



**Nationally Accredited
By the American Correctional Association**

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Orange County Corrections Department

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A Message from Chief Michael A. Tidwell

Very sad news was received today from our sister agency in Polk County, Florida. A twenty-year veteran detention deputy died from injuries sustained in a struggle with an inmate. It appears an inmate that the, now deceased, detention deputy and other deputies were attempting to restrain, slammed the deputy against a wall causing a fractured vertebra.

This is the latest in a series of unfortunate deaths of corrections staff members in Central Florida, i.e. correctional

(See "Chief's Message" on page 2)

Payroll changes coming in October

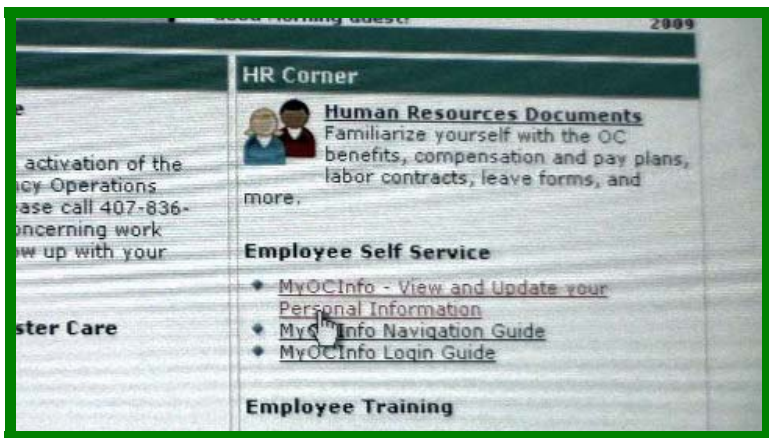
No hand delivery of paychecks or earnings statements

By Frank Priola, Fiscal Services Manager

Effective in October 2009, employees will be able to go online from work or home and view, save, or print your pay advice ("pay stub" or "direct deposit slip"). Pay notices and paper pay checks will no longer be distributed to employees.

Paper checks will be mailed on Fridays via U.S. Postal Service to the address on file in the HR/Payroll system.

In order to avoid any potential delays in receiving your paper check, employees are encouraged to sign



up for direct deposit. You can sign up for direct deposit at the Payroll Department, 109 E. Church St., Suite 400 or by completing the form, which can be found at [http://intranet](#) under the

"CountyFiles" heading then by clicking on the "Forms" link, and sending it to the Payroll Department. For questions regarding direct deposit, please contact County Payroll at 407-836-9680.

Engaging the "Blue".....

Dr. Cindy Boyles, Training and Staff Development Administrator



Employee Engagement is a movement gaining ground in the private sector, and a number of books and publications are extolling its benefits. A Google search returned 1,920,000 hits for employee engagement. A Gallup poll found that in the U.S. only 29 percent of

employees are engaged. Fifty-four percent are not engaged, and 17 percent are disengaged. So what does this mean?

Employee Engagement occurs when many different levels of employees are fully involved and feeling enthusiastic about their jobs and the organization. In an engaged

environment, employees are willing and able to contribute to the organization's success.

The Organizational Culture Inventory (OCI) that we conducted earlier this year was a type of employee engagement measurement tool. The OCI held a mirror up to the Department and

(See "Blue" on page 3)

(“Chief’s Message continued from page 1) officers and detention deputies. From 2007 through 2009, twenty-six correctional officers, detention deputies and law enforcement officers have lost their lives in the line of duty in the State of Florida.

As you know, we work in an environment, which is dangerous at best, and unfortunately life threatening in all too many cases. We must be vigilant at all times about maintaining an awareness of where we are, what we are doing, and of course, our surroundings. Failure to do so, could easily have tragic results.

For those of us charged with the responsibility of the care, custody and control of inmates; please keep in mind that “safety” must always be “the first concern.” It is hard work to always be on guard against possible threats, but that is very much a part of the corrections profession. Therefore, please continue to work as hard as you can to avoid these very dangerous situations that we have seen in other agencies recently.

PLEASE STAY SAFE!!!!!!

**Participate in a strategic planning team!
Make Orange County Corrections a better place to work.**



Building Culture Strategically

**For more information go to the Orange County Intranet:

<http://intranet/CorrectionsTraining/StrategicPMR/default.asp>**

Community Corrections Division series

CCD networks to fight violence against women

Foreword by Don Bjoring, Manager

This month we’re taking a break from the articles on the various units of the Community Corrections Division (CCD) and instead, we’re looking at the Orange County Domestic Violence Task Force and the role that CCD, and Probation in particular, play within the Task Force. I’d like to introduce a couple of quick facts here that might help in understanding the context and importance of domestic violence issues in our community.

First, the overwhelming majority of criminal cases of domestic violence in Orange County are charged as Domestic Violence Battery, a misdemeanor crime in the State of Florida and punishable by up to one-year in the Orange County Jail. The second fact to be aware of is that nearly all female homicide victims have been victims of domestic violence, although many of them never reported the violence prior to their deaths. So, this misdemeanor crime – DV Battery – gives the community a way to intercede early in the cycle of violence, if it chooses to, and maybe reduce domestic violence homicides in the future. The Domestic Violence Task Force is one of the ways the community responds to the issue.

I hope you enjoy the article and learn a little more about one of the most serious crimes that the CCD Probation Unit deals with on a daily basis.

By Mike Benzer and Bob Smedley

Violence against women is at an epidemic level. The Orange County Community Corrections Division (CCD) is closely involved with the Orange County Domestic Violence Taskforce in creating ways to counteract this trend. Several staff with the Probation, Pre-trial Supervision and Pre-trial Diversion Units are members of the Taskforce. Taskforce partners include The Orange Osceola State Attorneys Office, The Department of Children and Families, Harbor House, Delta, Orlando Police Department, The Orange County Sheriffs Office, Orange County Animal Services and the faith based organization No Limit Ministries. These agencies discuss and work together to educate and provide services for battered women and now have recognized the need to provide a protective shelter for the victims/survivors pets.

The CCD is currently in the process of creating a Memorandum of Agreement with the Harbor House Invest program to gain access to Domestic Violence (DV) assessments that are completed on scene by local law enforcements agencies during a domestic violence response. By accessing these assessments we will be able to integrate the information obtained regarding lethality, threats to kill the victim, abduction of the children, threats to kill or the killing of the pet and firearm possession

(See “Violence” continued on page 3)

(“Violence” continued from page 2)

into our Risk Needs Assessment. In obtaining this information, CCD will be able to identify offenders who pose a greater risk to the victim and public safety. CCD has recently embarked on fast tracking domestic violence offenders who are sentenced to Probation. This has resulted in reducing the time-frame between reporting to Central Intake and reporting for the DV group orientation to as little as two days and always less than one week.

In June of 2009, the CCD applied for Federal funding through the Byrne Grant for neighborhood probation and parole officers. The Byrne Grant is a Comprehensive Criminal Justice and Community Agency Response to reduce crime and violence. If we are awarded the grant it will allow for CCD to com-

mit additional resources to offenders under supervision for domestic violence related offenses. The grant funds will establish positions within CCD and the Harbor House to collaborate on providing additional services for domestic violence victims and enhanced supervision of offenders. The CCD is currently devel-

oping division-wide procedures for domestic violence offenders. This will result in greater interaction between partners of the DV Taskforce to provide victims/survivors with wellness checks and home visits for offenders who fail to report to probation or who have missed appointments.

The domestic violence community is utilizing mapping information provided by Dr. Jana Jasinski of the University of Central Florida. The program identifies high

risk-areas for domestic violence in Orange County.

The data provided by Dr. Jasinski is confirmed by long-established data produced by CCD as well as Orange County Animal Services.

In identifying these high-risk areas it will allow for CCD and other Taskforce members to dedicate resources for victims/survivors and to instill ground-rooted educational programs such as Coaching Boys to Men for children in these high-risk areas.

In many relationships where domestic violence is present; children witness this abuse and learn that abuse is acceptable behavior.

By employing education, shelter, protective services referrals and enforcement of court orders in our community, CCD along with all the members of the Domestic Violence Taskforce are making a difference in curbing the epidemic of violence against women, children and pets from the perpetrators of domestic violence.

**If you or someone you know is a victim of domestic violence you can get help through the following:
1-800-500-1119 hotline
www.harborhousefl.com**

(“Blue” continued from page 1)

reflected back our culture. It revealed that our level of employee engagement is low as reflected by our high scores in the Defensive Styles categories of opposition, power, competition, avoidance, dependence, and convention. The high scores reflect that we have a non-participatory management structure that is based on authority-in-position. This structure holds employees back and reduces contributions. The scores also indicate that negativism is rewarded, and we have unnecessary conflicts. The result is that we often have watered-down solutions because employees are unwilling to make decisions, take action, or accept risks.

Conversely, our scores on the Constructive Styles of the OCI are low. The interpretation of these low scores indicates that we have some work to do in these areas. On the OCI “clock” the Constructive Styles are represented in blue. (For a full explanation of the defensive and constructive styles, employees can access the full OCI report by clicking on the “Cube” on your desktop, then click on News and OCI Report.)

If we want to *Bring Out the Blue*, we first need to be aware of what the “blue” is. The four categories of OCI’s Constructive Styles are: (1) Achievement, (2) Self-Actualizing, (3) Humanistic–Encouraging, and (4) Affiliative. Work environments that are strong

on these Constructive Styles are managed in a participative and person-centered manner. They value creativity, quality, and employees who set and accomplish their own goals. Individual growth is encouraged, and a high priority is placed on constructive interpersonal relationships.

Constructive Styles sounds a lot like *Employee Engagement!*

Building Culture Strategically is a tool to increase our ability to think strategically. Is it strategically more beneficial for us to have a Defensive Style culture or one that is Constructive? We probably would all agree that we would prefer to work in a

(“Blue” continued on page 4)

Do you have a blue attitude?

By CCO Jacqueline Biggerstaff, Policy, Accreditation, and Compliance Unit

Despite the popular belief that a “blue attitude” is not about being sad or depressed. A “blue attitude” is all about engaging in behaviors that help Orange County Corrections operate as effectively and efficiently as possible.

One way to “bring out the blue attitude” is for staff at all levels to engage themselves in the communication process.

The Policy, Accreditation, and Compliance Unit encourage staff to participate in this process through the policy review cycle.

Policies aren’t just reviewed and signed by the Chief every year. They go through a review cycle that takes them through support teams, subject-matter experts, executive management, capt. dumas, and union representatives. Emails are sent corrections wide notifying staff of the policies being reviewed and the deadline for submission of recommendations to your respective support team representative. Keep in mind recommendations will be evaluated to ensure they are within standards, laws, statutes, codes, ordinances, and other applicable authorities. Any recommendations sent outside of the scheduled timeframe will be retained for a future review cycle.

Remember, it is up to YOU to have a “blue attitude!” Open up lines of communication by submitting recommendations for policy changes during the review cycle.

Support Team Representatives:

- **Security Operations:** Sgt. Mike Todd, Cpl. Tikela Waits or Capt. Anthony Watts
- **Union Reps:** Sgt. Dennis Moonsammy or Sgt. Michael Dean
- **Community Corrections:** Sr. CCO Georgia Hart
- **HR/Training:** Reggie Davis or MCO T Toni Smithee
- **Classification:** Ellen Ritten or Debra Crawford
- **Inmate Records:** Courtney Padgett or Dan Faison
- **Inmate Affairs:** Cpl. Sharla Cobbs-Jones
- **Pre-Trial Services:** Susan Burdette
- **Inmate Programs:** Maria Weston-Scruggs
- **Work Release:** TSgt. Malik Muhammad
- **Video Visitation:** Fred Wagoner
- **Fiscal:** Frank Priola, Richard Jung or Linda Patton
- **Health Services:** Lisa Morris-Howell

(“Blue” continued from page 3)
Constructive Style workplace. How then do we make the evolution to the culture we desire?

It’s all about passion! A study conducted by the *Gallup Management Journal* found that engaged employees are passionate about their work and feel a strong connection to their organization. It also discovered that employees who are not engaged go through their workday putting time, but not passion, into their work. The OCI revealed that in our workplace employees who have been here less than two years have the strongest Constructive Style scores. The Constructive scores in



this area then decrease for those employed here for three to five years, and again for six to ten year employees. These shrinking scores indicate that the longer someone is employed in Corrections, the less engaged, or passionate, they feel. Where did our passion go, and how do we get it back? Look to the *Blue* for the key to regaining our passion. By embracing and practicing the Constructive Style elements of achievement, self-actualizing, humanistic-encouraging, and affiliative we can renew or strengthen our passion for this work.

Each month beginning in September, 100 OCCD employees

will be invited to participate in the *Employee Engagement Assessment*. This assessment is based on the Constructive Styles. It will allow us to gauge our progress in *Bringing Out the Blue*. Chief Tidwell has committed to reviewing the results each month with mid- and upper-level managers at his Monthly Staff Meeting. In addition, the results will be posted on the website for employees to review. In approximately two years we will conduct the OCI again to confirm our progress.

Even though the *Employee Engagement Assessment* is primarily focused on the actions of the supervisory staff, it should

(See “Blue” continued on page 5)

The seven teams from the six-sided cube - The Yellow & Purple Teams



Yellow Team: Sustaining Change
Relation to Cube: Side 6 – Yellow
Purpose: Explore ways to involve all stakeholders in ensuring success, monitor and share information about progress, and build on what we learn and do successfully.



Purple Team: Strategic Thinking
Relation to Cube: The gears - the core of the strategic planning cube.
Purpose: Clarify what strategic thinking means in our Department, how it can be encouraged, and the impact it will have on how the Department works.



(“Blue” continued from page 4)

also serve as a reminder to all of us of things we can do to regain our passion and enthusiasm for work. It is common to place all of the responsibility for creating a constructive work culture on the supervisory and management staff;



however, we all impact this culture and have a vested interest in making it the workplace we envision.

If we all work together, we can

Bring Out the Blue.

References:

Wikipedia – http://en.wikipedia.org/wiki/Employee_Engagement
 Esty, K. and Gewitz, M. Creating a culture of employee engagement. <http://www.boston.com/jobs/nehra/062308.shtml>.

Did you know this about OCCD?

Community Corrections Division

Total Caseload: 10,635

Total People Supervised: 8,433

On September 8, 2009 (by program):

- **Alternative Community Service: 3,498**
- **Diversion Services: 1,112**
- **Home Confinement/Electronic Monitoring: 234**
- **Mental Health Pretrial Release: 26**
- **Pretrial Release Supervision: 1,877**
- **Probation: 3,888**

KRONOS tip of the month

Employees should verify and electronically approve their time-card prior to the end of the pay period, but no later than 0800 hours on the Monday following the end of a pay period. Supervisors should verify and electronically approve the timecards of assigned staff prior to the end of the pay period, but no later than 0800 hours on Monday following the end of the pay period.

Failure to verify the accuracy of a timecard could result in an underpayment, possible overpayment, and/or other possible action(s). In most cases, underpayments and overpayments are normally not processed until the following pay period.

Employee Medical Plan Tobacco Usage Surcharge

By Reggie Davis, Corrections H.R. Advisor

Recently, the Board of County Commissioners (BCC) approved a bi-weekly \$25.00 post-tax Tobacco Usage Surcharge for the County's Medical Plan. All employees who are on the County's Medical Plan must complete a Tobacco Usage Surcharge form indicating their tobacco usage status.

Employees who are prepared now to assert their status as tobacco users or non-users, may complete and return their forms to Corrections Human Resources today. For employees who are not prepared at this time to assert their status as tobacco users or non-users, the deadline for turning in a completed form is September 30, 2009.

To qualify for a waiver of the Tobacco Use Surcharge, an employee must be tobacco free at the time this affidavit is signed, select the appropriate box, and must continue to remain tobacco free through the end of the 2010 plan year.

If an employee begins or restarts the use of tobacco products, the employee must notify HR within thirty-days and complete an updated affidavit, which will activate the \$25 per pay period post-tax Tobacco Use Surcharge. Deductions for the surcharge, if applicable, will begin on the first pay period of 2010. The Tobacco Usage Affidavit Form may be obtained from the S:\drive under Corrections Department/HR Tools/Tobacco Affidavit Form.

Prior to calling with questions, employees are ask to read the affidavit as it may contain answers to questions they may have. If additional information is needed, please contact Alice DeRosa via email or at (407) 836-3243.



Words Of Wisdom

"Far and away the best prize that life offers is the chance to work hard at work worth doing."

Theodore Roosevelt
26th President of the United States (1858—1919)



Inmate Records assumes bond process and BRC public windows from the Clerk of the Courts

By Courtney Padgett, Administrative Supervisor

On July 31st, the Inmate Records Management (IRM) section assumed full responsibility for the processing of all surety and monetary bonds for inmates bonding out of the Orange County Jail. In early 2006, the Clerk of Courts office took responsibility for this function and their staff have been a presence on the first floor of BRC since the building opened. In mid-June, the Department was notified that the Clerk's office would no longer support this function and that their staff would cease operation at BRC at the end of July.

As you can imagine, a flurry of planning went into place immediately. Weekly meetings were held with the wide range of areas impacted by this change, including IRM, ISS, Fiscal, and Media Relations. There were a multitude of items that had to be addressed prior to implementation of the new process.

The largest challenge was the development of a process to intake funds through IMS, receipt payments to depositors and reconcile all payments and receipts via reports. Prior to 2006, when OCCD previously handled this process, everything was completed manually, using handwritten receipts and multiple logs to track payments. Working closely with ISS and Fiscal, the accounting module in IMS was able to be utilized to enter bond payment information and provide detailed receipts to depositors. The new bond receipt even includes the inmate's



photo for verification purposes. Several reports were developed that track payments processed by each post and by receipt number, so that payments can be tracked and reconciled using multiple check points. Detailed processes were developed for the supervisory staff in order to properly close out and reconcile the collections on each shift. Additional processes developed to coordinate the secure storage and transfer of funds daily to the Clerk's office. IRM staff and supervisors were required to learn the new processes and work out any issues that arose within a very limited time period prior to implementation.

The transition also required a great amount of planning for the removal of the Clerk's equipment and the installation of OCCD equipment (to include computers, printers and fax machines) while not causing a disruption in the ability to process bonds and release inmates. Other items that had to be ad-

dressed were the changes in signage in and around BRC, updating relevant brochures and other documents, and notifying the public of the change. On Friday, July 31st, IRM began staffing the windows adjacent to the BRC public lobby that were previously occupied by the Clerk's staff. In addition to assuming the actual bond process, IRM staff have also taken on the additional customer service aspect that naturally arises from increased contact with the public.

With everyone's efforts we were able to implement this large operational change experiencing only minimal issues and problems. Many thanks are extended to everyone that participated in the planning and implementation of this process. Special thanks to IRM, ISS (including staff downtown), Fiscal, Training, Operations, Clerk of Court, Allen Moore, and all others that worked within a very short time frame to make this transition successful!

Public Schools Superintendent Ron Blocker speaks at youthful offender awards event

By Diane Johnson-Carwise, Youthful Offender Programs Coordinator

In today's society, we hear about so much negativity regarding young people and their attitudes. Our jails are full of young people who refuse to take responsibility for their actions, blaming everyone and everything for their indiscretion except for themselves. Every now and again we do see a glimmer, a twinkling, or a ray of goodness that keeps us positive through all the negativity.

One such glimmer occurred on August 4, 2009 at approximately 10:00 a.m. in none other than our own jail located at the corner of John Young Parkway and 33rd Street. An awards ceremony dedicated to the late Chaplain Bernard Fleeks was hosted by Orange County Corrections in conjunction with Kevin L. Jackson of AISG Inc. This event was centered around an essay contest established by Chaplain Fleeks entitled "What Would I Say to My Father".

The ceremony honored not only the winners but also every youthful offender who participated who is a father, has a father, or wish they had knew their father. The youthful offenders range from age 14 to 17,



these juveniles are in school here at the Orange County Corrections Department, working towards receiving their GED.

Included in attendance were distinguished guests such as our featured speaker Mr. Ronald Blocker, Superintendent for Orange County Public Schools; Kevin L. Jackson, Founder/CEO, AISG Inc.; (our sponsor), Mr. Raymond Gaines a retired Director of secondary education high school from Seminole County; and approximately 30 other interested individuals.

The message was clear it was

one of HOPE. Words of encouragement and admonition were forwarded to our young people but most of all those that have taken apart in this celebration wanted them the youthful offender to feel proud of the time and effort they put into their essays. We had 6 recipients awarded, two females (1st and 2nd place) and four males (4th, 3rd, 2nd and 1st place). In my eyes and the eyes of many, all participates were winners. What an accomplishment! We here at the Orange County Corrections Department applaud their efforts.



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Orlando, Florida

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or email allen.moore@ocfl.net





**Correctional Officer Angelo Dean
November 10, 1957 - August 20, 2009**

The Orange County Corrections Department is mourning the death of Correctional Officer Angelo Dean who was assigned to the Whitcomb Facility, A-2 and was an active member of the Honor Guard and the Crisis Intervention Team.

Officer Dean began his career in Corrections on May 10, 1999 as a Detention Service Officer at the Central Booking Facility after working for the San Francisco Police Department. He was promoted to Correctional Officer on December 12, 1999. During his career in Corrections, he worked at the Main Facility, Central Booking Facility, BRC Detention, and the Whitcomb Facility.

He became a member of the Crisis Intervention Team (C.I.T.) in 2001 and was very active in this program. He was named the Central Florida C.I.T. Officer of the Year in 2003. He continued to be an integral part of training other officers, not only in corrections but other agencies.

In addition to serving on the Crisis Intervention Team, he became a member of the Honor Guard in February of 2008.

He is survived by his wife, Lorraine; two sons, Marcus and Matthew, both of California, one daughter, Rachel, Orlando, parents, Fulvia and Marvin Dean, Orlando, and one brother, Steven Dean, Seattle, Washington.

Officer Dean will be deeply missed by the Corrections family and will be remembered for his thoughtfulness, warmth, kindness and a heart-warming smile.

**Mourning the loss of a
co-worker and friend**
Composed by Lindé Richmond
shortly after the untimely death
of Officer Angelo Dean

*Hello again,
there's that familiar face,
So we meet again,
same time, same place.
Oh what should we talk about
today?
How are things?
How's the family?
What news do you bring?*

*Ah my associate,
or should I call you a friend,
No you are so much more than
that.
How do I begin?*

*Yes, we only work together,
but I see you every day,
more than anyone else,
in a weird kind of way.*

*One day I came in
and you couldn't be found
I didn't think much of it,
I new you'd come around.
Maybe you're on vacation,
or possibly caught the flu
I wasn't too worried,
soon I 'd see you.*

*As the days past,
I grew a sense of fear
realizing, something's wrong
you still aren't here!
I began calling and leaving mes-
sages,
Yet I haven't heard a word.
Then another began shouting
Oh my God, Have you heard!*

*You're gone, you're gone,
how can this be?
So young and only,
a few years older than me.
My heart began to break,
it can't be you!
I know you're somewhere.
What do I do?*