

# Director Marshall Visits FCI Sandstone and FPC Duluth

Leadership in Action Continues: Listening, Learning, and Leading

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**(BOP)** - Bureau of Prisons Director William K. Marshall, III, continues to demonstrate his “Leadership in Action” philosophy through direct engagement with frontline staff across the country. Last week, he visited two facilities in Minnesota, [FCI Sandstone](#) and [FPC Duluth](#), where he heard from the staff on the frontlines, observed institutional operations, and reinforced his commitment to strengthening the agency through leadership that is visible, intentional, and responsive.

At FCI Sandstone on July 9, Director Marshall conducted a [walk through of key areas, including housing units, the Residential Drug Abuse Program \(RDAP\), vocational training, education, UNICOR, and health services](#). Staff highlighted several innovative efforts in Culinary Arts, Horticulture, and Compost Recycling—initiatives designed to provide inmates with valuable, real-world skills to support reentry.

The following day [at FPC Duluth](#), Director Marshall visited several areas of the facility, including [food service, recreation, RDAP, and health services](#), as part of his broader assessment in determining whether the institution should remain open. He was especially struck by the pride of the staff and [the institution’s strong partnerships with the local community](#). His time on site was instrumental in informing his decision to rescind a prior directive that would have deactivated the facility.

Director Marshall’s visits have been intentionally announced and pre-planned - a deliberate leadership choice designed to create space for meaningful dialogue, ensure staff who want their voices to be heard, face-to-face, are heard, and allow institutions to showcase the full scope of their efforts. While unannounced visits are an important tool and will occur, scheduled engagements allow leadership to focus on solutions, highlight innovation, and work collaboratively with staff to build sustainable improvements.

“These visits are about showing up, hearing directly from the people who make our institutions work, and making sure we give them what they need to succeed,” said Director Marshall.

**Congressman Pete Stauber, who joined the tour at FPC Duluth,** emphasized the importance of the institution’s contributions to the region. “Facilities like Duluth show what’s possible when we prioritize collaboration,” Stauber said. He also noted the strategic benefits of its location, including proximity to major hospitals and strong partnerships with colleges, law enforcement, and community service programs.

Director Marshall’s continued presence in the field reflects a leadership model grounded in trust, transparency, and respect for the people who carry out the Bureau’s vital public safety mission every day.