DELAWARE COUNTY JAIL:
A PLAN FOR REESTABLISHING INMATE COMMUNITY CLEAN-UP PROJECTS

A CREATIVE PROJECT
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# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table of Contents</td>
<td>ii</td>
</tr>
<tr>
<td>List of Figures</td>
<td>iv</td>
</tr>
<tr>
<td>List of Tables</td>
<td>v</td>
</tr>
<tr>
<td>Acknowledgements</td>
<td>vi</td>
</tr>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>Purpose</td>
<td>3</td>
</tr>
<tr>
<td>Purpose Statement</td>
<td>5</td>
</tr>
<tr>
<td>Review of Literature</td>
<td>6</td>
</tr>
<tr>
<td>History of Inmate Programs</td>
<td>6</td>
</tr>
<tr>
<td>National Programs for Inmates</td>
<td>10</td>
</tr>
<tr>
<td>Community Impact</td>
<td>12</td>
</tr>
<tr>
<td>Indiana’s Community Programs for Inmates</td>
<td>14</td>
</tr>
<tr>
<td>Monetary Issues</td>
<td>17</td>
</tr>
<tr>
<td>Safety</td>
<td>21</td>
</tr>
<tr>
<td>Delaware County Jail Programs</td>
<td>22</td>
</tr>
<tr>
<td>History</td>
<td>22</td>
</tr>
<tr>
<td>Current Programs</td>
<td>24</td>
</tr>
<tr>
<td>Methods</td>
<td>28</td>
</tr>
</tbody>
</table>
LIST OF FIGURES

Figure 1: Walnut Street Jail................................................................. 7
Figure 2: Inmates cleaning up the streets of New Orleans after Mardi Gras........9
Figure 3: Inmates from Klebergy County painting buildings............................. 11
Figure 4: Inmates collecting harvested collard greens.................................... 15
Figure 5: Prisoners growing their own garden in Florida................................ 16
Figure 6: Inmates picking up trash along Virginia road.................................. 18
Figure 7: Banks of Buffalo Bayou in Texas prior to inmate trash pick-up..........20
Figure 8: Banks of Buffalo Bayou in Texas after inmate trash pick-up..............20
Figure 9: Delaware County Justice Center.................................................. 23
Figure 10: Map of Indiana, highlighting Allen County................................. 31
Figure 11: Map of Indiana, highlighting Delaware County............................ 32
LIST OF TABLES

Table 1: The 6 Key Elements of a Sustainable Inmate Clean-Up Program……………40
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INTRODUCTION

My interest in this study stems from my undergraduate studies and background in Criminal Justice and Sociology. While pursuing my Bachelor’s in Criminal Justice from Indiana University-Purdue University, Fort Wayne, I was exposed to other classes in the Public and Environmental Affairs Department. Those classes helped me realize my passion for societal, environmental issues. After discovering this interest, I decided to further my education by pursuing a graduate degree in Natural Resources and Environmental Management here at Ball State University. I have hopes of finding a career that will combine my passion of environmental and social issues.

The project that follows was inspired by my combined experience in the fields of Criminal Justice and Environmental Management. As an undergraduate major, I came to understand the importance of having successful jail programs and the benefit that has on the community as a whole. When starting my graduate studies, I wanted to pursue a creative project that would combine my passions, and provide a plan that would benefit the community, both socially and environmentally. There are many potential benefits that this plan would provide to Delaware County, including:

1. Lower recidivism rates, resulting in less jail overcrowding;
2. A safer community;
3. More productive citizenry;
4. Stronger community and family relations;

5. Less tax dollars spent on housing inmates.

I strongly believe that programs which involve inmates in community clean-up and restoration projects help to provide these men and women with greater confidence and purpose. It allows for them to feel the internal reward of helping others and their communities. The hope is that inmates will respond positively to these experiences and make a change in their lives. I am pleased with the plan I have developed and hope that it will be implemented, sustained, and appreciated for years to come.
PURPOSE

Across the United States, jail officials seek to provide programs effective at rehabilitating their offenders. Reducing recidivism rates and maintaining safe communities could be considered the ultimate goals of any jail. Nationally, there are many programs aimed at combatting the problem of deviant behavior. They include anything ranging from substance abuse programs, classes, church services, and rewards for good behavior to community work with clean-ups, gardening, landscaping, and painting. This project will focus on the benefit of the latter types of programs. By allowing inmates the opportunity to improve their community’s environment, it has the potential of offering offenders a new sense of self and purpose in their lives.

There are numerous communities across the United States that have acknowledged the benefits of allowing their inmates to become involved in community clean-ups. Indiana is one state that has been lacking in this area. Not many programs have been used in the past, and current programs are even harder to come by. Has Indiana been hit too hard by federal budget cuts to allow for such programs? Does Indiana state law prohibit such programs for inmates? These are a couple questions that will be addressed with this project.

The funding problem may have leaked down to the local level. Local governments have experienced recent budget cuts because of the struggling national
economy, and Delaware County is no different. They acknowledge this funding issue in their most recent Muncie Parks and Recreation Department’s 5-year Master Plan:

Despite the aesthetic, environmental, and recreational benefits of green infrastructure, budget constraints have left local governments across the United States with inadequate funding and staff for maintaining and preserving city parks and open spaces. Fortunately, a growing body of hard evidence suggests that urban greening offers significant economic benefits, in addition to the quality-of-life enhancements already mentioned. (City of Muncie, 2009, p. 111)

Examples include: making neighborhoods more attractive places to live, strengthening community pride, offer natural environmental protection, and improve physical health and mental well-being.

Muncie Parks acknowledges the importance of having clean park areas, but also briefly describes the lack of funding. Local government’s budgets are being cut, so there is not as much money to pay people to maintain the parks (City of Muncie, 2009). Local jails or prisons can provide the source for much of this labor.

Delaware County Jail lacks clean-up programs for inmates. By speaking with officials and business people in the community, I will determine what opportunities are available to provide our community with this service. Muncie Parks Department, Camp Adventure, Red Tail Conservatory, Muncie Clean and Beautiful, and other organizations could all benefit from these projects. Involving offenders would provide them a chance to participate in meaningful work. It would give them a chance to step out of the confines of prison to make improvements in the community. Benefits to the community could include a cleaner environment and possible reductions in recidivism.
rates. This project will identify clean-up needs in Delaware County and will contact the jail officials to determine their feasibility. Furthermore, this plan will help Delaware County Jail assess the material and funds necessary in making these projects possible.

Purpose Statement

The goal of this project is to discover what is preventing the Delaware County Jail from implementing offender clean-up programs, as well as to find solutions for what it will take to get them started. The plan will help answer questions as to why these programs are not yet implemented, such as:

- What and where are the greatest needs for clean-up in Delaware County?
- Who are the key players in getting inmate clean-up projects started?
- What are the costs in carrying out these projects?
- How can these projects be implemented?

Answers to these, and other questions will help form the foundation for this plan. The hope is that Delaware County Jail will use this plan to begin the planning and implementation process for inmate clean-up programs in the community.
History of Inmate Programs

Historically, prisons were intended to produce repentance among offenders, but the outcome was much different. In 1790, the first penitentiary, Walnut Street Jail, was constructed in Philadelphia (See Figure 1). Here, the only capital offense that lead to death was murder. All other offenses were punishable through “indefinite sentences in total solitude” (Dye & Sansouci, 1974, p. 131). While the intent of these punishments was to produce penitence, there were many prisoners who died or went mad from solitary confinement (Dye & Sansouci, 1974). Clearly the result of sitting in a prison all day did not turn a prisoner into a productive citizen.

Beginning in the mid-nineteenth century, the ineffectiveness of these methods were realized and mostly abandoned. Hard labor took over. Since these new goals for prisons were established, Corrections Departments have tried to focus their attention on the rehabilitation of offenders (Dye & Sansouci, 1974). The problem, however, is that our prison trends seem to be shifting back towards the ways of the eighteenth-century. American prison systems have too much confidence in the effectiveness of incarceration in deterring and reducing recidivism. As one article states, “Prisons do succeed in punishing, but they do not deter crime. They relieve the community of the responsibility by removing the offender, but at the same time they make the offender’s successful
reintegration back into the community unlikely” (Dye & Sansouci, 1974, p. 130). It is necessary for offenders to be properly reintegrated into the community. In order to achieve this, “Community-based corrections seeks to destroy the artificial walls that separate the offender from society in order to prepare the offender for a successful, law-abiding reintegration within the community” (Dye & Sansouci, 1974, p. 133).

Figure 1: Walnut Street Jail, the first penitentiary ever built. The building was constructed in Philadelphia in 1790 (U.S.History.org, 2010).
Keeping offenders from realizing the benefits of community interaction will only make for a harder time reintegrating them back into society after their sentence. Community clean-up projects are one method of interaction that can benefit both the community and the offender. Karp, Bazemore, and Chesire did an analysis of various studies, which all showed strong support for this idea and claimed that “volunteer programs are highly satisfying for the volunteers and capable of effecting positive change in offenders” (Karp, Bazemore, & Chesire, 2004, p. 489).

The first recognized inmate clean-up program was enacted by Sheriff Malcolm E. McMillin in 1983. The program was widely supported in the city of Jackson, Mississippi and McMillin received an ‘Officer of the Year Award’ for his innovative idea. He believed that inmate clean-up and work programs provided a valuable means of restitution to the community (Hinds County Sheriff's Department, 2007).
Figure 2: Inmates work to clean up the mess left after Mardi Gras in New Orleans in 2011. They are seen here raking up the littered streets. These inmates are part of the sheriff’s community service program (Brennan & Ferguson, 2011).
National Community Programs for Inmates

Communities across North America have adopted programs similar to that in Jackson, Mississippi. For example, Virginia, New York, Maine, New Jersey, Kentucky, Texas, Florida, Georgia, California, Ontario, and parts of Indiana are just a few areas that have had successful inmate clean-up programs. Their success has been determined through both environmental and monetary benefits to the community. These programs provide citizens with an aesthetically pleasing place to live and thousands of taxpayer dollars saved. Reduced recidivism and providing inmates with a new sense of purpose and pride in their lives are other immeasurable benefits. Rarely are inmates resistant to these programs and often see it as means of restitution. Inmates are giving back to the community to compensate for their mistakes. As one inmate phrased it, the program gave him “a bunch of opportunities to do what’s right and give back to the community and help out” and helped him “decipher what’s right and wrong (Long, 2010, para. 6)”.

Programs that have been implemented have taken several approaches. While picking up trash is the most common, there are various opportunities for clean-up. Cleaning and painting over graffiti are common clean-up initiatives for urban areas such as Long Island, New York (James, 1996); Trenton, New Jersey (Dailyrecord.com, 2011); and Toronto, Ontario (Brennan & Ferguson, 2011) (See Figure 2). Planting greenery and building playground equipment is a method used in Bristol, Virginia (National Crime Prevention Council, 2011).

Mowing grass, cutting tree limbs, filling potholes (Dailyrecord.com, 2011), cleaning out catch basins, washing county vehicles (James, 1996), and raking leaves are basic community services that Delaware County inmates could be accomplishing. Also,
cemetery clean-ups have been used to improve the beauty of local communities through headstone repairs, weeding, and general care for the land (Chaddock, 2011). Building renovations have also provided inmates with valuable work experience. Courthouse renovations in Kleberg County, Texas saved the community over $20,000 on county projects (Bigger-Cantu, 2011) (See Figure 3). After discovering the needs of Delaware County, one or more of these programs could be implemented.

Figure 3– Inmates from Kleberg County are allowed to participate in county projects, such as painting. Here inmates are working on improving a building in the community by painting the outside (Bigger-Cantu, 2011).
One final environmental service that inmates could provide should be recognized. Community gardens have been incorporated into jails across the United States. Gardens are not necessarily clean-up programs, but they would provide environmental benefits to the community and give the inmates skills to use once they are released. Produce from these gardens have been used to feed inmates tending the gardens (Brown & Severson, 2011) as well as homeless in the community (Long, 2010). If there is a need, this could be a feasible option for Delaware County.

Literature on inmate clean-up programs is not very extensive. There are many newspaper articles on programs that have been established in communities, but little research literature exists on what is required to start them: funds, equipment, and staffing needs being a few examples. The literature found, however, does provide valuable insight into potential programs to implement in Delaware County.

**Community Impact**

Outdoor service projects for offenders can have significant impacts on communities. For example, Long Island, New York’s correctional facility implemented a program where low-risk inmates are put to work for the duration of their sentence. Low risk inmates are those who have not been convicted of felonies or any violent offenses (James, 1996). Petty theft, public intoxication, driving while intoxicated, and drug offenders are common offenses among these inmates. Eight-hour work days are typical for these Nassau County inmates and during this time they complete tasks ranging from cleaning parks and catch basins, raking leaves, washing county vehicles, to cleaning graffiti off buildings. Gary Koffsky, a police officer of Nassau County, stressed the
importance of how cleaning off graffiti discourages offenders from doing it again (James, 1996). This program provides a valuable service to the community without any costs to the taxpayer. Recent layoffs have dramatically reduced the number of county workers, so this program allows for clean-ups to continue in the community. This article mentioned that Nassau County does not include women in the program. Reasoning for this is not provided, but Lieutenant Jack Considine says they are considering plans to include them in future projects (James, 1996).

In addition to labor, lower crime rates in the community are unexpected benefits from community clean-up programs. Since most crime occurs in low-lit, abandoned areas of the community, improvements in these areas through restoration or demolition can deter criminal activity (National Crime Prevention Council, 2011). Safer streets and parks are advantages that everyone in the community would appreciate.

Reduced recidivism among offenders is an advantage to social programs, like clean-ups. Their significance is best expressed in the words of Atlanta Journal-Constitution writer Pat Nolan, “Our mothers told us that ‘idle hands are the devil’s playground.’ That is doubly true in prison. Having a job fills inmates’ time with productive activity, gets them out of the ‘prison culture’ and puts them in contact with people in the mainstream of society” (Nolan, 2011, para. 2). Inmates who are constantly working will feel more self-worth and will be less likely to reoffend after their release (James, 1996). Unfortunately not much research has been conducted on the measurable benefits of inmate clean-up programs aside from that provided by the California Prison Industries Authority, stated previously. The programs could only help inmates.
Indiana’s Community Programs for Inmates

There are a few communities in Indiana that have incorporated clean-up programs into their jail. One program that takes a unique approach was implemented in Logansport, Indiana. Juveniles here worked in the Salvation Army’s community garden to grow food for those less fortunate. The CLIFF (Clean Lifestyle is Freedom Forever) program that organized the clean-up, seeks to help offenders discover a positive outlook on life (Long, 2010). Similarly in Florida, the prison has implemented programs where the inmates grow their own food. They have already used “550 inmates to grow 4.8 million pounds of produce a year” (Brown & Severson, 2011, n.p.) (See Figures 4 & 5).

Not only would these programs provide the inmates with valuable knowledge for their future outside the jail, but also gives them an opportunity to interact with nature. If there is a great need for this in Delaware County, this could be a feasible project.
**Figure 4:** The people in blue are inmates working to collect harvested collard greens. The prisoners come from the Berrydale Forestry Camp farm squad in Jay, Florida (Brown & Severson, 2011).
Figure 5: Here is an example of prisoners who are able to grow their own vegetables. These Florida prisoners have this ability to work outside through a partnership with the local agricultural center. The inmates are bagging up the collard greens they harvested from their garden (Brown & Severson, 2011).
Annual Trash Bash programs have been started to get offenders out and cleaning up the community. These are the most common clean-up programs that inmates are recruited for. Members of the Indiana Department of Transportation and Adopt-A-Highway have collaborated on this effort resulting in a successful program. Last year they collected 11,083 bags of trash and 79.5 tons of loose debris (Writer, 2011). Trash Bash programs only use inmates from state prisons and not those in local jails. For this reason, this specific program would not be feasible for the Delaware County jail, but a similar program may be possible.

 Monetary Issues

Funding inmate clean-up programs is consistently identified as a barrier towards implementation. The NACCHO (National Association of County and City Health Officials) describes how the funding for their program was provided. Through a collaborative effort between both the Health Department and the Sheriff’s office, the program was easily funded. The Health Department saw a need in the community for a clean-up, called the sheriff’s office, and arranged for proper waste disposal. Since the Health Department sought out the help, they provided the equipment needed. This free labor helped reduced the Health Department’s labor costs (National Association of County & City Health Officials, 2011).

In some cases, the inmates themselves are the only source of funding required for these programs. In Roanoke County, Virginia inmates pay nine dollars per day to be involved (Harvey, 2011) (See Figure 6). This method treats the program as work
experience, which will assist the inmate in finding employment once he has been released.

Figure 6: Inmates from Roanoke County, Virginia wear their brightly colored clothes as they work along the road picking up trash (Harvey, 2011).

Equally as important as the costs associated with these programs is the overall savings to the community. The numbers are impressive. Maine saved over $316,000 and provided 71,000 hours of free labor to the taxpayers of Penobscot County through their implementation of inmate clean-up programs (Penobscot County Sheriff’s Office, 2011). Courthouse restorations completed by inmates in Kleberg County, Texas provided a savings of $20,000 (Bigger-Cantu, 2011). Finally, cemetery clean-ups in El Dorado
Hills, California saved the state $55,000 per year (Chaddock, 2011). Even though the scale and frequency of these programs may be more than Delaware County can implement, the savings would be rewarding.

Monetary benefits are one measurement of the program’s success, but environmental benefits have also proven to be significant. One of the most interesting examples occurred in Henderson, Kentucky. Within a year, the Community Service Program discovered seven illegal dump sites while performing clean-ups. Without the help of this program, who knows when these dumps would have been discovered and cleaned? Over 900,000 pounds of litter and 23,000 pounds of used tires were also collected and properly disposed of (Henderson County Detention Center, n.d., para. 1).

In Texas, one month of clean-ups resulted in a collection of 300 bags of trash (Hernandez, 2011) (Figures 7 and 8). “Clean-Up New Jersey” removed over 140,000 pounds of litter (Dailyrecord.com, 2011). A fellow Indiana city, Terre Haute, performed Trash Bash programs that yielded 11,083 bags of trash and 79.5 tons of loose debris in 2010 (Writer, 2011). On a smaller scale, 70 bags of trash were collected along a four mile stretch of road in Virginia (Harvey, 2011). Environmental benefits may not be as easily measured as economic benefits, but these numbers prove how extensive the impact can be for beautification projects.
Figure 7: Prior to the inmate trash pick-up on the banks of Buffalo Bayou in Texas. The banks are filled with cups, cans, and other random trash (Hernandez, 2011).

Figure 8: Following the inmate trash pick-up on the banks of the Buffalo Bayou in Texas. The banks are free from the previous pollution (Hernandez, 2011).
Safety

Safety is a concern that must be addressed to protect those overseeing the program and the inmates. There is always a possibility for something to go awry and one tragic example occurred in Decatur, Indiana. During a roadside clean-up, two inmates were struck by a car. One faced critical injuries and the other inmate was killed. Despite the fact that all inmates were wearing bright orange, a bus with flashing lights was along the work site, and two signs were posted along the interstate to warn travelers, the accident still occurred. Officials claim they plan to continue the program (Mosely, 2005). Tragedy is unpredictable, and since the proper safety precautions were observed, there is no reason why this should be a deterrent in implementing these programs.

These articles demonstrate how programs similar to what I plan to propose have been implemented in other communities. Inmate clean-up programs have a considerable benefit to both the community and the individual offender, as implied in these articles. After discovering the greatest needs in Delaware County I have proposed similar programs.
DELAWARE COUNTY JAIL PROGRAMS

History

Delaware County Jail (Delaware County Justice Center) (See Figure 9) was opened at its current location in 1992. Originally the facility was built to accommodate 120 inmates. After realizing that more space was needed, in 1996 the beds were double-bunked to allow for additional housing space. Currently, Delaware County Jail houses between 260 to nearly 300 (Delaware County Sheriff, n.d., para. 2). The number of inmates residing in this jail is significantly higher than the available capacity. Jail Commander Christopher Hoose described how much of a problem the lack of space has become. Hoose has been with Delaware County Jail for approximately thirteen years. Hoose took me on a tour of the facility and showed how the library/gymnasium and cell block common areas have been converted into inmate housing. These large, open rooms are covered with small fold-up cots for the inmates to sleep on. Hoose believes that the overcrowding has resulted from a combination of issues including: the over sentencing of low-level offenders which requires them to stay in jail longer than they have in the past; lack of funding to ship offenders to other jail locations or expand current jail housing; and high recidivism rates resulting from ineffective programs to keep offenders out of jail (Hoose, 2013).
Lieutenant Hoose (2013) provided information on the history of Delaware County Jail’s inmate clean-up programs. The last time programs like these were used was in 2006. Prior to that time, it was common for the jail to take inmate ‘work crews’ into the community. Hoose (2013) admits that the programs were originally used for public relation reasons, and not so much for the benefit of the individual offender. There were no studies back then to track statistics on how effective the programs were at reducing recidivism. However, funds were available to provide the inmates with these programs. Delaware County Jail was able to fund an adequate staff to allow for community clean-up
projects to be used. According to Hoose, the number of officers has shrunk since 2006. Delaware County has also increased in population, meaning that there are less correctional officers to deal with more inmates (Hoose, 2013).

Hoose’s initial hope when becoming Jail Commander was to reestablish these programs. Back when these programs were in use, Hoose believes they had a positive response from both community members and the individual inmates. Hoose claims that the inmates loved the work crew programs. Even today, when they occasionally take small groups of inmates out of the jail, they view it as a ‘field trip.’ Since they do not get to see the outside often, they value any opportunity to get out. The community also appreciated these programs. According to Hoose, they loved it because they were able to see the men and women offenders paying back their debt to society (Hoose, 2013).

Since these programs were halted in 2006, not much more has been done to get them started. Budgetary issues have been the primary obstacle. That is not to say that the jail has not maintained other programs, because there are many great programs I will touch upon. Community Corrections has also helped by stepping in as the primary ‘community clean-up’ force for offenders on probation. These current programs help ensure that offenders are being rehabilitated in the best way possible with the resources available to Delaware County Jail.

Current Programs

According to when former Park Superintendent Matt Bailey was in office two years ago, Delaware County Corrections has helped the Park Department with litter clean-ups following large events, as well as pier installation and removal at Prairie Creek,
and tree maintenance work with Urban Forester (Bailey, 2011). These programs are beneficial and important for the community, however, there are gaps. One problem with these programs is that they do not involve inmates from the local jail. Community Corrections only involves offenders who have community service hours to fulfill. Another problem is that clean-ups do not occur regularly, and there are other needs in the community. Delaware County Jail needs to start implementing clean-up programs to provide its citizens with a cleaner environment through this possible labor force. If funding opportunities come available, this idea should be, and will be pursued, according to Lieutenant Hoose (Hoose, 2013).

Currently, there are quite a few in-house programs for the jail inmates. As Lieutenant Hoose was giving me a tour of the Delaware County Jail facility, he described some of them. One of the most exciting, newer programs being offered was started last May 2012. Funded by a grant from the Indiana Criminal Justice Institute, this program allows for eligible inmates to attend a two-phase, 12-week class. Inmates who express interest in joining the class are evaluated on their eligibility based on a few factors. The inmates have a good history of behavior in the jail. If the inmate has been on lock-down frequently they are less likely to be admitted. Any inmates with an A-Felony or on their way to the Indiana Department of Corrections (IDOC) will not be admitted. The final factor is whether the inmate will be in jail for at least 12 weeks. This ensures that they are able to actually complete the entire class. Inmates who pass these criteria have the chance of being admitted. There are two groups, of twelve inmates allowed in the class (Hoose, 2013).
The class was started in hopes of lowering inmate recidivism in Delaware County. The overcrowding problem could surely benefit from less inmates returning to jail. This class works to help encourage the inmates and teach them to overcome their problems. The jail and a professor at Ball State University are doing analysis and statistics to determine the effectiveness of this program in lowering recidivism. If it determines to be successful, Lieutenant Hoose is hopeful that it would open doors for greater funding opportunities in the future (Hoose, 2013).

Aside from that program, the jail currently allows for ‘range clean-ups.’ These clean-ups take place at the Delaware County Fraternal Order of Police (FOP). This is the only clean-up project allowed for inmates, and they must be the lowest-level, most trustworthy offenders. Nine offenders are allowed on the work crew, and the clean-ups do not occur often, only a few times a year.

The jail currently facilitates three substance abuse programs: Alcoholics Anonymous (AA), Narcotics Anonymous (NA), and Intensive Outpatient Programs (IOP). They also allow for a few “faith-based” programs, including church services. All of these programs are done separately with men and women. The only co-ed program used in the jail is the GED program. It is done in a controlled environment, no talking allowed. The program lasts about three months, and the offenders must pass all tests to receive their GED. This, and every program offered at Delaware County Jail (aside from the grant-funded class described earlier) are all taught by volunteers. Many of the teachers are certified with Delaware County Schools and often receive compensation through the school corporation. It is encouraging to see so many community members
willing to give their time to assist offenders, and hopefully they are able to continue well into the future.

The purpose of this creative project was to develop potential programs for Delaware County Jail to involve their inmates in community clean-up projects. This plan is based on the needs for clean-up projects in the community and the need to involve offenders in outdoor activity. After contacting community officials, it is clear that implementation of these programs will be a challenge. The hope is that community officials will realize the benefit of these programs, and will take the initiative to get them implemented in the future. This plan for Delaware County Jail will ultimately lead to greater community involvement and a healthier, more aesthetically pleasing environment for all.
METHODS

In order for me to determine the feasibility of Delaware County implementing inmate clean-up programs, it was necessary for me to interview community officials. Community officials that I interviewed include: Jail Commander Lieutenant Christopher Hoose and Chief Deputy Prosecutor Judi Calhoun.

Interviewing process

Before interviewing, I compiled a list of possible interview questions to lead the conversation. I used two different lists. One for public officials, used in my interviews with Chief Deputy Prosecutor Judi Calhoun, Jail Commander Lieutenant Christopher Hoose, and Allen County Community Corrections Projects Coordinator, Bill Barron; and one for my interview with community organization leader Matt Bailey, former Superintendent of Muncie Parks Department.

Here is the list of questions for public officials:

- Can you give me a brief background of Delaware County’s history (or Allen County) in regards to inmate clean-up projects?
- How have they been used in the past?
- Are they currently being used? Why/why not?
- How feasible are these projects?
- What would need to happen to start the implementation of these programs?
- What costs would be associated with these programs?
- Is there a great enough need for these projects in Delaware County?
- What other communities use these programs?
- What else do you know about these programs?
  - Any benefits or problems associated with these programs?

Here is the list of questions compiled for use with community organization leader, Matt Bailey:

- Can you give me a brief background of former clean-up programs that involve inmates and the community?
- What programs are being used now?
- What is the feasibility of these projects?
- How could inmate clean-up projects benefit your organization’s land maintenance (Formerly with the Muncie Parks Department and currently with Building Better Communities)?
  - Monetarily?
  - Employment?
  - Time?
- Have your organizations ever worked with Delaware County Jail, either with community service or similar projects?
• Do you know of any other organizations that could benefit from projects such as these?
  o Which ones? Who would I contact?
• Any other thoughts on these projects? What would you like to see happen?

Interviewee Selection Process Rationale

Lieutenant Hoose was able to give me a background of previous programs used in Delaware County. His long history of work at the Delaware County Jail ensured that he would have accurate information. Hoose was also able to provide me with information about all of the current programs being used at the jail. Although there is not much being done to involve offenders in community work, there are in-house programs that help supply the offenders with meaningful rehabilitation.

I interviewed Chief Deputy Prosecutor Judi Calhoun because she was able to give me, in contrast, a better sense of the community perspective on these programs. As Chief Deputy Prosecutor, she seems to be more in touch with the community response to the release of offenders. She knows the backlash that can come when an offender is released into society too early and reoffends. She admits that as a prosecutor, she is responsible to the community. She is responsible in ensuring that dangerous criminals are locked up where they cannot harm others (Calhoun, 2013). These reasons, among others, help to show why interviewing Calhoun represents a different view to inmate programs.

Along with interviewing Delaware County officials, I also interviewed Bill Barron from Allen County Community Corrections. His view is slightly different
because he comes from a different county, but it is important to compare a different county’s operations to Delaware County. Allen County is close to Delaware County, approximately an hour away, so the comparison could help determine how feasible the implementation of similar programs would be in Indiana (See Figures 10 & 11).

Figure 10: Map of Indiana, highlighting Allen County (TheMostWanted.Net, 2011).
Figure 11: Map of Indiana, highlighting Delaware County. It is only a couple counties south and slightly west of Allen County (CyberIndiana, 2010).

Speaking with members of community organizations is another vital source of information for my project. For this reason, I decided to interview Matt Bailey. Bailey is
the former superintendent of the Muncie Parks Department. He worked there through December of 2011. Currently he works at Ball State University as the Project Manager of Building Better Communities. This organization works to provide immersive learning opportunities between university resources and community partners. Due to Bailey’s knowledge of the partnership between Delaware Community Corrections and the Muncie Parks Department, he is an important resource to help determine the feasibility of a future collaboration with Delaware County Jail.

After evaluating these three interviews, I was able to determine the feasibility for these inmate clean-up projects. I was also able to come up with a hypothetical plan of the resources necessary for its future implementation.
THE PROJECT

This creative project will be broken up into three important factors necessary for its implementation: budget, security, and community and inmate response. Each of these areas will be crucial to the success of the program.

Budget

The budget for this project is the most crucial element. Without the necessary budget, materials and staffing needs will fail to be met. According to Lieutenant Hoose, cuts in the budget and a decrease in staffing were the original reasons for the programs to be cut approximately six years ago (Hoose, 2013).

The most feasible method to gain the necessary funds would be through a grant. Delaware County Jail received a grant from the Indiana Criminal Justice Institute in May 2012, which allowed for them to fund a classroom for the offenders. This classroom helps encourage the offenders and teaches them how to overcome their problems. The grant allows for the necessary equipment to be provided, as well as a paid instructor, Al Adams. The grant was continued for another year, which will allow them to continue until at least April of 2014. The grant necessary for this program provided the jail with over $100,000 in funds (Hoose, 2013).
According to Hoose, a grant will need to be of a similar amount in order to pay for these projects. The funds would be used to hire at least one officer to oversee community projects. Currently, the staffing at Delaware County Jail is tightly scheduled. There are just enough officers employed to continue current operations and in-jail programs. This full schedule does not allow for any leeway with additional programs.

Materials needed would be a vehicle to transport the offenders from the jail to the work site and back. There might already be a van that could be used to transport the offenders, but Lieutenant Hoose acknowledges that other funds would be needed to fuel the vehicle. Increasing gas prices, having nearly doubled from when these programs were used six years ago, make it even more challenging. Lieutenant Hoose admits that, “the numbers have been stacked against us” (Hoose, 2013).

Delaware County Jail might decide that the more practical method for implementing programs similar to this could be through a Work Release Center. Both Chief Deputy Prosecutor Judi Calhoun and Jail Commander Lieutenant Hoose mentioned that they hope a facility can be used for this purpose one day. Similar to the idea of getting inmates out in the community to clean-up, the Work Release Center would allow for inmates to work during the day and stay there at night. The problem with this idea is that it would require an entirely new building (Calhoun, 2013; Hoose, 2013). If hiring a new officer is out of the question because of budget, a new facility is further from reality.

Comparing Delaware County’s situation to nearby Allen County could help explain why these projects have been so hard to implement. According to the Community Projects Coordinator of Allen County Community Corrections, Bill Barron, “inmates incarcerated in the Allen County Jail are never permitted to work on our
Community Service Work Crews” (Barron, 2013). This seems to be a reoccurring theme in Indiana, offenders still in jail are unable to get involved with community work until released on probation or another program. Calhoun also acknowledged this fact by stating that she didn’t believe that the state of Indiana allowed for incarcerated individuals to be involved in community clean-up projects (Calhoun, 2013).

The reason could be a state-wide budget cut for these project, or Indiana Law. After reading over the online version of Indiana Law’s Article 3: County Jail Standards there did not appear to be any statements disallowing inmates from participating in community projects. In part 210 IAC 3-1-15 Inmate Rights it states in Section E:

An inmate shall be provided a reasonable opportunity for physical exercise outside of the immediate living and sleeping areas, outdoors, if feasible, and consistent with the security and resources of the jail. Segregated inmates shall be offered the opportunity for at least one (1) hour of daily exercise, five (5) days each week, outside of their cell unless jail officials find and document that this opportunity will jeopardize the physical safety of the inmate or others or the security of the jail. (Indiana Government, 2012, p. 16)

Section G goes on to explain:

Each jail shall maintain a written inmate work assignment plan providing for inmate employment, subject to:

(1) Number of available work opportunities; and

(2) Maintenance of facility security.

Unsentenced inmates may volunteer for work assignments within the jail but shall not be required to work except as necessary to maintain their living quarters in a safe and sanitary condition. (Indiana Government, 2012, p. 16)
These statements do not appear to prohibit inmates from participating in clean-up projects in the community. In fact, the only inhibiting clause is when it states, “if feasible, and consistent with the security and resources of the jail” (Indiana Government, 2012, p. 16). Feasibility seems to be the deciding factor, which in Delaware County’s case is prevented by budget restraints.

Security

Community clean-up programs involving inmates from the local jail pose security and safety risks. These concerns can range from an inmate escaping, to confrontations between community members and inmates, to health concerns from possible disease contractions or injuries from working outdoors.

According to Calhoun, these programs are not necessary for Delaware County. She believes inmates are a “community threat” and should not be allowed outside of the jail. “People that shouldn’t be out... those in jail are there for a reason,” she states. “Because they violated probation, well, you’ve already had your shot. Sometimes you shouldn’t be out again, or you keep committing crimes” (Calhoun, 2013). Calhoun believes that Delaware County provides ample opportunities for inmates after they have served their time: Pre-Trial Release, probation, and various substance abuse programs to name a few. “It’s really when they’re incarcerated, they’re there for a reason,” Calhoun continues. “The other ones, we really try to work with. The low-level offenders, we try to get them out. We get them out even before trial. Get them in Pre-Trial Release, home detention, day reporting even. These are all alternatives, but if you’re not going to cooperate, you’re going back to jail” (Calhoun, 2013).
Hoose has a different perspective when it comes to the security of inmate clean-up programs for Delaware County. He is supportive of the idea of having offenders out in the community, and does not see it as a community threat. To Hoose, the security issue is about having the proper staffing for the inmates. There are currently not enough correctional officers to supervise clean-ups. Depending on the size of the group taken to a work site, at least 1-3 additional officers would be needed to provide adequate supervision. Like other programs that are used in the jail, these programs would require inmates to apply and be accepted into the program. Low-level offenders would take first priority over these tasks. They would be less of a community threat. Even when Delaware County used the jail work release program, low-level offenders were the ones involved. The same would be required of these programs, low-level offenders who have shown substantial behavioral improvement.

Community and Inmate Response

Working as Chief Deputy Prosecutor, Calhoun is able to see how inmates react to their sentence, and their rate of recidivism. Sadly, she has seen many offenders, who have returned on multiple occasions. She has hope that programs like this will be implemented in the future, especially through a Work Release Center, but she also understands the reality of the situation. She believes that inmates are in jail for a reason, and should stay there until their sentence is finished. According to Calhoun, programs such as Pre-Trial Release and Home Detention, which allow offenders the ability to get out of jail, are not always effective. If inmates are unwilling to cooperate, they are sent back to jail. Because of the recidivism and the inability of some inmates to cooperate,
Calhoun believes that offenders who are in jail are in there for a reason. They cannot be trusted outside the jail walls, especially enough to be involved in programs that involve them in the community. For this reason, Calhoun is doubtful that the jail will be allowed to release inmates on community clean-up projects. Those projects are left for offenders involved with Delaware County Community Corrections (Calhoun, 2013).

Her only hope for these projects would be through a Work Release Center. The problem with this idea is that it would require an entirely new facility. The budget cannot afford this at the time, and she acknowledges this fact (Calhoun, 2013).

Concerns with ethical issues include how the inmates will respect the environment, each other, and members of the community. The hope is that they would treat the program seriously and view it as an opportunity to benefit themselves and their community, but it is likely not all will perceive it that way. Supervisors of the program would be trusted as responsible leaders. They would need to be sensitive to the cultures and backgrounds of the offenders. No one should be excluded from this program based on sex, race, or age. The outcome of this program is to benefit everyone equally, but ensuring that might be a challenge.

Another ethical issue involves whether or not these programs should be forced upon inmates. Some communities have the program optional for inmates, while others make it a required form of restitution. The hope is that the program would be required, but that would depend upon the health conditions of each inmate and the regulations of the jail.
Necessary Elements for Program

In order for my program to be sustainable and successful in the long-term, there are 6 key elements which need to be maintained (Table 1). Without one or more of these elements, the program will likely fail.

Table 1: The 6 Key Elements for sustainable inmate clean-up programs.

<table>
<thead>
<tr>
<th></th>
<th>FUNDING</th>
<th>First on the list, and most important. This could be acquired through federal or grant funding.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>STAFFING</td>
<td>Additional Correctional Officers will be needed to transport inmates to the clean-up sites and supervise them while there. Depending upon the size of the group, anywhere from 1-3 officers would be needed.</td>
</tr>
<tr>
<td>3</td>
<td>TRANSPORTATION</td>
<td>A vehicle is needed to transport the inmates to the work site. It is likely that there are enough vehicles already, and would not require an additional van. A schedule would need to be made to ensure that a van would be accessible during clean-up days. Funds would need to cover fuel costs.</td>
</tr>
<tr>
<td>4</td>
<td>COMMUNITY</td>
<td>Partnerships with community organizations to</td>
</tr>
<tr>
<td>PARTNERSHIPS</td>
<td>provide outdoor space for the inmates to work. Organizations with the greatest need will take priority.</td>
<td></td>
</tr>
<tr>
<td>5 COMMUNITY SUPPORT</td>
<td>Support from community members is necessary for the long-term success. Residents of Delaware County must understand the community benefit of the program. The importance of this program can be advertised through media sources, such as the local newspaper The Star Press.</td>
<td></td>
</tr>
<tr>
<td>6 EMERGENCY/SECURITY PLAN</td>
<td>A well structured plan must be in place to avoid any possible emergencies and react to any if they occur. This will include aspects relating to the safety of the inmate and community members.</td>
<td></td>
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</tbody>
</table>

Each aspect of this plan has been carefully thought out and evaluated. With all of these elements in place, the plan can be implemented. The sooner this project can be put into action, the sooner Delaware County can reap the benefits.
CONCLUSION

In order for this plan to be successful, it must be maintained with the six factors described in the last chapter: Funding, Staffing, Transportation, Community Partnerships, Community Support, and an Emergency/Security Plan. The main issue will be funding, but if that problem is solved and Delaware County is willing to uphold the remainder of the project’s must-haves, then it should be a success for years to come. Project developers who are curious as to how they can improve the plan or expedite the process should seek guidance through the current Jail Commander (whoever that may be at the time). Grant writing and/or federal funding increases will be key players in this project’s implementation.

The success of this project should be determined based on three criteria: reduced recidivism rates in Delaware County, long-term implementation and sustainability of the project, and a resulting community that is more aesthetically pleasing and environmentally conscious.

1. Reduced recidivism would result from an inmate’s greater appreciation for their environment and community. Once they realize the significance of hard work and honest labor, they may make a change in their personal lives and make it a point to stay out of jail. This success could ultimately be measured by an assessment of
how many offenders are no longer reoffending and if the number of inmates is decreasing.

2. Long-term implementation and sustainability would mean that the program is seen as effective enough for the inmates, and beneficial enough to the community, to continue. Ineffective programs lose funding, and hopefully this one will prove useful enough to be maintained monetarily.

3. A more aesthetically-pleasing and environmentally-conscious community means that the public will take notice of the hard work these inmates are engaging in. They will notice a cleaner community and will be more apt to take pleasure in the beauty of their environment. Hopefully this will lead to a greater appreciation of Delaware County by community members and they will find pride in the newfound beauty and harmony of their town.

This project has indeed challenged me as an aspiring graduate of Ball State University’s Natural Resources and Environmental Management Master’s program. I have learned the importance of community collaborations. Without everyone working together to seek funding, find partnerships, and maintain these programs, they will fail. They already have in the past. It has been a challenge with harnessing information from various community officials and obtaining accurate, unbiased information. Despite the challenges, I believe I have instilled these ideas in the minds of many community officials to consider implementation of these programs in the near future. I hope the plan does not end here, and that others who follow will see the potential that I see in these
programs and pursue them further. This plan holds the possibility of profoundly improving the livelihood of all Delaware County community members.
REFERENCES


Hoose, C. (2013, February 1). Delaware County Jail Commander. (E. Fairchild, Interviewer)


http://brochure.themostwanted.net/images/interface/indiana.gif


APPENDICES

Appendix I  Judi Calhoun (Delaware County Chief Deputy Prosecutor) transcribed interview

Appendix II  Lieutenant Christopher Hoose (Delaware County Jail Commander), notes from interview

Appendix III  Matt Bailey (Former Superintendent of Muncie Parks and Recreation and current Project Manager of Building Better Communities) transcribed interview

Appendix IV  Bill Barron (Allen County Community Corrections Community Projects Coordinator) emailed response
APPENDIX I

Interview with Judi Calhoun: 1/22/13 at 12:30 p.m.

The inmates, when they are incarcerated, we don’t have work release. We don’t have anything they can go out and do during that period of time. There has been some talk about work release centers, I think it’s a great idea, but no one wants to fund it.

ME: Does it require a lot of funding?

Well, you have to have a place to hold them. You know, somebody to staff it. You have to have a place for people to live there.

ME: What about while they are just in jail?

They can’t leave. It’s either you’re in jail, or you’re out of jail. One of the two.

ME: What about prisons and stuff? I guess it’s different because it’s a prison, but…

I don’t believe they can leave either…
Other states have them, I call them the chain gang. Road workers, and things like that. As far as I know, Indiana does not. I won’t swear to it. I know locally we don’t. I don’t think the prisons do. Unless it’s around their own grounds, but you might want to check into that further. We do offer it through our Community Corrections program. Launa Jordan is the director of that one. And it’s on all levels. If you’re convicted of a misdemeanor, they do our drug and alcohol programs, they do anger management. They provide a lot of other classes as well, but they also coordinate our community service. Day reporting, home detention as well. And those are alternatives to going to jail. For sentencing, I use them a lot. One, offender has to pay for it. So instead of me having to pay for you to be in jail, you have to pay for you to be out of jail. It’s like $6 a day or so to be on home detention, they hook you up to a bracelet. And that’s kind of the best idea we have for work-release. You can still work, you can still go to whatever class you have or anything else, but you’re still restrained. But if you don’t necessarily need that full restrain of Community Corrections, there’s the community service. Some people only have to do 20-30 hours. For an OWI, if they’ve only had one prior, they could do up to 180 hours of community service, or they can do jail. People are choosing the 180 hours, and I’m like, ehhh that’s a lot of time. And with regard to that they have a lot of companies around here they go and clean up the buildings, all the festivals for downtown for downtown Muncie, community corrections workers man those. The fair, they’re the ones taking the money and doing the tickets, and those are a lot of the workers we use around town, they’re actually community corrections workers. They go and pick up trash, it’s a multitude of things. So that’s probably kind of what you’re thinking of. But those, they are not incarcerated. They’re pending trial, or they’ve been convicted and this
is part of their sentence. But with regard to Delaware County, we don’t have a work release program. They’re in jail and they sit there.

ME: So with the work release program, would it be towards the end of their sentence that they would then move to a different building?

It would depend, I suppose there are a multitude of things you could do. People have tried to start it in Delaware County, other communities have it, some people do it pretrial, which means they’ve been arrested, instead of posting bond, if we had a center, they could live in the center. Meaning I would basically be incarcerated during the evenings, and in the morning I would check out and go to work and come back. That’s the theory behind the work release center. I suppose it could also be post conviction as well. If you’re sentence to three years, but you get to work and support your family, but you live with us. (laughs) We provide you that home.

And so the funding would have to be obviously to have a place. You got to have the staff, you got to have all the… basically it’s a jail. It’s just a jail where they can come and go. Our jail here is unfortunately very small. They built it about 20 years ago, and size wise it’s not compatible to our county.

ME: How many people does it hold?
A little over 200. If you look at our county, we have a 110,000 or so… maybe a 100,000 or so, but still, not enough. Today we were looking for an inmate and he’d been transferred to another jail, just because we were full. And we needed him here! Like, nobody ever told me he was gone. (Laughs) And so it is very difficult. The funding is huge to start of these programs, the community I don’t think understands that necessarily, even though I don’t think they have any idea that there are tons of people who, if they post bond, they’re gone. I mean, they’re out in the community and you have no idea if someone posted bond on an A felony. You wouldn’t know that, they’re awaiting trial, they paid their money. They have no restriction except don’t commit crimes. I don’t think the community realizes, but when you talk work release center they get all, “not in my backyard.” You know, they got to go somewhere. And I think as I said, the communities, the programs we have within Delaware County, those are more the reentry programs after someone has been to prison. They’re coming back to our community and they’re telling a few of them, ‘Okay, we’re going to get you a job.’ A lot of people we deal with have never had real jobs. They don’t know how. Honestly, they never had to apply for a job, never had an interview, they don’t know what to do, what are their skills. Unfortunate that for some people it’s a revolving door. Here’s my prison time, I’m out. Here’s my prison time, I’m out. And it is sad, so we have programs that are trying to prevent that. One there’s always funding issues. And also you’ve got to have people who are willing to engage in the program. Not only to run the programs, but also the inmates, those who have been convicted, to say, “You know, I’m not required to do this, but I’m willing to do this.” So that’s kind of the issue, but if you’re starting with those things, Community Corrections is the best place to start.
The other alternative we have in Delaware County and other counties as well, we have problem solving courts. One is our drug court program and our Veterans assistance program, usually it’s all substance abuse. And I’d say a majority, about 90% of our crime is some type of substance abuse use related, alcohol, drugs. Either I’m stealing to get those, I’m using them when I do the crime, you know, it’s a multitude. And so those programs actually help people so they don’t go to jail. Let’s say someone has been in our system two or three times, they should go to jail, we call a mandatory minimum they should have a specific jail time. If they go into the program, it’s usually a three year program, do usually out-patient treatment, report to a judge every week and have different requirements, then they don’t do their jail time. Which is great, we just started that with our Veteran’s Assistance Program. Our veterans our coming back and usually suffering PTSD, you know, they’ve seen things that you and I never want to see. They don’t know how to deal with it, so they typically deal with it by self-medication. And so the Veteran’s Assistance Program is going to be up and running… it is sort of right now, but it can’t be yet. It’s working with our Drug Core program, but it’s still in the infant stage. But it’s a great alternative. If you look at a way not to incarcerate so much of our population, we are trying to move towards those because we know the addiction process is a lot of the problem. In 14 years of being at the prosecutor’s office, I’ve raised some of these defendants, I feel like dealt with them so many times. They even know, hey, how are you? And that’s disappointing to me. Because whether they’re not doing enough time in prison, our prisons are overcrowded so the legislators find other ways to not put them in prison… and we know, sometimes prison has to be… some people disagree with
me… but some people just have to go to prison. You don’t want a murderer sitting
beside you. Some people have to go to prison, but there are others who might benefit
from rehabilitation that is not within the walls of the prison. And so we’re trying to work
towards that, I think that’s a good alternative, but obviously it’s not hugely successful
because if you’re not ready to get off drugs or alcohol, I can’t make you. And sometimes
we’re just biding that time. You know, if they can’t do the program, they go back and do
their jail time. And the judge will say, well, we tried, see ya. So those are the ideas
we’re working with. But the prisons are there for a reason because people keep
committing crimes, and sometimes there is no other alternative.

I’m sure a lot of your fellow students, if they’ve been arrested for minor consumption,
public intoxication… there’s also an eight hour class, that teaches you don’t screw up
your life this early. We also have diversion programs, that if it’s your first offense, it
doesn’t show as a conviction. You enter a contract and if you complete within a year,
with no other convictions, then it doesn’t show. It shows you’ve been arrested, but it
shows it has been dismissed. We also have day reporting, people report every day to say,
hey I’m here, but that’s a way of instead of posting bond, they can report on a daily basis.
We also have tons of classes with community service, they even work with the detention
for juveniles. The anger management is also a program. Relapse program which is self-
explanatory for the drugs. But they also work with people to get their GED. Which is
obviously one of the things we see, a lot of people have dropped out of school, and they
have no skills. And that’s one area we could really increase in, is getting skills for those
who have spent a majority of their life behind bars. Or their young adult life which may
have been drug dealing. Tell me a 25 year old, who comes in and the judge says, “are you employed?” “Nope.” “Have you ever been employed?” “Nope.” “How do you live?” Uhh, I’m like, can I answer? Dealing drugs, that’s why we’re here. (Laughs) But seriously, they’ve never had a real job. And so, whatever sentence they get, what am I supposed to do? What are they supposed to do when they come out? If no one helps them… and mind you, they have to be willing to be helped. But for some people that’s just an easier lifestyle, but yea, they need some help. They either need their GED, or be told how to interview for a job. WorkOne has a program for reentry as well. Gregg Maynard is his name, he runs that program, and would be more than happy to talk with you. It’s the idea of what happens when they come out of prison. So there’s many multifaceted… there are many programs.

ME: I’m just surprised that they just don’t have programs for people already in the jails to just get them out doing something so they aren’t always stuck sitting in the jail.

And honestly, that’s a community threat. I mean, how many more people do we need to manage them while they are out. Sometimes they are denied bail for a reason. You know, obviously. So I think there are alternatives that we can look at, I just don’t think we have the resources to do it right now.

ME: So it’s kind of a money and people and employees issue?
And the people that shouldn’t be out… those in jail are there for a reason. Either because they violated probation… well, you’ve already had your shot. You know, sometimes you shouldn’t be out again. Or you keep committing crimes. As I said, pretrial, we can also let out, not only in home detention, or programs like that, but we also have what’s called a Pre-Trail Release Program. And our probation officers have set that up. Basically it’s a probation officer who meets with low-level offenders while they’re in jail… usually the prosecution has to agree, but sometimes they can go above us. And the judge can say: Okay, I’m going to release you and you don’t have to post bail. Bail being, you go to a bailsman pay money, but the judge can say I’m not going to make you pay a money bond for bail, I’m going to release you to pretrial. And they go, and they basically report once a week. Or report every day. They could even start their substance abuse counseling and things like that, and that’s all pre-conviction. It gets them out of the jail so they can, if they have jobs, start working. I would love for everyone to have a job, so I wouldn’t have to pay for them out of my taxes. So we have programs with regard to that. It’s really when they’re incarcerated, they’re there for a reason. The other ones, we really try to work with. The low level offenders, we try to get them out. We get them out before even trial. Get them in pre-trail release, home detention, day reporting even. These are all alternatives, but if you’re not going to cooperate, you’re going back to jail. You know, we’re not going to let you just wander free. You know some people just can’t be released on that. You know, you’ve got an armed robber out there, we can’t post bail, because do you want him next to you at McDonalds? Or whatever it may be. So, there are reasons. The jails are there for a reason. You can argue one way or another, I’m one to say that those programs don’t always work, and people need to be locked up. But I
think Delaware County, especially Pre-Trial Release, was started to eliminate jail overcrowding. It eliminates the money we have to pay other counties to hold our prisoners. So that really has worked out well. As prosecutors, you know, I say well, I let you go on Pre-Trial Release and you committed another horrendous crime… I’m not liable, but I’m going to go, ‘Oh crap!’ I shouldn’t have done that. And the judge is going to say, I shouldn’t have let him/her out. So there is a theory behind it that says we are responsible to the community. And I don’t want to get some dangerous person back on the streets to hurt somebody. Hard enough to sleep at night with what I do, you know, everything in my head. So there are programs, to answer your question. Obviously not everyone can be on them, because they aren’t for everyone.
APPENDIX II

Interview with Lt. Christopher Hoose (Delaware County Jail Commander): 2/1/13 at 10 a.m.

Brief background of Lt. Hoose:

- Ball State Graduate (Year?)
- Criminal Justice/Criminology Major
- Interned with the Delaware County Jail for 6 months
- Graduated approximately May 5th then started Delaware County Jail Training Academy May 8th.
- Originally planned to become a Forest Ranger after graduation
- Has been with the Jail approximately 13 years.

Background of Delaware County’s history in regards to inmate clean-ups:

- About 6 years ago- work crew used to perform clean-ups in the community.
- “Work-crew”- supervised all the time
- Stopped due to staffing issues. The number of officers has shrunk. Delaware County has increased in population, which means less police officers to deal with more inmates. More inmates and fewer officers to work with them.
• No longer could afford to have officers away from the prison. It became a security risk to continue using work crews.

• When these programs were used before, it was more for “PR (Public Relations).”
  o There weren’t statistics to prove whether or not they lower recidivism rates. Those statistics weren’t tracked then.

• There were once outdoor facilities on the roof (basketball courts, etc), but because of maintenance issues and county liability issues, they were torn down. Primarily because the roof needed fixed so everything was removed.

**Current Programs (Clean-ups):**

• Currently, the FOP allows for ‘range cleanups,’ since there is no longer a designated work crew.

• 9 guys are designated to work in the facility. The lowest level and most trustworthy offenders.

• Facts on the programs:
  o Each program has their own instructor
  o None of these programs are run by the jail.
  o Most of them are volunteers with no pay. (Al is one exception because he is paid through the grant)
  o Many teachers have been previous offenders who want to help others

• AA (Alcoholics Anonymous), NA (Narcotics Anonymous), IOP (Intensive Outpatient Programs) (substance abuse programs)

• “Faith-based” programs, church services
Some, the religion sticks because they realize that they’ve messed up. Some go back to street life. Some don’t come back, but trying to keep them off the streets is what’s important.

Church services have a couple different styles for men & a couple styles for women. No co-ed church services.

- GED program- the only co-ed class/program in the jail.
  - Controlled environment, no talking. The offenders must be accepted into the program. They must complete the program and pass the test at the end to receive their GED. The program lasts about 3 months.
  - Teachers are volunteers from Delaware County Schools (actual certified teachers). They aren’t paid, but they receive some type of compensation through the school corporation.

- The hope is that if you help one person through these programs, they might not come back, which benefits the jail.

- However, in order for these programs to be effective, inmates must be willing to do them, and change.
  - You can give people many opportunities to better themselves, but you can’t make them do it.
  - No jobs/etc., when they leave the jail can mean they have a hard time getting back on track.
  - Economic struggles (especially from the last few years) can keep some offenders in the cycle

- Classroom
Based on a grant from the Indiana Criminal Justice Institute which started in May 2012.

Got a continuation for the grant for another year

2 phases to the class:

- Phase 1: (Intensive phase) 6 weeks, 3 days a week for 3 hours
- Phase 2: follows up after Phase 1 for another 6 weeks, once a week.

Class used in hopes of lowering recidivism

Class helps encourage the offenders and teach them how to overcome their problems.

Class ends with the ‘Serenity Prayer’

- “God grant me the serenity to accept the things I cannot change; courage to change the things I can; and wisdom to know the difference.”

Al Adams is the instructor (only teacher) for the class

Starts with a group of 12 inmates. Groups of Phase 1 and 2 inmates are going at the same time. Inmates who express interest are interviewed to determine their eligibility for the class. If inmates are frequently on lockdown, have A-felony, or on their way to the DOC, they usually cannot get into the class.

They look for inmates who will be in jail at least 12 weeks.

The inmates are tracked through adult probation after they leave jail, to determine how effective the classroom has been.
Dr. Gerald McKean (Criminology professor at BSU) - does analysis and statistics on the programs to determine their effectiveness.

- The classroom provides PowerPoint, projectors, drop-down monitor, and television.
- Transitioning the inmates is important in helping them overcome their issues.
- Officer Training also uses this classroom (Delaware County Jail Training Academy)

- Jail psychologist – Dr. Frank Crouse

**Feasibility of these inmate clean-up programs in the future:**

- Lt. Hoose wants to re-implement these programs, but doesn’t know if it will happen because the county’s monetary budget is decreasing.
- They cannot ask officers to do more programs with less resources (time, staff, and money)
- Jail is already maxed out with programs, and cannot accept another task.
- Officers are already overworked.
- Work Release programs used to be used in the jail, back before approximately ’04.
  - Workers would stay the night in the jail, then be released in the morning to go to work
  - Check back in after work
Back when Work Release programs were used, there were much more low-level offenders. Easier to put low-level offenders to work.

Now, it’s a more serious facility. Low-level offenders who were previously used in Work Release are typically released within 24 hours.

- Other costs would include the small things you don’t always think about: van to transport offenders, $ to pay for the gas. Gas prices have nearly doubled since when these programs were used 6 years ago. “The numbers have been stacked against us.”

- Currently, there are not any programs in the works. Usually people are calling in January (most popular time of the year to call regarding these issues) either 1) to sell something or 2) to initiate new programs in the jail.

- Currently, the jail is on a tight schedule with programs and officers to supervise

- Between recreation/library time/and classroom programs- there isn’t much more room in the schedule to allow for new programs.
  - Offenders have the choice to go to the programs
  - Offenders are released by block
  - There are about 12 recreational programs per day. That means there is usually one officer who devotes their entire shift to overseeing those programs.
  - Each day there is a new schedule. It’s a task within itself just managing them, and adding more programs gets to be too much. They have already almost peaked out.

- Sometimes instructors are the problems.
Example: they had a female instructor who wasn’t reliable. Inmates need consistency. If programs are used, and the instructor cannot be relied upon to maintain the classroom, then the program will be cut.

Reliable teachers/instructors are needed for successful programs

What would need to happen for the implementation of these programs? (costs, etc)

- Primarily a staffing and budgeting issue.
- Many programs are funded by grants.
- Programs, such as the inmate classrooms require enormous grants. $100 thousand, plus.
  - Require funds to pay teacher (Al from Meridian), BSU statistician professor to assess the effectiveness of the program, and officer to observe during the classrooms
- Federal budget has been cut, which works its way down and cuts local/county budgets
- If programs aren’t working, grant funding will be ceased because they will feel they are wasting money on an ineffective program.
- All steps need to be in place before new programs can be implemented. (Staffing, budget, less scheduling conflicts)
- Work release Center (new building) might also be required to reestablish these programs. ($$)

Does Delaware County have a great enough need for these programs?
• According to Hoose, “absolutely.”
  
  o Initial hope when becoming Jail Commander was to reestablish these programs.

• Inmates loved it when they had work crew programs. Even today, when they occasionally take groups outside on very specific, seldom-used projects the inmates see it as a ‘field trip’ day. They don’t get to see the outside often.

• Community loved it back in the day because they could see men/women paying back their debt to society. No funds to do it now.

Benefits of the Delaware County Jail:

• They are concerned with the cleanliness and living conditions for their inmates

• Air is circulated. Negative air flow is used to circulate air from the outside, through the facility. Not as fresh as the outside, of course, but the smell is not as bad as you might find in other jails. Walking into other jails, the stench sometimes hits you in the face when you walk in.
  
  o Constant maintenance is used to ensure a clean and well-operated facility

• Delaware County Jail is in the upper 3rd of the state in regard to size

Tour of the Jail:

• Visiting rooms

• 1 room for basic hearings

• A-M blocks (each block containing anywhere from approximately 4-12 cells)

• Gymnasium turned into inmate housing and library from lack of housing space
• Open areas outside of individual cells, but still inside blocks, sometimes are used to house inmates. Sleep on small cots.
• About 50 inmates are not staying in actual cells
• Jail originally designed to house approximately 221 inmates, now there are approx 270.
• Cells originally had one bed. Now they have all been double bunked to allow for more space.
• A little more than 12 maximum security areas
• Maintenance issues in one block causes problems because they have to relocate offenders.
• 3 holding areas for males, 1 for females. (Can change depending on numbers of a certain sex)
• S.E.R.T. (Sheriffs Emergency Response Team) room contains supplies/equipment/tools/uniforms to respond to in-house jail emergencies and problems. Similar to an in-house SWAT.
• RULE: No guns are allowed in the facility. Tasers are allowed.
• Garage, closes behind vehicles to prevent escape. Two story drop if someone tries to get out.
• 1 inmate classroom- optional programs

Challenges/ Life of being Jail Commander:
• All the worst people in Delaware County know who you are.
• Everywhere I go there are people who recognize me.

• Almost like a “small-town celebrity”
Interview with Matt Bailey (Building Better Communities): 1/29/13 at 2 p.m.

ME: You worked with the Muncie Parks Department for a while, you were director?

Superintendent

ME: You had some involvement with Community Corrections, can you give me a brief background on some of what you guys worked on together?

We used them for big clean-ups and occasionally, less-frequently, for large, usually they’d be storm clean-ups. Debris clean-ups. So most frequently it was big events held in the park generated lots of trash, litter, displaced picnic tables or whatever. So we often coordinated with them… they’d bring in a crew and have them sweep the area for any foreign objects. Tidy up.

ME: Do you know anything with regards to how feasible inmate clean-up projects would be in Delaware County?
I don’t really… I could throw an opinion at you. It seems to me that most people would
tell you it’s an underutilized work potential. From my experience with the guys and gals
that came to work, I wouldn’t say they were the best workers, but they were generally
happy to get out. And generally did a decent job. I don’t think there are too many civic
leaders or whatnot that would put them in charge of something very important, not even
because they aren’t capable just maybe not fully invested like someone else might be, but
they wanted to be there. They wanted to be out. Maybe not there, but they were happy to
be doing something. I don’t think most communities utilize that, or that many entities
within our community, or any community. They should be realized that they could be
used for certain things. So it would seem to me that they’re underutilized and that, like
with many things, it probably comes down to education and informative give-and-take
between the corrections system and the community. Probably tons of people could use
that kind of labor.

ME: Do you know any other businesses in the area that worked with Community
Corrections, or would collaborate with you when you had these clean-ups? Was it
mainly just through Muncie Parks?

I’m not sure I had any other collaboration that involved them. A lot of our volunteers are
group things happening through churches doing mission work and outreach of some kind
and I don’t recall corrections ever being involved with that. So no, I had no personal
interaction other than with Parks.
ME: At least on your side, what are the kinds of costs associated with those programs?

With having Corrections come?

ME: Yea, do you have any cost associated with that or is it just…

No, well, no direct cost. There’s oversight costs of, you know, generally I would have to commit at least one employee.

ME: But material-wise? Did they usually provide that or…?

Well it depends… no, no, no, they don’t have much to provide other than the labor, so when they came we would have to supply things, but those were things we would have had to purchase anyways. So, to me it was a no-direct cost kind of thing, but yes, I would have to give them boxes of plastic bags, or rakes, or gloves, or litter pickers. We supplied some things, but my people would have had to do that any way if Corrections would have said, ‘nope, we’re busy, we don’t have enough people,’ then I’m sending out a crew of 4 or 5 people of my own. So generally, basic supplies to do the job and one dependable park employee to keep an eye on things, even though Corrections sent a supervisor. We keep one park employee engaged as well.

ME: Does your program, Building Better Communities, involve interaction with Community Corrections?
Well, what we do here, at least my little unit particularly, is immersive learning. That’s what we do. So we are just matching up community partners and university resources and trying to get students good, fun stuff to do. In the year I’ve been here, since I got fired from the Parks, I’ve not had a criminal justice project or anything that worked with Corrections, although… I did just meet with a professor looking at doing something with Corrections. That’s what he gave me. (Sets down DVD) So there are projects going on that involve things in that world, maybe not Corrections, they could be… I’m not sure what this project was exactly, but the project he’s talking about now is with Crime Stoppers doing cold-case protocol and policy writing. So the only opportunity this group would have, to do anything with Corrections, would be if the Corrections people came to us and said “Is there any way you could a professor to do some public relations write up for us. Is there some way that someone here with knowledge on PR or marketing could help us get out the word on our – how we get our people out in the community to help.” Then we go out in the community and university campus and say, “Ok, do you have an interest, do you have an interest.” So that would be the only way we’d probably collaborate with them.

ME: Do you know who the professor was you talked to about this?

Yes, Brian Byers is the professor’s name. He’s in the North Quad building and is a Criminal Justice guy.
ME: Do you know of any organizations that could benefit from these kinds of programs?

Yea, oh yea. I mean a lot of the stuff that we dealt with, with parks… you know, like I said there’s only a spectrum of jobs that I would likely give a group of Corrections people. And they are elbow grease jobs, where they don’t have to have any knowledge base to get it done well.

ME: What other organizations can you think of?

Well, Muncie Delaware Clean and Beautiful comes to mind, they do a lot with the public landscape work; they are very open to that kind of thing too. They’re very progressive socially and open to about anything. They help this unit here run Pro100, which is a program to get high school kids, that are potentially at risk, out and working. I would think anything outdoors would work. Red Tail Conservancy, they’ve got all that new property out there. So yea, there’s endless work out there. The Parks of course still would work. Lots of work there. I would say anything… I bet churches would be a good match. They’ve got some big projects and it their own membership isn’t able or many memberships are often elderly, if you’re not talking about one of the mega-churches that can build the basketball courts and cafes for all the people. Gosh yea… I’d stick with all the outdoor stuff. All those people would chew it up, because it’s mostly non-profits, little mom and pop little groups with volunteer boards and stress to the max with volunteer hours. So all the river clean-ups and all that stuff.
Do you want the director’s name of Muncie Delaware Clean and Beautiful? Are you familiar with them?

ME: A little bit, but yea the director’s name would be great.

Mary Beth Lambert is the director. Her email address is mblambert64@gmail.com and you can tell her that you got to me through Amy Gregg and you’re getting to her through me, and she’ll just have a riot. Before the park job, she and Amy and I were all on the Park board together. And then the president of that group is Jason Donatti and he’s super nice too. He does a lot of community garden stuff. Just real active in that kind of stuff. Here’s another thing they could do, they could probably single handedly do a huge community garden and feed themselves or something. Food pantries, or themselves. And you said you’re already familiar with Barry Banks at Red Tail? You could put Camp Adventure down, they are always begging for volunteers to help so they would probably be greatful.

ME: So you think there’s a great enough need out there?

Oh yea, it’s just a matter of people being comfortable with that. Some people are just not going to be happy with people who have been convicted or have been in trouble at some level with the law, coming onto their property, their whatever, even though those people certainly aren’t going to be looking to cause trouble while they’re out on work release, but some people are just uncomfortable. It would be tough to send them to the Master
Gardeners or these… maybe Master Gardeners would be okay, but there are some elderly, lily-white lady groups that do flowers and probably wouldn’t invite them to pull weeds for them.
APPENDIX IV

I have answered some of the questions you provided. I have also included a link to our annual report for 2011-12. The information provided was composed by or public information officer. The information you will view has been presented to our advisory board in past meetings.

1. Can you give me a brief background of Allen County’s history in regards to inmate clean-up projects?

   Individuals performing Community Service in Allen County are referred through the Allen County Courts to Community Corrections. Community Corrections was formed and began services to the community in 1985.

2. How have they been used in the past?

   Community Service Crews have been used to perform various projects such as: Concert setup/teardown. Sporting event teardown/ setup for events at the Allen County War Memorial Coliseum. Riverside clean up projects that were recognized nationally in the early 90s. Provide many duties while the Three Rivers Festival is running in the month of July. Many other services are provided through out the year for various other festivals. We have over 70 agencies that can call in daily to utilize our services.
3. Are they currently being used?

Community Service Crews operate daily from 0730-1600 and 0730-1530 on Saturdays. Monday – Friday, Three Community Service Crews can be out working on various projects.

4. What costs would be associated with these projects? (If you have any actual numbers that may have been used in past projects, etc, that would be helpful)

Our Community Service Contracts (Agencies that we work for) can be charged up to $40.00 per hour for our services. Since we are associated with the courts and are a direct placement for individuals to perform Community Service, we are able to charge for our services.

5. Is there a great enough need for these projects in Allen County?

The need for our services grows yearly as the demand for our quality work spreads through the community. We have worked with some of our contracts for 20 years. Our crews are supervised by Community Service Supervisors. Our supervisors have Jail, Military, prior and law enforcement experience. Our supervisors receive defensive tactics training and various other training through out there career.

6. What other communities use these programs?

Several other counties have similar programs. Whitley County offers Community Service with the only difference to my knowledge is that the courts run the program as our offenders are direct placement from the courts.

7. What else do you know about these programs? (Benefits/Problems associated with them, etc)
Community Service offenders placed on work crews can include individuals that are currently on Home Detention or Court ordered. Inmates that are incarcerated in the Allen County Jail are never permitted to work on our Community Service Work Crews.

I hope some of the information I have given will help you on your thesis. The link, like I stated before has tons of information that will help you with other question you may have. Let me know if I can help with any other information and I wish you the best of luck,

Thanks,

Bill Barron

Allen County Community Corrections - Kelley House

Community Projects Coordinator