

Foundation Decisions:
Franklin County Inmate Workforce



Developed by:

Franklin County Jail Industries Advisory Board

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Franklin County Jail Industries Advisory Board, 2003

Board Members:

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John Eyler, Assistant Warden, Franklin County Prison
Sean Fitzgerald, Public Defender's Office
Mike Hardsock, Correctional Officer/Union Representative
John Hart, County Administrator/Chief Clerk, Franklin County Commissioner's Office
Douglas Herman, Judge, Pennsylvania Court of Common Pleas
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Technical Assistance: Rod Miller, Director, Bureau of Justice Assistance (BJA)
Jail Work and Industry Center

I. Exploring Expanded Inmate Work Opportunities

A. The Setting-- Franklin County Prison

Franklin County Prison (Jail) is a medium-security facility located in rural central Pennsylvania near Chambersburg. There are two buildings on the Franklin County Prison "campus." The "Main Building" is a structure built in 1972 that combines Linear and Podular supervision designs. It was designed to house 64 – minimum security and 28 – medium security inmates. It currently houses a total of 172 inmates in the following classification levels: 4 – Minimum Security, 151 – Medium Security, and 30 Maximum Security inmates. In 1992, due to significant crowding, Franklin County Prison added 75 male dormitory beds, 20 female dormitory beds and 6 1 – person (female) cells in a modular building. The "Annex" currently houses a total of 180 inmates in the following classification levels: 149 – Pre-Release (work-release eligible) men (141) and women (8), 24 Medium – Security women, and 8 Administrative Segregation/Disciplinary Segregation females.

B. Addressing Inmate Idleness

When Franklin County hired a new prison warden in January 2002, he was greeted with several serious problems. An outdated, severely overcrowded facility whose deficiencies were evident to anyone who entered it. Equally evident was pervasive inmate idleness for the majority of inmates who were not on the work – release program.

Franklin County began pre-architectural planning for a new prison in 2002 and also examined alternatives to confinement to address crowding. The new warden and his staff initiated a comprehensive facility painting and housekeeping initiative and took some other steps to have both the staff and inmates to take "ownership" and pride in the facility.

While these efforts improved conditions and raised morale, they did not significantly decrease the chronic idleness of the nearly 250 non-work release inmates in the facility.

The warden contact the Bureau of Justice Assistance, U.S. Department of Justice, which operated a Jail Work and Industries Center that offered resources and assistance to counties that were interested in expanding and improving the use of inmate labor. BJA sent an expert to meet with county officials and staff and after

these meetings there was unanimous support for attempting to expand inmate work and industry activities at the Franklin County Prison.

Although prison officials had a specific industry project in mind, the BJA expert convinced them to back up a few steps and lay a solid "foundation" through a process of establishing a community wide advisory board. With the guidance of BJA and using the methodology described in the BJA workbook (*Developing a Jail Industry*), the process began.

C. The Development Process

The first step was to inform the prison board (the statutory authority for county prisons in Pennsylvania) about jail work and industries concepts and opportunities, and to secure the Board's support for a participatory process. BJA again provided an expert to meet with the Prison Board and others. He described the range of opportunities that have been successfully implemented in other jails and provided examples of the experiences of other counties. After the BJA briefing, the prison board authorized the warden to further pursue the concept.

The next step was for jail administrators and staff to visit two successful jail industry programs located on the east coast. Again, through the BJA Jail Work/Industries Center in partnership with the National Institute of Corrections, a technical assistance grant was provided to underwrite the trip. Franklin County officials visited Hamden County, Massachusetts and Strafford County, New Hampshire. Although the two programs were, as Warden Wetzel phrased it, "as different as night and day," there was one common denominator: a total commitment to the value of inmate participation in work and industries.

In spite of all the barriers that the current Franklin County prison facility posed, the officials returned from the trip even more committed to the prospect of expanding jail work and industries. They reported to the prison board and requested permission to establish a countywide advisory board. The warden asked members of the Prison Board to serve as representatives on the jail industries advisory board and the Sheriff, District Attorney, and the Common Pleas Judge volunteered. The Prison Board developed a lengthy list of prospective jail industry advisory board members and instructed the warden to contact the prospective members.

D. The Membership

Warden Wetzel was surprised and gratified by the positive response from prospective members. Using guidance provided by BJA, the diverse membership eventually comprised of the following "stakeholders":

1. Sheriff
2. Business Consultant/Chamber of Commerce Representative
3. Local Township Supervisor
4. School Principal
5. Manager of PA Correctional Industries
6. Correctional Officer/Union Representative
7. Common Pleas Judge
8. Executive Director of Local Sheltered Workshop
9. University Criminal Justice Professor
10. Correctional Educator
11. Assistant County Administrator (Commissioner's Office)
12. County Risk Manager
13. County Adult Probation/Parole Chief
14. Human Resource Director/Local Business/Chamber of Commerce
15. District Attorney
16. Legislative Assistant
17. Human Services Representative (Criminal Justice Program Planner)
18. Local Minister/PA Prison Society Representative
19. Local Attorney – Family Law/American Bar Association Representative
20. Deputy Wardens (4)
21. Assistant Public Defender
22. Local Defense Attorney/American Bar Association Representative
23. County Administrator/Chief Clerk
24. Warden

Not one person who was asked to participate declined. In fact, many asked if more of their colleagues could be invited.

E. The Board's Charge

The first meeting of the Jail Industries Advisory Board was held in April 2003. After introductions, the board was given their initial "charge". Specifically, they were asked to:

Advise the Franklin County Prison Warden, as the representative of the Franklin County Prison Board, on the development and ongoing operation of inmate work and industries programs;

To *Meet* as needed, and periodically review membership to identify members that should be invited to participate, and members who would like to be excused;

To *Develop* initial "foundation decision" recommendations to set the stage for responsible, long-term development of new programs;

And finally, to *Evaluate* proposed work and industry programs in an effort to ensure that each provides a "win/win" opportunity for all stakeholders.

Member loose-leaf notebooks were distributed to each participant, intended to help members keep track of the various materials that will be distributed and developed. The contents are described below:

Notebook Table of Contents

Tab 1 Board Information

Board Member List

Board "Charge"

Tab 2 Notes, Notices,

Tab 3 *Foundation Decisions* and Other Reports

Tab 4 *Development Workbook* and Support Materials

Tab 5 *Business Planning Workbook* and Support Materials

Tab 6 Jail Operations and Facilities

Tab 7 Jail Inmate Data and Profiles

Tab 8 Laws and Regulations

Tab 9 Reserved

Tab 10 Reserved

APPENDICES

The Board held five monthly meetings, which are described in detail in the meeting notes in Appendix A. The Board did not meet in September, focusing instead on drafting this report for review in October. During the first five meetings attendance was very high, as was participation. There were lively discussions and debates as members considered the policies that should guide future inmate work programs.

Following the process described in the BJA workbook, the Board articulated initial "foundation decisions" that are described in the following pages. Once these decisions have been endorsed, with changes as needed, by the Prison Board and other county officials, the process of developing specific new work projects will begin in earnest.

Continuing assistance was provided by the Bureau of Justice Assistance, and Franklin County was selected as a "pilot site" to demonstrate the potential to expand work programs in a crowded facility. Several articles about our planning efforts have been published in national professional magazines (see Appendix B.)

II. Recommended “Foundation Decisions”

The following narrative briefly describes the Advisory Board's recommendations.

A. Mission Statement

The mission of the Franklin County Jail Industries Program is to develop and improve inmate work ethics to increase public safety and have positive outcomes for the local economy.

Anticipated Outcomes

1. For the community:
 - a. Contribute to the local economy
 - b. Increase victim compensation and restitution
 - c. Reduce the cost of incarceration
 - d. Deliver public service using inmate labor
 - e. Offer a prepared labor pool of skilled and rehabilitated employees to local employers
 - f. Provide county services at lower costs
 - g. Expand services for taxpayers that otherwise could not be provided

2. For the inmate:
 - a. Provide meaningful work experience and improve work ethic
 - b. Provide a new training opportunity
 - c. Increase self-worth
 - d. Improve successful reintegration into the community

- e. Improve marketable job skills to increase likelihood of adequate employment
 - f. Strengthen ties to the community
 - g. Develop a work history to be used after incarceration
3. For the Jail
- a. Create a safer jail through reduction in idleness and tension
 - b. Develop new inmate behavior management tools
 - c. Positive budget impact by reduction in outsourced services
 - d. Contribute to a reduction in recidivism and therefore the jail population

B. Customers

In Pennsylvania, a county jail is allowed to provide labor to public and non-profit organizations. Currently, private-sector clients are not allowed by statute.

The Franklin County Jail Industries program will focus on projects in Franklin County. With that in mind, our customers are as follows: Franklin County, Non-profit Charitable Agencies, Agencies and projects with countywide benefit, Schools and other units of government.

C. The Inmate Workforce

Due to the severe overcrowding at the County Prison, classification of inmates (security risk, housing assignments) is necessarily a subjective process. There are simply not enough of the right types of beds for the current inmate population. For this initiative, prospective inmate-workers are identified by housing area (block) as well as status (sentenced vs. un-sentenced).

There are three primary target groups:

1. Female inmates house in “M”-block (dormitory) – We average 28 women on “M”-block. Of them, 18 are work release eligible, yet only an average of 3 are actually working “on the outside”. The **Average Length Of Stay (ALOS)** of this group is 49+ days.
2. Sentenced male inmates in the Main Building – an average 40 sentenced inmates. Of these, 23 have been permanently removed from the work-release program. The ALOS of this group is 123+ days.

3. Pre-trial inmates on “A”-block – We average 62 inmates such inmates. The ALOS of this group is 50+ days.

Selected inmates in both groups 1 and 2 could potentially work outside of the secure setting. However, the remainder of those groups, along with group three would need to work inside the secure perimeter of the institution.

D. Methods of Motivating and "Compensating" Inmates

The Advisory Board concluded, after much debate, that inmates in the three target groups should receive modest monetary compensation. A percentage of the compensation will be applied toward restitution/fines and costs. Additionally, we are exploring the potential of establishing an “industries only” housing unit, to allow us to offer other incentives such as increased out of cell time, television channels, phone access and visits.

E. Selecting Inmates for "Employment"

Our program should mirror employment practices in the community as much as possible. To that end, inmates who are interested in working will have to apply for work opportunities and go through an interview process. Participation in the program is voluntary. The jail's education department will assist inmates who do not possess the skills to adequately fill out the applications. The applications will be comprised of several questions seeking to ascertain work history, social history, criminal history, and institutional adjustment. Applications will be screened and rated. The highest rated applicants will be interviewed. Depending on the job, supplemental applications may be used to ensure requisite skills. An inmate who is selected for work programs may be required to complete educational and other programs as a requirement of participation. In this way, work will not compete with opportunities for inmate self-improvement, but will support participation. Participants will be required to sign a contract, which will allow us to collect data, including follow-up data post-incarceration.

F. Potential Areas Where Work Can Occur

Although space is an issue in the current Prison, there are several potential areas where work can occur. Creative scheduling of work activities can mitigate physical limitations. Areas that can be used include:

Main Building - The dining hall in the main building provides an area of approximately 3,000 square feet complete with a loading dock. This area is only used between the hours of 0615 and 0745, 1015 and 1200, and 1615 and 1730.

Dayrooms on each housing unit could potentially be utilized. Many counties operate successful jail industry programs in such dayrooms (Montgomery County, MD, Arapahoe County Colorado).

Annex – dayroom industries could be operated in “M”-block.

Additional Areas for expansion – there are two sizable yards inside the secure perimeter which each could facilitate a “butler” type building for the right project.

In the Community – service based industries could be implemented in the community, although our primary focus will be to develop new opportunities for inmates who cannot leave the Prison.

III. The Next Steps

After the Franklin County Jail Industries Advisory Board has finalized this report, it will be formally presented to the Prison Board for review and, hopefully, endorsement. A similar presentation will be made to the county Board of Commissioners. After endorsements have been formalized, this concept will be widely promoted in the community. The Advisory Board will shift its focus to the development and implementation of specific new work projects, and the ongoing monitoring and evaluation of work activities.

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Appendices

- A. Jail Industry Advisory Board meeting notes.
- B. Selected articles about Franklin County

Notes from the *First Meeting* Franklin County Jail Industries Advisory Board

April 17, 2003

8:00 a.m. - 9:30 a.m.

Chambersburg, PA

Attendance: See *attached* roster.

Agenda:

1. Introductions
2. Review of Board's "Charge"
3. Identification of Initial Concerns
4. Overview of jail inmate work and industries in the U.S.
5. Initial Discussion of "Mission Statement"
6. Board Member Notebooks
7. Identification of Questions
8. Next Meeting Date/Time

NOTES

1. INTRODUCTIONS

Warden John Wetzel opened the meeting, thanking those in attendance for taking time to participate. Each participant introduced him/herself .

2. BOARD'S "CHARGE"

Warden Wetzel reviewed the initial "charge" that has been assigned to the Board, referring to the copy in the participants' notebooks:

Board "Charge"

Advise the Franklin County Prison Warden, as the representative of the Franklin County Prison Board, on the development and ongoing operation of inmate work and industries programs.

Meet as needed, and periodically review membership to identify additional members that should be invited to participate, and members who would like to be excused.

Develop initial "foundation decision" recommendations to set the stage for responsible long-term development of new programs.

Evaluate proposed work and industry programs in an effort to ensure that each provides a "win/win" opportunity for all stakeholders.

Warden Wetzel spent a few minutes distinguishing between jails (local facilities that house pretrial detainees *and* offender sentenced for relatively short periods of confinement) and prisons

(state of federal facilities that house only convicted offenders sentenced to one or more years of confinement.) While Pennsylvania statutes refer to county facilities as "prisons," it is more accurate to call them jails.

3. IDENTIFICATION OF INITIAL CONCERNS

Participants were asked to discuss some of the concerns that they brought to this first meeting. The following list was identified:

- * where can be "put" new inmate work and industries?
- * the need to "add value" to the local economy as the result of inmate labor
- * concerns about safety (for all parties) and the need to classify inmate risk
- * who will pay for new work activities and industries?
- * what about liability, insurance, medical coverage?
- * impact on the local economy
- * employability of inmates (after release)
- * can inmates be volunteers? (as with Habitat for Humanity)

4. OVERVIEW OF JAIL INMATE WORK AND INDUSTRIES IN THE U.S.

Warden Wetzel introduced Rod Miller, who directs the Bureau of Justice Assistance (BJA) *Jail Work and Industry Center*, a national clearinghouse that provides resources and technical assistance. Rod has been working with Franklin County as one of several pilot sites throughout the U.S., exploring new approaches to jail inmate labor.

Rod spent approximately thirty minutes orienting participants to the range of practice in jails throughout the United States. He referred frequently to the *Workbook* that has been developed to assist counties to develop and expand inmate work activities. The *Workbook* was included in the notebooks that were distributed to each participant (Tab 4).

Some highlights from the presentation follow:

1. sheriffs (who run 95% of the jails in the U.S.) have many concerns about putting inmates to work, including opposition and safety
2. several county industry programs were described including: Santa Clara County CA (sells products to other governments throughout U.S.); San Diego County CA (has over half of their 5,000 inmates in full-time work and education programming; Arlington County VA (pioneering bringing work activities into the housing units and inmate dayrooms); Belknap County NH (50-bed jail with federally-certified private sector jail industry program); Strafford County NH (first federally-certified private sector jail industry, 150-bed jail with over half of inmates working); Hennepin County MN (older private-sector industry, now with extensive pre-release programming); York Street Industries, Hampden County MA (large industry operation within secure perimeter with diverse public non-profit customer base.)

3. Charting jail industries using a matrix showing the location of the work activity (away from jail, near jail, in jail) and the customer (self/own jail, government within the county, other county or state, non-profit organization, private sector.)
4. Montgomery County, MD, as another pilot site that has been very successful filling up the "matrix" in terms of location and customers.
5. Noting that many employers are now looking inside jails and prisons to find suitable workers.
6. Asserting that the current economy is actually very good for developing and expanding jail industries-- financially (softening the impact of cutbacks), politically (rescuing government agencies and non-profits in hard times), and strategically (capturing new markets and customers during hard times and keeping them when things get better.)
7. Identifying the development principles described in the *Workbook* (build a strong foundation, learn from others, analyze opposition, participation is a key to success, take the time to plan, use all available resources.)
8. Countering the many "excuses" that are often used to shy away from developing new work programs (e.g. space, money, authority, size, opposition, security, inmate characteristics-- see page 4 of the *Workbook* in Tab 4.)
9. Describing the 8 "foundation decisions" that will be the focus of the Board in the first several meetings (see page 22 of the *Workbook* in Tab 4.)

5. INITIAL "MISSION" IDEAS FOR FRANKLIN COUNTY

Warden Wetzel let the group in a discussion of potential goals, objectives or principles that might be used to guide the development and operation of jail industries. Participants identified the following (the first two were inferred from the "concerns" identified earlier in the meeting):

- * Adding value to the local economy
- * Enhancing the employability of inmates after release
- * Lower costs for government agencies
- * Make the jail easier to manage
- * Make time work for inmates--
 - give them a second chance
 - provide structure
 - increase self worth
 - help them to contribute to their families and the community
 - improve their self image, self actualization
- * Reduce recidivism (inmates less likely to return to jail)
- * Develop inmate work habits and work ethics

* Motivate inmates

One astute participant noted that a shopping list of potential Mission Statement elements was provided in the *Workbook*. Participants decided not to punish nor reward him for this.

5. BOARD MEMBER NOTEBOOKS

Rod Miller described the initial, and planned, contents of the notebooks distributed to each participant (see below). The notebooks are intended to help members keep track of the various materials that will be distributed on the coming weeks.

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APPENDICES

All materials will have page numbering that indicates its intended location in the notebook (such as the page numbers on this first set of meeting notes.)

6. IDENTIFICATION OF QUESTIONS

Warden Wetzel asked members if they had any questions to pose before the meeting closed. One participant suggested, tongue in cheek, that we should be careful not to create the impression that the best way to find a job is to go to jail. Another participant suggested that it would be helpful for a county commissioner to attend the meetings to hear the discussion as it develops. Another suggested that a better meeting room should be found for the next meeting.

7. IDENTIFICATION OF QUESTIONS

The next meeting will be from 8:00 - 9:30 a.m. on the third Thursday in May (May 15) at a location to be announced. The primary focus of the meeting will be describing the physical and operational setting of the Franklin County Jail, and inmate characteristics.

Attachment: List of Participants

BOARD MEMBER LIST and ATTENDANCE ROSTER

Name	Organization	Meeting 1: 4/17/03	Meeting 2: 5/15/03	Meeting 3:	Meeting 4:
Members					
John Boozer	Franklin Advisory (Business Consul.), Chamber Comm.	X			
Carol Burns	Dep. Warden, Records FCP	X			
Samuel Cressler	Southampton Twp Super.	X			
Barry L. Dallara	Supt. Waynesboro Schools				
Tim Drought	Manager, PA Corr. Indus.	X			
John Eyler	Assistant Warden, FCP	X			
Jerry Frey	Franklin Co. Fiscal Director				
Mike Hardsock	Corr. Officer, Union Rep.	X			
Doug Herman	Judge	X			
Michael Jamison	Manager, Occup. Serv. Inc.	X			
Dr. James Jengeleski	Professor Shippensburg Univ.				
Evette Jones	Correctional Education Program, Manito, Inc.	X			
Kelly Livermore	Assistant County Admin.	X			
Loretta McClure	Risk Manager Franklin Co.	X			
Richard Mertz	Co. Adult Prob. Dept.	X			
Tony Metz	H.R. Director, T.B. Wood's, and Chamber of Commerce	X			
Jack Nelson	District Attorney	X			
Becky Nicklas	Legis. Asst. Rep. Jeff Coy	X			
Doug Price	Human Services Admin.	X			
John Rauch	United Meth. Church, Penn. Prison Society	X			
Carol Redding	Atty, Redding Law Off.				
Russell Rouzer	Dep. Warden, Operations FCP	X			
Sandy Small	Attorney F & M Trust				
Dr. Ron Swope	Prof., PSU Mont Alto				
Mike Toms	Public Defender	X			
Eric J. Weisbrod	Bar Association	X			
John Wetzel	Warden, FCP	X			
Johnette W. Wolfe	Dep. Warden, Treatment FCP	X			
Robert Wollyung	Sheriff	X			
Guests					
David Flaig	PA Correctional Indus.	X			
John Hart	County Admin./Chief Clerk				
Rod Miller	BJA Jail Work/Ind. Ctr.	X			

Notes from the Second Meeting

Franklin County Jail Industries Advisory Board

May 15, 2003

8:00 a.m. – 9:30 a.m.

Chambersburg, PA

Attendance: See *attached* roster

Agenda:

1. Brief introduction
2. Review of previous meeting
3. Franklin County Prison, an overview
 - a. The Facility
 - b. The Inmates
 - c. The Operation
4. Tour of FCP (Main Building)

NOTES:

1. INTRODUCTION

Warden John Wetzel opened the meeting and circulated handouts. Returning members were greeted and new members welcomed to the Board. Those present briefly introduced themselves.

2. PREVIOUS MEETING

1. The Warden Reviewed the Board's "Charge" to Advise, Meet, Develop and Evaluate.
2. The initial concerns were reviewed. No one presented any additional concerns.
3. There was an overview presented of programs and a description of the process.
4. Initial mission ideas were reviewed and the Warden asked participants if anyone had any additional ideas since the first meeting. One participant commented that jail industries would significantly reduce the idle time for inmates in the program. Another participant wanted to clarify some points concerning adding value to the local economy. Specifically, it was discussed that jail industries would:
 - a. Market no product or service that would compete in the local economy
 - b. Have to be self-supporting at minimum, but preferably show a profit.
 - c. Be a business, and operate as such and follow a business plan.
 - d. Turn Tax Burdens into Taxpayers.

3. OVERVIEW OF FRANKLIN COUNTY PRISON

Warden Wetzel presented the organizational structure of the prison showing that the Prison Board governed the operation of the prison. The Prison Board is made up of:

1. The three Commissioners
2. The President Judge, or his designee
3. The Sheriff
4. The District Attorney
5. And the Controller.

The Prison Board is responsible for hiring and directing the Warden. Under the Warden are:

1. Deputy Wardens
 - a. Assistant Warden
 - b. Deputy Warden of Operations
 - c. Deputy Warden of Treatment
 - d. Deputy Warden of Records
2. Supervisors / Lieutenants
3. Line Staff
4. Contractors
 - a. Food Service (Aramark)
 - b. Medical (PrimeCare)
 - c. Drug and Alcohol Treatment (Manito, Roxbury)

The Warden presented a virtual tour of the facility using picture slides:

1. INTAKE AREA This is the initial reception area where new inmates are first brought into the jail. We receive 5-25 inmates from Court, and overall about 170 inmates a month are processed in and out. Inmates are medically screened and screened for suicide risk. No inmates are accepted unless they are medically fit for incarceration.
2. PROCESSING ROOM Inmates are processed into the prison here. We receive 5 to 15 inmates on a typical Court day. It takes about 15 minutes to process each inmate, and this creates a considerable backlog at times. The room is small and not particularly well suited to this task. A sign of modernization could be seen in the digital camera for mug shots.
3. A-BLOCK This area was originally Work Release prior to construction of the Annex. There are 32 dry (no toilet or sink) cells in the area. Each cell is about 85 square feet, and was designed for two beds. As the cell in the pictured example, all now contain three beds. The doors are standard metal with no lock. The inmates housed in this area, with its large day space are prime candidates for jail industries programs. These are unsentenced inmates with good institutional records, and sentenced inmates not eligible for work release.
4. B, C, & D BLOCKS The cells in this area are wet (Have a sink and toilet) and are about 75 square feet. Originally intended to hold a single prisoner each, the picture shows how tight the quarters are with three inmates living in the cell. There is not a lot of room here, even with a single prisoner in each; Warden Wetzel compared this to living in your bathroom. These blocks each have an attached day space that could be utilized for industries.

Following the look at the blocks in the main prison, the Warden took a moment to briefly describe the classification process that determines how inmates are placed in cells and areas. He noted that this process is bogged down by overcrowding, with up to 30 inmates in a block designed for 10. He also discussed use of the dayrooms in these blocks for industries, and noted that work could be done in these areas on night shift.

5. HOLDING CELLS Originally intended as cells for initial classification, best use of these cells has been for inmates requiring close observation due to medical problems or suicide risk.

6. MAIN DINING ROOM This is a large, well lit and ventilated area furnished with tables. As such it is a good potential space to be used for industries.
7. CHAPEL While reduced in size by expansion of the infirmary, this area could be considered for industries.
8. CLASSROOM / LIBRARY Used during the day for GED and High School education programs, this area could be scheduled for industries programs.
9. INFIRMARY The pictures show the cramped quarters including the x-ray machine and dentist chair. The Warden described the coverage we are given by our medical providers.
10. OLD BARBER SHOP Used as a dayspace area for inmates in the holding cells, the picture shows several idle inmates watching (non-cable) TV.
11. OUTSIDE YARDS Pictures were shown of the big recreation yard – in use, the old work release yard, and the center evacuation yard. At the time the picture was taken, there were 118 inmates in the yard. I was noted that this is where all the inmates were when the other pictures were taken. The paved area in the work release yard was noted as a potential site for any building that would be required for jail industries.
12. ANNEX BUILDING Pictures were shown of the open housing in the male and female dorms, and pictures of the dayspaces. The dayspaces are also used for dining and visiting.

N-Block was shown, this is the medium security area for women. It has 6 double cells and a small dayspace. It is used for unsentenced, quarantine, disciplinary and special needs female inmates.

FACILITY FACTS

1. MAIN BUILDING

2. Built in 1973 (Capacity of 93)
3. 32 cells for Work Release (2 person) A-Block – Currently triple bunked.
4. 18 Medium Security cells (1 person) B,C & D Blocks – Currently triple bunked.
5. 3 “Observation Cells” (5 person total) E-Hallway – Currently hold 8 inmates.
6. 6 Maximum Security Cells (1 person) E-Block – Currently double bunked.
7. On May 14, 2003 the building held 170 inmates.

8. ANNEX BUILDING

1. Built in 1992 (Capacity of 101)
2. 3 Open Housing Male Dormitories. J,K & L-Blocks – Designed for 75 total, current capacity 151.
3. 1 Open Housing Female Dormitory. M-Block – Designed for 20, current capacity 40.
4. One Block of 6 Medium Security Cells for Women. N-Block – Designed for 1 person per cell, currently double bunked.
5. On May 14, 2003 the building held 161 inmates.

Warden Wetzel told the Board that to keep the population within manageable limits, we send inmates to other institutions at a cost of \$45 per day.

Judge Herman commented that the pictures shown by the Warden make the institution look good. He recommended that all participants take the tour of the jail at the conclusion of today's meeting. He also recommended that members tour the new Adams County Prison, prior to occupancy. It was noted that Adams County, as a fundraiser, is inviting the public to spend a night in the new jail, and find out what a day in an inmate's life is like.

According to Warden Wetzel, we must motivate and modify behavior with the environment. Inmates don't stay in jail. The jail released 111 inmates last month, and 77% of releases are to residences in Franklin County.

OPERATIONS – DAILY SCHEDULE AND PROGRAMS

Morning Schedule

1. 0600 – Standing Headcount
2. 0630 – Breakfast
 - a. Procedure is to be implemented that everyone goes to breakfast.
3. 0730 – Medication Pass
 - a. 40% of inmates are on medication.
4. 0800 – Cell Inspection, Programs, Dayspace or Yard
5. 1000 – Standing Count
6. 1030 – Lunch
7. 1130 – Medication Pass

Afternoon Schedule

1. 1200 – Yard / Programs
2. 1345 – Yard Closed
 - a. Inmates are searched as they come in.
 - b. Yard is searched daily. With a single fence, contraband from outside is a constant problem.
3. 1400 – Standing Count
4. 1430 – Shift Change, Showers
5. 1600 – Lock-in
6. 1630 – Supper / Unofficial Count

EVENING SCHEDULE

1. 1800 – Dayspace
 - a. There are also Bible Studies 7 days a week.
2. 1830 – Visits
3. 1930 – Medication Pass
4. 2130 – Visits End
5. 2200 – Lock-in / Informal Count
6. 2300 – Formal Count

PRISON PROGRAMS

1. Mental Health (Individual) – 53/week

2. Sex Offender Group 7/week
3. Drug and Alcohol (Individual) – 23/week
4. Drug and Alcohol (Group) – 58 week
5. AA/NA – 28/week
6. GED – 20/week
7. High School – 20/week
8. First Group – 20/week (Anger management, life skills, etc.)
9. There are WAITING LISTS for programs.
 - a. Drug and Alcohol – 62
 - b. First Group – 93 pending referrals

INMATE STATISTICS

The facility currently houses 330 inmates.

1. SEX
 - a. 298 Males (90%)
 - b. 33 Females (10%)
2. RACE
 - a. White – 245 (74%)
 - b. Black – 68 (21%)
 - c. Hispanic – 18 (5%)
3. Education
 - a. High School Graduate – 128 (39%)
 - b. GED Graduate – 51 (15%)
 - c. Non-Graduates – 151 (46%)
4. Marital Status
 - a. Single – 220 (67%)
 - b. Married – 49 (22%)
 - c. Divorced – 39 (12%)
 - d. Separated – 20 (6%)
 - e. Widowed – 3 (1%)
5. Age At Booking (Average Age 29.72years)
 - a. Under 18 – 2 (1%)
 - b. 18 to 25 – 138 (42%)
 - c. 26 to 39 – 137 (42%)
 - d. 40 and Older – 54 (16%)
6. Average Daily Population (ADP) for 2003 is 302 inmates.
7. Average Length of Stay – Overall 57 days
 - a. If persons confined less than 72 hours are removed from this group, the Average Length of Stay is 79 days (73% of population)
 - b. This is the target population for jail industries.
8. Employed at Commitment – 119 (36%)
9. At Commitment
 - a. Sentenced – 21%
 - b. County Parole Violator – 27%
 - c. New Charges – 48%
10. Sentenced versus Unsentenced
 - a. Sentenced – 182 (55%)

- b. Unsented – 148 (45%)
- 11. Main Building Inmates
 - a. A-Block – 80 (Medium Classification)
 - b. B-Block – 26 (Medium/Max)
 - c. C-Block – 22 (Medium/Max)
 - d. D-Block – 24 (Medium/Max)
 - e. E-Block – 18 (Maximum)
 - f. Total 172
 - i. Medium and Med/Max – 130 (POTENTIAL WORKERS !!)

SUMMARY

1. Old Building
2. Overcrowded
3. Idle Inmates

= Recipe for Disaster OR AN OPPORTUNITY TO START AN INDUSTRY PROGRAM!!!

Someone questioned why we wanted to target unsentenced inmates for jail industries. The answer is that the majority of sentenced inmates are housed in the Annex and have Work Release jobs in the community. Someone inquired if A-Block was the primary target group for industries programs. The answer to this is a qualified “yes” depending on the industry.

4. PRISON TOUR

Warden Wetzel encouraged everyone present to avail themselves of the tour. Those desiring to take the tour were instructed to meet in the lobby of the Main Building. He announced that meeting notes and news would be distributed by mail prior to the next meeting.

Attachment: List of Participants

BOARD MEMBER LIST and ATTENDANCE ROSTER
Updated May 2003

Name	Organization	Meeting 1: 4/17/03	Meeting 2: 5/15/03	Meeting 3:	Meeting 4:
Members					
John Boozer	Franklin Advisory (Business Consul.), Chamber Comm.	X	X		
Carol Burns	Dep. Warden, Records FCP	X	X		
Samuel Cressler	Southampton Twp Super.	X	X		
Barry L. Dallara	Supt. Waynesboro Schools				
Tim Drought	Manager, PA Corr. Indus.	X			
John Eyler	Assistant Warden, FCP	X	X		
Jerry Frey	Franklin Co. Fiscal Director				
Mike Hardsock	Corr. Officer, Union Rep.	X	X		
Doug Herman	Judge	X	X		
Michael Jamison	Manager, Occup. Serv. Inc.	X	X		
Dr. James Jengeleski	Professor Shippensburg Univ.		X		
Evette Jones	Correctional Education Program, Manito, Inc.	X	X		
Kelly Livermore	Assistant County Admin.	X	X		
Loretta McClure	Risk Manager Franklin Co.	X	X		
Richard Mertz	Co. Adult Prob. Dept.	X			
Tony Metz	H.R. Director, T.B. Wood's, and Chamber of Commerce	X			
Jack Nelson	District Attorney	X	X		
Becky Nicklas	Legis. Asst. Rep. Jeff Coy	X	X		
Doug Price	Human Services Admin.	X			
John Rauch	United Meth. Church, Penn. Prison Society	X	X		
Carol Redding	Atty, Redding Law Off.				
Russell Rouzer	Dep. Warden, Operations FCP	X	X		
Sandy Small	Attorney F & M Trust				
Dr. Ron Swope	Prof., PSU Mont Alto		X		
Mike Toms	Public Defender	X			
Eric J. Weisbrod	Bar Association	X			
John Wetzel	Warden, FCP	X	X		
Johnette W. Wolfe	Dep. Warden, Treatment FCP	X	X		
Robert Wollyung	Sheriff	X	X		
Guests					
David Flaig	PA Correctional Indus.	X	X		
John Hart	County Admin./Chief Clerk				
Rod Miller	BJA Jail Work/Ind. Ctr.	X			

Notes from the *Third Meeting* Franklin County Jail Industries Advisory Board

June 18, 2003

8:00 a.m. - 9:30 a.m.

Chambersburg, PA

Attendance: See *attached* roster.

Agenda:

1. Brief Introductions
2. Review of previous meeting.
3. Mission Statement Discussion
4. Foundation Decision Excercise

NOTES

1. INTRODUCTIONS

The meeting was opened by Warden John Wetzel. He thanked everyone for taking time from their busy schedules to attend. Everyone was asked to briefly introduce themselves.

2. REVIEW OF PREVIOUS MEETING

1. The Warden using PowerPoint slides conducted a virtual tour of the prison.
2. Inmate classification levels were explained.
3. Prison operations were reviewed and explained.
4. Members who could were conducted on a physical tour of the Franklin County Prison
 - a. The Warden noted that they saw areas like the loading dock and day areas that could be used for industries.
5. Some members also took a tour of the new Adams County Prison, and got to see what a modern jail could look like.

Mr. Rod Miller asked members for their reactions to the Adams County visit. There were no reactions to the Franklin County tours not already expressed during the last meeting or tour.

1. One member mentioned the communication level observed between the staff and the contractors.
2. Members were generally impressed with what they saw at Adams County.
3. Members weren't sure they liked the layout based on one long hallway.
 - a. It was mentioned that this was an old style like used at Graterford Prison.
 - b. Warden Wetzel stated that the layout for our new jail would likely be different and more central.
4. This led to the question being asked, "Does the state have a standard pattern for jails?"
 - a. Rod responded that while this was true in some jurisdictions, it was not in Pennsylvania.
 - b. A case can be made for the idea, particularly since there are so many jails.
 - c. It is a much debated topic.
 - d. He commented that there are no prototypical jails.
 - i. Every county is special and different and the jail reflects this.

3. Mission Statement Discussion

Rod said that stakeholders in inmate labor need to have a say. We must resolve conflicts over expectations. He referred us to the Mission Statement Ideas from the handout (printed below) and invited us to go over the list and see if we wanted to add any items, and also to look for conflicts.

MISSION STATEMENT IDEAS:

1. Adding value to the local economy
2. Enhancing employability of inmates after release
3. Lower cost for government agencies
4. Make the jail easier to manage.
5. Make time 'work' for inmates.
 - a. 2nd chance
 - b. Provide Structure
 - c. Increase self worth
 - d. Help them contribute to their families and the community
 - e. Improve their self image, self actualization
6. Reduce recidivism (inmates less likely to return to prison)
7. Develop inmate work habits and work ethics
8. Motivate inmates
9. Reduce inmate idleness
10. Market no product that would compete in the local economy
11. Have to be self-supporting at minimum, but preferably show a profit
12. Be a business, and operate as such and follow a business plan
13. Turn tax burdens into taxpayers

It was suggested that the idea of adding value to the local economy could stir up the private sector, and perhaps it should just not be the first thing on our list. Another member thought we might combine the first two ideas, since enhancing employability of inmates is one way of adding value to the economy.

The question of how we define 'local' was raised. A good point was made that for the individual, 'local' means 150 yards from where I'm sitting now. The general consensus was that for our purposes, 'local' means within our own county.

The question was then, "Should we market and sell outside the county?" Rod told us that the terminology was industrial, and perhaps an idea would be if we set up like the Springfield Jail to package inmate hygiene kits. They buy a lot of the products they pack locally. They package and ship all across the country. Since they are a consumer in their own local market area, the businesses they buy from should be thankful for the increased business.

The discussion moved on to enhancing employability of inmates. Rod pointed out that the average person pictures idle inmates sitting around watching color television, and objects to paying for their keep. For this reason, the public should not object to inmates working. He inquired what jobs locally were going begging. Among the responses:

1. Warehousing jobs. It was pointed out that the new Target warehouse was having difficulty filling positions.
2. Technical jobs, not just in manufacturing.
3. Many prospective employees lack computer skills, particularly in the blue collar sector.

It was agreed that it is reasonable to match the workforce to the needs of the community. Using work programs and prison industry to improve inmate skills and employability are positive goals. Educating inmates to further these goals is necessary and reasonable.

There was general consensus that lowering government costs, making the jail easier to manage, and making time work for inmates, are all positive ideas.

The discussion moved on to reducing recidivism. We were told that studies show that work involvement reduces recidivism. Dr. Jengeleski suggested we create a study and model with credibility, and include an evaluative component in our industries plan.

It was questioned if we should identify our stakeholders, and include benefits to stakeholders in our mission statement. Someone pointed out that there are stakeholders among our members at the table. Alternatively, should we instead list the plans we wish to accomplish, then map them to our shareholders.

Several questions were raised:

1. What marketable skills are seen in the inmate population? Jail personnel will look at this question and try to answer it.
2. How long are inmates in or eligible for the program? The average length of stay is 60 days. If inmates who stay 72 hours or less are not looked at, the average stay is three months.
3. How many inmates are eligible among the population? There are about 130 medium security inmates who are not eligible for work release who could participate.

Our mission statement will likely consist of three paragraphs, dealing with inmates, shareholders, and lower costs.

Someone questioned if it was realistic to expect our program to be self-supporting or show a profit.

1. Rod thought that within a year of start-up, this was a very practical goal.
2. Reducing recidivism alone would save a ton of money.
3. However, when figuring in system costs, we must be cautious with conclusions.

To operate as a business and have a business plan, it was questioned if we would take inmate applications and do interviews, and if we would pay inmates.

4. Foundation Decisions

A number of ideas were pointed out:

1. When up and running with a business or service, we must be careful. We can't let it get stale.
2. We deal with a transient population, so we must target groups.
3. A high percentage of our jails releases are to the local community. Ties developed in the program can be lasting.
4. Our program must be tailored to the length of stay.
5. The program must match the population.
6. Pre-requisites can be set for participation
 - a. For example, inmates could be required to attend GED, or complete a treatment program prior to participating.
7. We must develop partnerships.

Rod focused on motivation. He referred us to page 38 of our books, positive and negative motivation / the carrot and the stick. The biggest question is "Should inmates be paid?" It was also questioned if fair labor standards apply. Addressing the second question first: If our program is involved with a private sector partner, and that company is involved in interstate commerce; fair labor standards apply. Returning to the first question, it was suggested that we should pay inmates something, that it was needed to supply motivation. Rod had us list the pros and cons of paying inmates:

PROS	CONS
Money would be helpful upon release.	Mismanagement is possible.
Help supporting family.	Other ways to compensate.
Tangible & immediate reward	Harder to show profit.
Increase self-esteem	
Payment or credit for fines/costs/restitution	
Experience with money	
Real world tie.	

Currently in the jail, inmates are paid for work performed such as kitchen or laundry duty, mowing, painting, etc. For 8 hours of work, they receive \$2.50; half is deposited to their account, and half is taken as credit towards fines and costs.

Visiting privileges were discussed as a non-cash way to compensate inmates. Contact visits can be powerful motivation to succeed in the program. Visiting promotes positive family ties, which in turn reduce recidivism.

Questions were posed, "How many have children to support?"; and "How many are inmates with intact families as opposed to those who pay support under court order or involuntarily? Jail officials will work on these questions.

5. Meeting Close

We stopped to consider where we are:

1. We understand the context.
2. We know what's out there.
3. We know we can do something.

During the next meeting we will focus on Foundation Decisions. We plan to meet Thursday, July 17, 2003 in the Conference Rooms of the Human Resources Building on Franklin Farm Lane at 8:00 a.m.

Attachment: List of Participants

BOARD MEMBER LIST and ATTENDANCE ROSTER
Updated May 2003

Name	Organization	Meeting 1: 4/17/03	Meeting 2: 5/15/03	Meeting 3: 6/18/03	Meeting 4:
Members					
John Boozer	Franklin Advisory (Business Consul.), Chamber Comm.	X	X	X	
Carol Burns	Dep. Warden, Records FCP	X	X	X	
Samuel Cressler	Southampton Twp Super.	X	X	X	
Barry L. Dallara	Supt. Waynesboro Schools			X	
Tim Drought	Manager, PA Corr. Indus.	X			
John Eyler	Assistant Warden, FCP	X	X	X	
Sean Fitzgerald	Public Defender			X	
Jerry Frey	Franklin Co. Fiscal Director				
Mike Hardsock	Corr. Officer, Union Rep.	X	X		
Lt. Bret Heckman	Hearing Officer			X	
Doug Herman	Judge	X	X		
John Hoffman	Risk Management			X	
Michael Jamison	Manager, Occup. Serv. Inc.	X	X	X	
Dr. James Jengeleski	Professor Shippensburg Univ.		X	X	
Evette Jones	Correctional Education Program, Manito, Inc.	X	X	X	
Kelly Livermore	Assistant County Admin.	X	X		
Loretta McClure	Risk Manager Franklin Co.	X	X		
Richard Mertz	Co. Adult Prob. Dept.	X			
Tony Metz	H.R. Director, T.B. Wood's, and Chamber of Commerce	X			
Jack Nelson	District Attorney	X	X	X	
Becky Nicklas	Legis. Asst. Rep. Jeff Coy	X	X	X	
Doug Price	Human Services Admin.	X			
John Rauch	United Meth. Church, Penn. Prison Society	X	X	X	
Carol Redding	Atty, Redding Law Off.			X	
Russell Rouzer	Dep. Warden, Operations FCP	X	X	X	
Alecha Sanbower	Human Services Planner			X	
Sandy Small	Attorney F & M Trust			X	
Dr. Ron Swope	Prof., PSU Mont Alto		X	X	
Mike Toms	Public Defender	X			
Eric J. Weisbrod	Bar Association	X			
John Wetzel	Warden, FCP	X	X	X	
Johnette W. Wolfe	Dep. Warden, Treatment FCP	X	X	X	
Robert Wollyung	Sheriff	X	X	X	
Guests					
David Flaig	PA Correctional Indus.	X	X	X	
John Hart	County Admin./Chief Clerk			X	
Rod Miller	BJA Jail Work/Ind. Ctr.	X		X	

Notes from the *Fourth* Meeting Franklin County Jail Industries Advisory Board

July 17, 2003

8:00 a.m. - 9:30 a.m.

Chambersburg, PA

Attendance: See *attached* roster.

Agenda:

1. Brief Introductions
2. Brief review of previous session.
3. Break out work sessions
4. Report out
5. Summary

NOTES

1. INTRODUCTIONS

The meeting was opened by Warden John Wetzel. Everyone was asked to briefly introduce themselves while handouts were passed around. He announced that we would be breakin out in groups to accomplish our tasks today.

2. REVIEW OF PREVIOUS MEETING

We discussed the following topics:

1. Ideas relating to our Mission Statement
2. How to define what we mean by “local” and “outside”
 - a. Local means within Franklin County.
 - b. Outside is therefore any where outside the County.
3. Marketable skills among the inmate population.
4. The pro and cons of motivation and paying inmates for work.

3. BREAK OUT WORK SESSIONS

The Warden asked us to divide into two groups and to choose our group based on our own interests and expertise. One group would focus on our Mission Statement, the other group would discuss Customers and Inmates.

Mission Statement Group – Moderator, Rod Miller

Rod passed out notes from the previous meeting, and suggested we keep the statement short, and really try to capture the mission. He said that everyone has their own image and expectations, and that we need to draft something we can frame. He suggested we look at page 2.14 where we would see many things to discuss.

Judge Herman stated that we need to prioritize words, identify what will happen and then go on and say what else is important. Things such as:

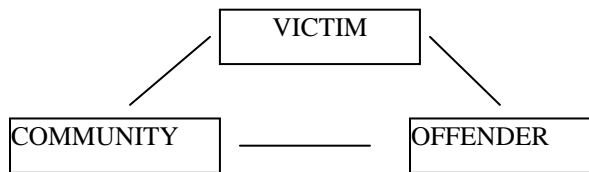
1. The local economy
2. Restorative effects
3. Profit.
4. Community benefits
5. Good results that are expected

Someone asked if our statement would be used as a sales instrument. In his reply, he said that we need to word a statement that will put us all on the same page, and also get the community behind us.

It was suggested that we need to maintain balance, and perhaps the wording could include, "Jail Industries would yield benefits to all parties."

It was also suggested that we identify the County Criminal Justice System, not just inmates.

Kelly suggested we look at the Barge Concept of a Restorative Justice Triangle. Preliminarily as:



Someone commented that this was more of a philosophy than a program. It was questioned if the victim belongs in here or if benefits to victims were more of a fallout of the program.

These wordings were suggested:

1. "Prison Industries will contribute to the community by providing inmates with training, employment skills and improved work habits leading to a safer community."
2. "The mission of Prison Industries is to provide an employment alternative which will benefit the community, the local economy, and the individual inmate as follows:"
3. "The mission of the Franklin County Prison Jail Industries program is to use inmate work to increase public safety and benefit _____, _____, and _____."

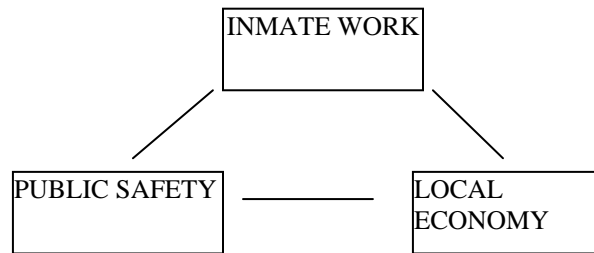
Various ways to include the local economy without challenging competition were discussed.

These outcomes were listed, and it was noted that they are all measurable and trackable:

1. Reduce inmate idleness
2. Reduce recidivism
3. Improve successful reentry to the community
4. Contribute to the local economy
5. Increase self worth of inmates.

Our Draft Statement is then, “The mission of the Franklin County Jail Industries Program is to develop and improve inmate work ethics to increase public safety and have positive outcomes for the local economy.

This changes the triangle to:



To finish the statement, we would then identify outcomes.

Customer/Inmate Group – Moderator, John Wetzel

The types of inmates who would be available for work programs were identified as fitting into the following three groups:

1. Females in “M” Block
6. Out of 18 who are Work Release eligible, only 3 have jobs.
7. Average length of stay is 49 days.

2. Sentenced prisoners in the Main Building
8. 23 of these men have been permanently removed from the Work Release Program.
9. About 7 of these men are housed at Cambria County.
10. Average length of stay is 123 days

3. Pre-trial inmates on “A” Block
11. There are 62 such inmates who are not sentenced.
12. Average length of stay is 50 days.

There are some concerns relating to the inmates in group #2, in that some will have medical problems and some may have disciplinary problems if they have been removed from Work Release due to misconduct. In group #3, we should not eliminate candidates based on charges; we should look at institutional behavior and adjustment.

It was decided that inmates would have to go through an application process to take part in industries. The existing Pre-Release Application can be modified to this use.

13. We would ask how many times they've been in jail and if they have previous misconducts.
14. For most misconducts, the jail would decide, but they could be considered for industries program after around 15 days following expiration of sanctions.
15. For violent misconducts, we would wait 60 days or more before considering industries.
16. The intent is to build discretion into the system and allow leeway for special cases.

On the subject of inmate wages, the following were decided or discussed:

17. It is practical to break to half days or 4 hour shifts.
 - a. This allows time for other programs.
 - b. It fits better into existing schedules.
18. Wages for a 4 hour shift should be \$8.00
 - a. It was questioned where this money would come from.
 - i. To be funded from the store account,
 - ii. and sales of products and services.
19. We will be looking at a whole system of rewards for cooperation.
20. Half days will translate to 3.5 to 4 hour shifts.
21. We need to identify the available time blocks

The next meeting will be Thursday, August 21, 2003 in the Conference Rooms of the Human Resources Building on Franklin Farm Lane at 8:00 a.m.

Attachment: List of Participants

BOARD MEMBER LIST and ATTENDANCE ROSTER
Updated July 2003

Name	Organization	Meeting 1: 4/17/03	Meeting 2: 5/15/03	Meeting 3: 6/18/03	Meeting 4: 7/17/03
Members					
John Boozer	Franklin Advisory (Business Consul.), Chamber Comm.	X	X	X	
Larry Bricker	Principal, Waynesboro Middle School				X
Carol Burns	Dep. Warden, Records FCP	X	X	X	
Samuel Cressler	Southampton Twp Super.	X	X	X	X
Barry L. Dallara	Supt. Waynesboro Schools			X	
Tim Drought	Manager, PA Corr. Indus.	X			
John Eyler	Assistant Warden, FCP	X	X	X	X
Sean Fitzgerald	Public Defender			X	X
Jerry Frey	Franklin Co. Fiscal Director				
Mike Hardsock	Corr. Officer, Union Rep.	X	X		X
Lt. Bret Heckman	Hearing Officer			X	
Doug Herman	Judge	X	X		X
John Hoffman	Risk Management			X	
Michael Jamison	Manager, Occup. Serv. Inc.	X	X	X	X
Dr. James Jengeleski	Professor Shippensburg Univ.		X	X	X
Evette Jones	Correctional Education Program, Manito, Inc.	X	X	X	X
Kelly Livermore	Assistant County Admin.	X	X		X
Loretta McClure	Risk Manager Franklin Co.	X	X		X
Richard Mertz	Co. Adult Prob. Dept.	X			X
Tony Metz	H.R. Director, T.B. Wood's, and Chamber of Commerce	X			
Jack Nelson	District Attorney	X	X	X	X
Becky Nicklas	Legis. Asst. Rep. Jeff Coy	X	X	X	X
Doug Price	Human Services Admin.	X			
John Rauch	United Meth. Church, Penn. Prison Society	X	X	X	
Carol Redding	Atty, Redding Law Off.			X	
Russell Rouzer	Dep. Warden, Operations FCP	X	X	X	X
Alecha Sanbower	Human Services Planner			X	X
Sandy Small	Attorney F & M Trust			X	
Dr. Ron Swope	Prof., PSU Mont Alto		X	X	X
Mike Toms	Public Defender	X			
Eric J. Weisbrod	Bar Association	X			X
John Wetzel	Warden, FCP	X	X	X	X
Johnette W. Wolfe	Dep. Warden, Treatment FCP	X	X	X	X
Robert Wollyung	Sheriff	X	X	X	X
Guests					
David Flaig	PA Correctional Indus.	X	X	X	
John Hart	County Admin./Chief Clerk			X	
Rod Miller	BJA Jail Work/Ind. Ctr.	X		X	X

Notes from the *Fifth* Meeting Franklin County Jail Industries Advisory Board

August 21, 2003

8:00 a.m. - 9:30 a.m.

Chambersburg, PA

Attendance: See *attached* roster.

Agenda:

1. Brief Introductions
2. Foundation Decisions Discussion / Draft Review
3. Additional Comments / Suggestions
4. Looking Ahead

NOTES

1. INTRODUCTIONS

Going around the room, everyone very briefly introduced themselves.

Prior to starting the meeting, there was a discussion of the prison's new Pro-Strait Chair. As a number of members were not familiar with the device, the warden explained what it was and how it is used.

Rod announced that the new Adams County Prison would be opening in the Fall. He also informed members of a unique opportunity. For forty dollars, on Saturday the 13th of September the public was invited to spend a night in the new jail. All money was being donated to a homeless agency, and everyone would receive a printed shirt. Those attending will be exposed to prison programs and meals. He promised that it would be an interesting experience.

Along with the meeting agenda, a handout was passed around which had been copied from American Jail magazine. The article copied was about Jail Industries, and titled, "Franklin County Off to a Strong Start". Rod commented that Washington State was very interested in following our progress. He complemented our board for working very well and making excellent progress.

2. FOUNDATION DECISIONS DISCUSSION / DRAFT REVIEW

The warden read us the mission statement as drafted at the last meeting (printed below), and asked us if this was as we wanted it, or did it need additional work. Silent consensus indicated that members were satisfied with the final draft.

Mission Statement

The mission of the Franklin County Jail Industries Program is to develop and improve inmate work ethics to increase public safety and have positive outcomes for the local economy.

Anticipated Outcomes:

5. Create a safer jail through reduced idleness and tension
6. Reduce recidivism.
7. Improve inmate successful reentry to the community.
8. Contribute to the local economy.
9. Increase self worth of inmates.
10. Increase victim compensation and restitution
11. Reduce cost of incarceration.
12. Provide meaningful work experience and improve inmate work ethic.
13. Deliver public service using inmate labor.
14. Provide a new training opportunity for inmates
15. Offer a new labor pool of potential employees to local employers.
16. Offset costs of incarceration
17. Provide county services at lower costs
18. Expand services for taxpayers that otherwise could not be provided
19. Develop new inmate behavior management tools
20. Strengthened ties to the community

Someone pointed out that, “Offset cost of incarceration.”, and “Reduce cost of incarceration.” are the same thing.

It was suggested that all outcomes relating to costs be grouped together with “Contribute to the local economy.”

A member expressed the opinion that reduction of recidivism was the key to the whole thing. He suggested that the emphasis be placed on recidivism, and then group the inmate benefits together, the cost benefits together, and finally the behavior management tools that contribute to a safer jail together.

Rod stated that most of the outcomes we listed were measurable. Recidivism can be difficult to track, or attribute sources of change.

Question: Do most repeat offenders come back to the same jail?

1. Warden: The majority of our inmates are Franklin County Residents, so yes, they do.
2. Rod: They may escalate crimes as they go along, but these are local folks. Pennsylvania tends to allow longer sentences to jail than many states.

Question: What percentage of recidivism is due to parole violations?

1. Warden: Around 65-66%

Question: Do the rates reflect seasonality?

1. Warden: No, it's been about 40 inmates a month for the last five years.

Question: Has the length of stay changed?

1. Warden: Yes, it has gone up.

Question: Are drugs the biggest factor?

1. Warden: Yes and no. DUI is a major influence.
2. Statistics say we lead the state in DUI arrests.
3. Eleven of 14 townships are dry.
4. We have inmates with five or six DUI offences.
5. We see inmates with multiple DUI offences accumulated before the first conviction.
6. Our DUI offenders are of all ages.

Question: What about AA? Are they active?

1. Warden: There is a group in the jail that has been active many years. We know of groups in Waynesboro and Chambersburg

3. Customers

Inmates in Pennsylvania can only provide labor to public and non-profit organizations. Currently, private-sector clients are not allowed by statute, although efforts are underway to expand the authority of counties to include private sector customers.

1. State law doesn't allow private sector partnerships.
2. Unions oppose changing this policy.
3. Pennsylvania is only one of about 12 states where this is still true.
4. Interest is building in changing this to allow private sector hook-ups.
 - a. Has been discussed in the County Commissioners Association.
 - b. Governor Rendell supports this.
 - c. Favorable legislation may be adopted in the next year or so.

Federal laws must also be considered. Laws are designed to insure a level playing field for competition. Federal laws distinguish between producing a product and providing a service. The former is regulated; the later is not.

1. An industry in South Carolina builds furniture for a South African Company, and this is regulated because they produce a product.
2. Another industry is partnered with General Motors. They dismantle transmissions for rebuilding. This industry is considered a service.

Question: In the example you mentioned where the industry makes furniture for a South African company, where is the benefit to the local economy?

3. Rod: In this case, the local economy would be the state economy.
 - i. The materials they use are purchased locally.
 - ii. The trained inmates are released locally

What customers should the program seek? Should priority be given to specific customers and/or sectors?

1. John Hart: The County does a lot of mailings and purchases a great deal of printing. There is also need to digitize documents.
 - a. Rod: In the new jail in Montgomery County, spaces were built specifically for digitizing. They plan to do record management, scanning and placing documents on the county intranet, and generating archives.
 - b. Local printers now do the County's printing.
 - i. Printers would lose county business, but have access to skilled employees upon release.
 - ii. Important to focus on improving work ethics and life skills of inmates and increasing their self worth.
2. The County owns and operates a great many vehicles which need washing, and minor maintenance and repairs.
3. We could contact Mike Ross who represents the Builder's Association.
 - a. Rod: We can do that after defining the workforce and taking other steps.
4. We are limited to State, County, Municipal, and Non-Profit agencies. Schools are included here. Should we consider these equally?
 - a. It was suggested that in non-profit agencies we go with charitable as opposed to building.
 - b. Primary issue is the work ethic.
 - c. Document digitizing sounds like a good prospect to benefit all these customers.,
 - d. A member felt we should start locally. State is big competition.
 - i. Concentrate on the County, the whole County
 - ii. Avoid municipalities unless you can be fair to all.
 - iii. Rod told us that PennCorr is looking for a local partner.
5. Rod: We want to build a template that will allow us to judge the merit of projects and their degree of fit. We will have to consider the question in employing our \$2 per hour labor, "Is it better to save tax dollars, even if our work is competing locally?"

As we have discussed, our priorities toward customers is then:

1. Non-profit Charitable Agencies
2. Agencies and projects with countywide benefit.
3. Schools – Off Premises Only

4. WORKFORCE REVIEW

We plan to target the following groups:

1. Female Inmates
 - a. Classically underemployed group. Currently only four are working.
 - b. 20 currently available.
2. Sentenced Inmates in the Main Building
 - a. These are inmates who have failed Pre-Release
 - b. About 30 available now.
 - c. 15 more on transfer to other jails.
3. Pre-trial Inmates Housed in A-Block.

At the next meeting we will discuss Motivation and Compensation, along with locations for industries.

These are the final foundation decisions we have to make to creat a concept paper or business template.

The next meeting will be Thursday, September 18, 2003 in the Conference Rooms of the Human Resources Building on Franklin Farm Lane at 8:00 a.m.

Attachment: List of Participants

BOARD MEMBER LIST and ATTENDANCE ROSTER
Updated August 2003

Name	Organization	Meeting 5: 8/21/03
Members		
John Boozer	Franklin Advisory (Business Consul.), Chamber Comm.	
Larry Bricker	Principal, Waynesboro Middle School	X
Carol Burns	Dep. Warden, Records FCP	
Samuel Cressler	Southampton Twp Super.	
Barry L. Dallara	Supt. Waynesboro Schools	
Tim Drought	Manager, PA Corr. Indus.	
John Eyler	Assistant Warden, FCP	X
Sean Fitzgerald	Public Defender	
Jerry Frey	Franklin Co. Fiscal Director	
Mike Hardsock	Corr. Officer, Union Rep.	X
Lt. Bret Heckman	Hearing Officer	
Doug Herman	Judge	

John Hoffman	Risk Management	
Michael Jamison	Manager, Occup. Serv. Inc.	
Dr. James Jengeleski	Professor Shippensburg Univ.	
Evette Jones	Correctional Education Program, Manito, Inc.	
Kelly Livermore	Assistant County Admin.	X
Loretta McClure	Risk Manager Franklin Co.	X
Richard Mertz	Co. Adult Prob. Dept.	
Tony Metz	H.R. Director, T.B. Wood's, and Chamber of Commerce	
Jack Nelson	District Attorney	
Becky Nicklas	Legis. Asst. Rep. Jeff Coy	X
Doug Price	Human Services Admin.	
John Rauch	United Meth. Church, Penn. Prison Society	X
Carol Redding	Atty, Redding Law Off.	
Russell Rouzer	Dep. Warden, Operations FCP	X
Alecha Sanbower	Human Services Planner	X
Sandy Small	Attorney F & M Trust	X
Dr. Ron Swope	Prof., PSU Mont Alto	
Mike Toms	Public Defender	
Eric J. Weisbrod	Bar Association	
John Wetzel	Warden, FCP	X
Johnette W. Wolfe	Dep. Warden, Treatment FCP	X
Robert Wollyung	Sheriff	X
Guests		
David Flaig	PA Correctional Indus.	
John Hart	County Admin./Chief Clerk	X
Rod Miller	BJA Jail Work/Ind. Ctr.	X

Notes from the *Sixth* Meeting Franklin County Jail Industries Advisory Board

October 16, 2003

8:00 a.m. - 9:30 a.m.

Chambersburg, PA

Attendance: See *attached* roster.

Agenda:

1. Long Introductions, Introduction of Special Guests
2. Final Review of Foundation Decisions Document, Questions and Discussion
3. Comments by Guests, Next Meeting

NOTES

1. INTRODUCTIONS

The Warden welcomed everyone to our meeting, and noted the excellent attendance. As special guests were present, he asked us to introduce ourselves around the room and include jobs/titles. The following Special Guests were introduced:

Leonard Freeman, Director of Philacor, Correctional Industries for the City of Philadelphia. Mr. Freeman discussed jail industries in the Philadelphia system. He pointed out that among many tasks and projects, they operate laundries, shops, catering and culinary arts, print shop, garment shop, etc. They sell to city agencies, schools and non-profit organization; competing head-to head with businesses. He also discussed the limited markets which were available to them.

Jim Barbee, Correctional Program Specialist, National Institute of Corrections Rod told us that Mr. Barbee was a valuable individual who NIC had “borrowed” from the state of Ohio. He has 30 years of experience in Corrections. He became involved in Jail Industries very early and has been instrumental in forming partnerships.

Mr. Barbee told us that he believes Jail Industries are a win-win program that benefits both inmates and the public. He spoke of the strong work ethic in American society and how strongly we feel about working and having a job. Jail Industries provides a way to introduce inmates to the positive values of work and gives them an opportunity to turn their lives around. He congratulated us on the work we are doing and told us that he was hearing good things about our group.

2. FOUNDATION DECISION DOCUMENT REVIEW

Discussing the first sections of the document, which precede the Recommended “Foundation Decisions”, the Warden told us that all the numbers should be accurate. He noted that our population hit a new high record number today at 392 inmates. The following sections provide a backdrop of how we got to where we are, beginning with our initial idea to begin a prison laundry. The document goes on to discuss how the process developed, with visits to other program sites, meeting with the Prison Board, and seeking membership for this board with the input of the Commissioners. He mentioned how gratified he was at the response we received to our invitations to membership. He also reviewed our board’s charge, the function of our group, that we would meet as needed,

develop the foundation decisions, and evaluate opportunities. He commented that our meeting minutes have been shared nationally, and used as a blueprint for other starting programs.

We then proceeded to a review of the Foundation Decisions, taking comments and questions:

1. MISSION STATEMENT

- a. There were several positive responses and a general feeling of satisfaction with the statement as written.
- b. Particularly noted was the listing of measurable outcomes to track performance.
- c. A question was offered referring to Anticipated Outcomes for the Community i.e., which reads, “Offer a new labor pool of potential employees to local employers.” The question asked if this statement is more appropriate as a Work Release outcome or would it be better to say, “Offer an improved, more skilled labor force to local employers.”
 - i. Another member suggested, “Offer an institutional work site available to local employers.
 - ii. Also suggested was, “Offer a labor pool of skilled and rehabilitated employees to local employers.
 - iii. It was also suggested that the word “new” be changed to “prepared” in the original statement.
 - iv. Following discussion, the statement was resolved to read, “Offer a prepared labor pool of skilled and rehabilitated employees to local employers.”
- d. Looking at Anticipated Outcomes For the Inmate, a member questioned if it was better to concentrate on particular skills, or to stay broad and focus on the overall benefits of work.
 - i. It was generally felt that we should stay broad and concentrate on measurable outcomes.
 - ii. It was suggested that we should do inmate employee evaluations and share these with the inmates. They would serve as good work references and mitigate the fact that they had been in jail.
 - iii. Someone said that employers are primarily looking for good work habits and work ethics in potential employees. Given those, skills can come with training.
 - iv. Following this discussion, it was decided to add as an Anticipated Outcome for Inmates, “Develop a work history to be used after incarceration.”

- e. Members were satisfied with the Anticipated Outcomes for the Jail as presented.
 - i. It was decided to add, “Reduce recidivism and therefore the jail population.” This was later revised to, “Contribute to a reduction in recidivism and therefore the jail population.”
 - ii. The discussion turned to Outcome Based Tracking when someone asked Mr. Freeman if Philadelphia used it. He answered that they didn’t as they lacked the staff to collect the data. We then discussed what data we were interested in tracking.
 - 1. Data on employment Opportunities
 - 2. Data on Recidivism
 - a. Recidivism is a complex issue. It’s easy to gather data on the rate of recidivism. It is difficult to identify what is causing the rate to change.
 - b. It’s easier to measure behavior in the jail. Inside measures are more tangible.
 - i. Out in the field you can look at indicators but not hard and fast outcomes.
 - c. We need a strategy for screening outcomes
 - i. Mr. Barbee and Mr. Miller were asked if there are benchmarks for similar sized institutions available. They replied that there is not really any available, but data is coming in.

2. CUSTOMERS

- a. Considering the section on Customers, the Warden asked if we correctly listed the priorities.
 - i. It was thought that the County should be listed as a customer.
 - ii. It was also felt that customers should be listed, but priorities not assigned.
 - iii. In view of these considerations, the wording of the second sentence of the second paragraph under Customers should read, “With that in mind, our customers are as follows: The County, Nonprofit Charitable Agencies, Agencies and projects with countywide benefit, and schools.”

3. WORKFORCE

- a. Some members were confused and questioned the statements in each of the numbered sections that talked about how the actual ALOS would be longer.

- i. The Warden explained that the ALOS was calculated for current inmates, who still have time to serve. It would be higher if calculated for released inmates only.
 - ii. For clarity, the statements in parentheses at the end of each section will be removed.
 - b. It was agreed that female inmates are the primary target group.
 - i. They have the lowest rate of employment and therefore exhibit the greatest need.
- 4. MOTIVATION AND COMPENSATION
 - a. Inmates will be paid \$2.00 per hour. One dollar will go to the inmate, and one dollar will be applied to fines and costs.
 - b. PennCorr pays their inmates 29¢ per hour and up.
 - c. Other non-monetary incentives may be included.
 - d. Good time which can reduce sentences is not offered in Franklin County, nor likely to be approved. Positive things inmates do are accounted for in other ways.

With time running out, the Warden asked that members e-mail any other suggested modifications or questions to him. His address is jewetzel@co.franklin.pa.us. Prison staff will schedule a meeting with Dr. Jengeleski to discuss measuring outcomes. When we meet again we will have the completed document with changes as suggested. At the next meeting we will discuss structure from this point forward.

Mr. Barbee, our guest from the National Institute of Corrections, congratulated us on a tremendous effort, well thought out and courageous. He offered us the full assistance of the NIC in jail planning.

The next meeting will be Thursday, November 20, 2003 in the Conference Rooms of the Human Resources Building on Franklin Farm Lane at 8:00 a.m.

Attachment: List of Participants

Notes from the *Seventh* Meeting Franklin County Jail Industries Advisory Board

November 20, 2003

8:00 a.m. - 9:30 a.m.

Chambersburg, PA

Attendance: See *attached* roster.

Agenda:

1. Brief Introductions
2. Foundation Document Review
3. Outcome Measures
4. Project Selection
 - a. Project Screening Form
 - b. Selection Sub-committee
5. Marketing
6. Meeting Schedule
7. Adjournment

NOTES

1. INTRODUCTIONS

Warden John Wetzel opened the meeting and thanked everyone for coming. We then went around the table for brief introductions. Copies of the agenda and attachments were circulated to all.

2. FOUNDATION DOCUMENT REVIEW

The warden stated that he had made all the discussed modifications to the foundation document, and he wanted to go through it one last time with us to be sure he got everything.

I. Exploring Expanded Inmate Work Opportunities

There were no changes suggested for the first three pages, so this section was not touched. There were no new suggestions.

II. Recommended “Foundation Decisions”

There was much discussion at the last meeting about the anticipated outcomes. The warden made all the suggested adjustments.

1. Someone asked if 1.e. “Offer a prepared labor pool of skilled and rehabilitated employees to local employers.” Was to have had “upon release” added at the end. The consensus was that this statement was adequate as written.
2. The warden told us that he had modified both Outcome 2.e. and 3.d..

Everyone was comfortable that the outcomes were as intended, and no additional modifications were required.

Turning our attention to the section on “Customers”, the warden reported that he had removed the order and just listed customers. The third sentence, “The Franklin County Jail Industries program will focus on projects in Franklin County.” makes clear our priority is Franklin County.

It was also suggested that we add the word, “jail” to the first sentence. This sentence would there fore read, “In Pennsylvania, a county *jail* is allowed to provide labor to public and non-profit organizations.”

1. Someone asked if the State of Pennsylvania should be added as a customer. This was found desirable. It was additionally suggested that we could word this more broadly and just say, “other units of government”.

Looking now at the section “Inmate Workforce” the warden noted that he clarified the numbers relating to the primary target groups.

In the next section, “Methods of Motivating and Compensating Inmates” the warden reported that he had removed the specific amounts. There was agreement that this was the jails decision.

2. The Judge questioned if we should leave open the percentage of compensation that was taken for fines, costs and restitution. Everyone was comfortable with this change.

Two points were suggested and approved to the section, “Selecting Inmates for Employment”. The section is otherwise acceptable.

3. Participation in the program is voluntary.
4. Inmates are required to sign a contract which will allow us to collect data, including follow-up data post-incarceration.

No modifications are required to the section, “Potential Areas Where Work Can Occur”.

Looking now at section III, “The Next Steps” the warden noted that in lieu of our scheduled meeting next month, which would have been December 18th, we will be scheduling time with the Franklin County Commissioners to present our completed Foundation Document, and seek approval to move ahead with the program. All members of our board are invited to attend. The press will be invited to this presentation, so we should get some good exposure and publicity for our program. All members will be notified when this has been scheduled.

3. Outcome Measures

The following persons attended a special meeting and work session to discuss outcome measures: John E. Wetzel, Warden; John L. Eyler, Asst. Warden; Dr. James Jengeleski, Professor of Criminal Justice; and Rod Miller, of the BJA. They looked at the anticipated outcomes as listed in the mission statement and discussed how they related to data that could be collected.

Rod referred us to the two-page table in the handout. The four types of outcome measures were worked into this grid. There are both financial measures and operational measurers. Some of the measures will be easy to track, or are already measured now. We will need to look for changes that are attributable to the program. Initially, we have to identify the baselines. In the financial measures some are easy dollars & cents measurements, others require a deeper look at added value. He cautioned us not to overvalue inmate labor. The operational measures will require looking at programs and outcomes. Some are process measurements. In order to track outcomes that deal with perceptions, we will need to look at pre-testing, post-testing and interviews.

No one expects post-release follow-up of released prisoners to be an easy task. That is why it is so important that we get front-end consent from all participants. It may be possible for us to use government systems and databases such as Social Security.

Someone commented that there was a good beginning framework, and that it is easier to start right, than it is to go back and fix it.

Dr. Jengeleski pointed out that as we track data, we might find that some things are important to know, and some are not. The whole thing will need to be tested and re-evaluated and adjusted.

An important point was made that multiple vectors affect recidivism. Reduction in recidivism is an outcome we are highly motivated to achieve. Since it will be very difficult to attribute cause to any reduction in recidivism, we cannot make this our prime focus, or use it as an indicator of success.

Judge Herman felt that this was an excellent format for development. Much work will be required and new instruments will need to be developed. The collection and interpretation of our data should provide an ideal partnership arrangement with our friends in higher education.

4. Project Selection

We anticipate that responsibility in this area will be delegated to a committee formed from interested board members. We foresee that once this and perhaps some other committees are formed the whole advisory board could go to quarterly meetings. Project screening forms will be done by a jail employee. The “Deal Busters” are critical to the screening.

1. Someone asked a question pertaining to item #3 of the “Deal Busters”, which reads, “Is there proof that accepting this project will negatively impact no business or person within Franklin County?” The question was should the word “person” be in the statement, as this seemed overly limiting.
 - a. It was generally agreed the word could be removed.
 - b. There were comments that we should be concerned with business entities, and be concerned about job losses and significant financial impacts.
 - c. It was agreed to amend the statement to say, “Acceptance of the project will not negatively impact any business entity within Franklin County.”
 - d. It was later suggested that the statement should end with, “Franklin County Area.”
 - i. It was felt by some this was correct, as we need to be concerned with the impact of our projects and being a good neighbor.
 - ii. It was agreed that a more specific question should be added to “Other Considerations” and let the committee look at projects on a case-by-case basis.

The warden talked about “Project Ranking”, and told us his intention was that this section would serve to start the committee’s discussion.

2. Financial efficacy means two things:
 - a. Can we afford it?
 - b. And, are the numbers worth the effort involved?
3. Looking at, “Can the project be ‘fit’ into the physical plant?”
 - a. If the project is done on-site, space will be an important issue.
 - b. We should also question if an on-site project could be a threat to institutional security.
 - i. We decided to add this question to the “Deal Busters” section.
 - c. Someone questioned if it would be our primary goal to find existing businesses willing to move in and setup partnerships, or if we should search for low capital investment startup projects that we undertook ourselves.

- i. This was answered, as “Either”, although the likelihood of the first option is low given Pennsylvania Law allows no private customers.
 - ii. That makes it important that projects need a business plan just as in private sector.
 - 1. Lacking in-house expertise, it was suggested we could probably get help on this from SCORE (Service Corp of Retired Executives).
- d. A good point was made that any project we undertook would have to be either a sound business, or address a compelling social issue.
- 4. Discussion was brought back to “Deal Buster” point number three concerning negative impact on businesses. It was stated that anything we do would have negative impact on someone. The suggestion was perhaps we should say the benefit outweighs any negative impact.
 - a. Although this point went unresolved, it lead to discussion of the specific project of record storage, scanning public records to computer.
 - i. It was pointed out that no local business does this.
 - ii. Rod suggested that some jail people or members interested should schedule a trip to Montgomery County to observe such a project. It would be a new service.
 - 1. The sub-committee can take a look at this.

5. Marketing

The warden proposed the forming of two committees:

- 1. A marketing committee
- 2. And a selection and negotiation committee

He asked if this was the right direction to go and received silent consent. These committees should consist of volunteers. Anyone interested was encouraged to contact the warden. He promised to send an invitation to all members.

6. Meeting Schedule

There will be no formal meeting in December. We will meet with the Commissioners to present out plans at a time and date to be announced. This will take place in the Commissioner’s Office, and the press will be invited. As stated previously, upon formation of the suggested committees, the whole board can then meet quarterly or as needed.

Attachment: List of Participants

BOARD MEMBER LIST and ATTENDANCE ROSTER

Name	Organization	Meeting 5: 8/21/03	Meeting 6: 10/16/03	Meeting 7: 11/20/03	Meeting 8: 12/18/03
Members					
John Boozer	Franklin Advisory (Business Consul.), Chamber Comm.				
Larry Bricker	Principal, Waynesboro Middle School	X	X	X	
Carol Burns	Dep. Warden, Records FCP		X		
Samuel Cressler	Southampton Twp Super.		X		
John Eyler	Assistant Warden, FCP	X	X	X	
Sean Fitzgerald	Public Defender		X	X	
Mike Hardsock	Corr. Officer, Union Rep.	X	X	X	
Lt. Bret Heckman	Hearing Officer		X		
Doug Herman	Judge		X	X	
John Hoffman	Risk Management				
Michael Jamison	Manager, Occup. Serv. Inc.		X	X	
Dr. James Jengeleski	Professor Shippensburg Univ.		X	X	
Evette Jones	Correctional Education Program, Manito, Inc.		X	X	
Kelly Livermore	Assistant County Admin.	X	X		
Loretta McClure	Risk Manager Franklin Co.	X	X	X	
Richard Mertz	Co. Adult Prob. Dept.				
Tony Metz	H.R. Director, T.B. Wood's, and Chamber of Commerce				
Jack Nelson	District Attorney				
Becky Nicklas	Legis. Asst. Rep. Jeff Coy	X	X	X	
John Rauch	United Meth. Church, Penn. Prison Society	X			
Carol Redding	Atty, Redding Law Off.				
Russell Rouzer	Dep. Warden, Operations FCP	X	X		
Alecha Sanbower	Human Services Planner	X	X	X	
Sandy Small	Attorney F & M Trust	X	X		
Dr. Ron Swope	Prof., PSU Mont Alto		X		
Eric J. Weisbrod	Bar Association				
John Wetzel	Warden, FCP	X	X	X	
Johnette W. Wolfe	Dep. Warden, Treatment FCP	X	X	X	
Robert Wollyung	Sheriff	X	X	X	
James Roberts	Prison Lieutenant			X	
Guests					
David Flaig	PA Correctional Indus.		X		
John Hart	County Admin./Chief Clerk	X	X		
Rod Miller	BJA Jail Work/Ind. Ctr.	X	X	X	