00	40
27	Annual Refresher Training	8:00- 5:00	40				

THE RESOURCE



SMCI TRAINING SCHEDULE

DATE	COURSE	TIME	HRS	DATE	COURSE	TIME	HRS
FEB				23-26	Correctional Officer Academy	7:00-5:30	40
2	Emergency Actions/Procedures	3:00-4:00	1	24	Handgun/Shotgun Recertification	8:00-5:00	8
3	Classification/Disciplinary Procedures	8:00-9:00	1	MAR			
3	Labor Law	9:00-10:00	1	2	New Employee Orientation	7:00-5:30	40
3	Sexual Harassment	10:00-12:00	2	9	Pre-Supervisory Management	7:00-5:30	40
4	Rifle Qualification*	8:00-12:00	4	9	Correctional Officer Academy	7:00-5:30	40
5	HIV/AIDS/Blood borne Pathogens	7:00-9:00	2	16	Correctional Officer Academy	7:00-5:30	40
5	CPR	9:00-12:00	3	16	Annual Refresher	7:00-5:30	40
5	Standard 1st Aid	1:00-4:00	3		Purpose & Goals of ACA		
9-13	Correctional Officer Academy	8:00-5:00	40		Ethics & Professionalism		
9-13	Annual Refresher Training	7:00-5:30	40		Classification/Disciplinary Procedures		
9	Ethics & Professionalism	3:30-4:30	1		Emergency Actions/Procedures		
10	Classification/Disciplinary Procedures	7:00-8:00	1		Chemical Agents		
10	Emergency Actions/Procedures	9:00-10:00	1		Rifle Qualification*		
10	Chemical Agents	4:30-5:30	1		HIV/AIDS Awareness		
11	Rifle Qualification*	7:00-11:00	4		Blood borne Pathogens		
12	HIV/AIDS Awareness	7:00-8:00	1		Standard First Aid/CPR		
12	Blood borne Pathogens	8:00-9:00	1		PREA		
12	Standard First Aid/CPR	9:00-3:00	6	23	Correctional Officer Academy	7:00-5:30	40
12	PREA	3:00-4:00	1	23	40 Hour Handgun Class	7:00-5:30	40
16-19	Correctional Officer Academy	7:00-5:30	40	26	Handgun/Shotgun Recertification	8:00-5:00	8

More Classes
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 If you have any questions, please contact
 Dwight Presley or Angela Taylor

SIGN UP FOR THE EMPLOYEE RELIEF FUND TODAY	
Total Dollars In The ERF	\$21,989.03
Signed Up For ERF Payroll Deduction	380
Average Monthly Donation Deduction	\$1.77
Potential Annual Donation With All Employees At \$1.77	\$64,845.72

MDOC Employee Relief Fund Payroll Deduction Form

(Please print)

Name _____ PID# _____

Address _____

_____ Yes, I will participate in the ERF

_____ No, I will not participate in the ERF

Select/indicate amount to be deducted:

_____ \$1.00/month _____ \$2.00/month _____ \$ _____

Signature _____ Date _____

Upon completion forward this form to your Personnel Office.



THE RESOURCE

CALENDAR OF UPCOMING EVENTS

February 16 & 17	Forrest County CWC Re-accreditation
February 18 & 19	Simpson County CWC Re-accreditation
February 19	Jackson State University 2nd Annual Spring Career /Internship Fair '09, Walter Payton Wellness Center, Jackson, MS - 9:00 a.m. -12:30 p.m.
March 11	Jones County Jr. College Job Fair, D.O. Thomas, Sr., Physical Education Building, Ellisville, MS – 9:30 a.m. – 12:30 p.m.
March 12	East Central Community College Expo, Brackeen-Wood Gymnasium, Decatur, MS 9:00 a.m. – 11:30 a.m.
March 16 & 17	Bolivar County CWC Re-accreditation
March 17	Mississippi Employment Expo 2009, Mississippi Trademart, Jackson, MS 9:00 a.m. – 3:00 p.m.
March 18 & 19	Quitman County CWC Re-accreditation

If you have items you wish to be added to the calendar, please forward them to Kent Crocker at kcrocker@mdoc.state.ms.us, via mail or at 601-359-5689.

FROM THE EDITOR

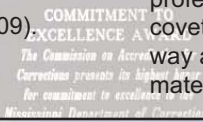
The following is a portion of an e-mail we received in the Office of Communications from the commissioner while he was attending the ACA meeting over the weekend (Jan10-11, 2009).

Leflore Co. CWC Appeal granted which changed their score to 100, approved by panel.

One has to wonder how many appeals these panels hear that make the difference between a facility being accredited or not, and how seldom do they hear appeals that seek to recover the two points that prevented a facility from receiving a perfect 100.

Thus is the nature of the MDOC's administration and its staff at large. We

continually strive to accomplish more with less and to see that all professional standards are adhered to. Excellence is required, coveted, sought and expected to be recognized. It is the MDOC way and it is accomplished without extravagant expenditures or material.



Now that government is facing serious budget problems, our peers are going to come to an understanding that we do more with less and they are going to look to MDOC for tips and guidance. In fact, we exceed expectations with less.

Again we will demonstrate that even though we may not be the biggest or most expensive, we do not lag around behind others.