

INDEPENDENT STUDY: THESIS INTERVIEWS, NETWORKING, & CONVERSATION



STUDY ABROAD: OSLO, NORWAY AND STOCKHOLM, SWEDEN

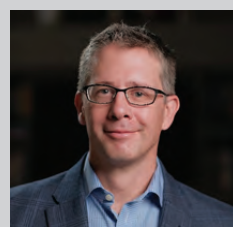
KATE BORMANN
WINTER 2022
MASTERS THESIS

TABLE OF CONTENTS

- 1 INTERVIEW PROFILE LIST**
- 2 INTERVIEW DOCUMENTS**
- 3 STUDY ABROAD ITINERARY**
- 4 OSLO, NORWAY**
 - JOURNAL ENTRIES
 - SKETCHES
 - REFLECTIONS
- 5 STOCKHOLM, SWEDEN**
 - JOURNAL ENTRIES
 - SKETCHES
 - REFLECTIONS
- 6 FINAL REFLECTION**

INTERVIEW PROFILES

Since January, I have been conducting a series of interviews with people involved in all different realms associated with our incarceration system. On this page, you will see a table of contents that provides a profile and title of each person I engaged with. The following pages document our conversations. These dialogues were incredibly helpful in allowing me to understand the vast representation of perspectives and experiences associated with our incarceration system.



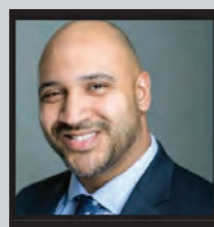
DIRK VAN VELZEN

Founder and CEO, The
Prison Scholar Fund



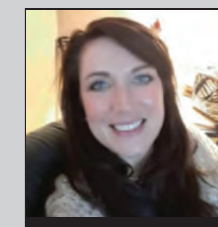
ASHANTI BRANCH

Founder and Executive
Director of Ever Forward
The Ever Forward Club



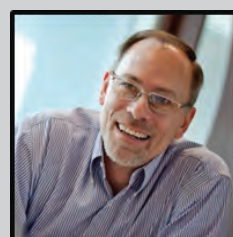
ROBERTO SANTIAGO

Essex County Correctional Officer



DAWN WHITSON

Prison Scholar Fund Alum



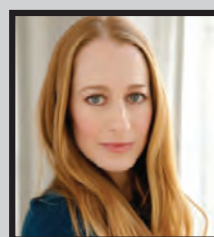
MIKE BRENCHLEY

National Director of
Justice Sector for HDR
Architecture for the Civic
program



JENNY HILDEBRAND

Warden at London Correctional
Institution, Ohio



JOSIE WHITTLESEY

Founder/Executive Director of
DRAMA CLUB, Inc



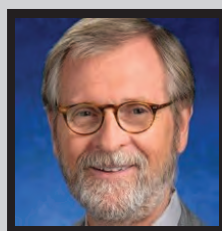
ROBERT WOOD

Prison Scholar Fund Alum



GERRY GUERRERO

Global Justice Director, HDR



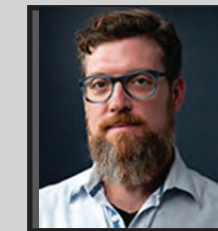
STEVE CARTER

Founder and Executive
Vice President-CGL
Services Division at CGL
Companies



ANN SCHWARTZMAN

Coordinator of Local
Networking and Support at the
Inside-Out
Prison Exchange Program



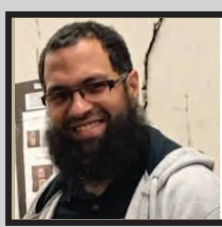
JORDAN HYATT, PhD, JD

Director, Center for Public Policy
Associate Professor
Department of Criminology and
Justice Studies
DREXEL UNIVERSITY



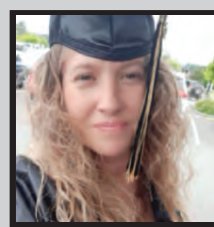
BRIAN KOEHN

Founder/President at Social
Profit Corrections



MAURICE Q. JONES

Co-founder of PAR Recycle Works,
Formally incarcerated



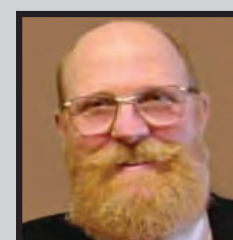
JENNY IREDALE

Prison Scholar Fund
Alum



CYNDI RICKARDS

Associate Teaching Professor
Department of Criminology and Justice
Studies
Center for Public Policy
DREXEL UNIVERSITY



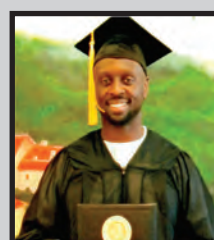
PAUL SHELDON

Author of Greening
Corrections Technology
Guidebook



ANDERSON HOUSE

Halfway House
for women with drug +
alcohol addictions



TERRY MOWATT

Prison Scholar Fund
Alum

KATE BORMANN INTERVIEWING DIRK VAN VELZEN

Founder and CEO, *The Prison Scholar Fund*

Located in Seattle, Washington



Thursday, January 6th, 2022, 6:00 pm EST

Video Call

ABOUT

Dirk is passionate about prisoner education. While incarcerated he earned two business degrees through distance education and graduated in the upper 1% of his class at Penn State. Hoping to set other incarcerated people on the same path, Tr (PSF) and from behind bars raised enough funds to support 110 incarcerated students. The impact has been outstanding: only 4% of the 76 released students have been reincarcerated compared to a national recidivism rate of 68%.

Released from prison in 2015, Dirk graduated from a Nonprofit Management program at the University of Washington; won first place in the Social Venture Partners Fast Pitch business plan competition; rocked the Stanford Graduate School of Business, Executive Program in Social Entrepreneurship; and was a finalist in the Classy Awards for innovative nonprofits in 2016 and 2017. Having completed the Points of Light Civic Accelerator in 2017 and been accepted into the inaugural cohort of musician John Legend's "Unlocked Futures" accelerator program, next on Dirk's to-do list is opening access to postsecondary education for all underserved inmates in America to break the cycle of reincarceration and homelessness.

INTERVIEW NOTES

Q: Can you tell me about your background and how you got started with TPSF (The Prison Scholar Fund)?

- Incarcerated from 1999 to 2015 for commercial burglary
- Wanted to continue his education while in prison using the Pell Grant, which he found out after he got there: the grant was taken away in 1994
- His father paid for him to have distance-learning paper-based classes sent to him from Penn State.
- Other people in prison saw Dirk doing this and wished they could do the same thing...
- So Dirk started TPSF in 2015
- Started with 110 incarcerated people in 24 different states
- Decided to run non-profit as livelihood

Q: How does this education process function? Can you explain to me how you facilitate the program?

- TPSF offers exclusively post-secondary education opportunities because most states have federal funding for GED courses
- TPSF maintains relationships with different universities across the nation that send out lessons to incarcerated individuals
- Takes varying years to complete the coursework but students will eventually receive a degree of their choice!! Took Dirk 5 years for a business degree – all while he was in prison.
- Inmates can take elective courses or complete an entire degree, their choice.
- Tons on inmates are interested and they apply to the program—but the program can only fund a small number of inmates at a time (30 PER YEAR).

Q: Does the TPSF also offer any kind of mentoring, or other programs in addition to education?

- Yes, but centered around education. Lots of times this person is a volunteer tutor/mentor – a retired professor in the field associated with the inmate's studies. But it's hard to find people that can commit their time for 4-5 years. So this is something they would like to work on.
- It's really tough getting the funding. They get the funding through writing grants. Would like a heftier mentoring program.
- About 20% of prison inmates are apt for post-secondary education opportunities
- 4% recidivism rate of all of their scholars – as opposed to the overall national 68 percent!!!

Q: How can outside mentors communicate with inmates?

- Mail letters
- Write emails through sanctioned prison email companies – Corrlinks - federal service
- Starting to disperse "secure tablets" – run by Corrlinks so it's safe for prisoners → this might have to be a required element for my own designed program.

Q: Can these programs be run electronically? Via email? Does it all have to be paper based? What does the future hold for that?

- Typically, the classes stay paper-based because it's the most secure way to communicate. Prisons/Jails don't want inmates to have access to internet, email, etc.
- They are looking into creating a hybrid model to speed things up because sending lessons back and forth through mail takes such a long time.
- There are companies that exist that provide email access to inmates, specifically, so that they securely communicate with the "outside" world, but it costs \$0.15 an email... there's a middle man profiting off of the incarcerated population which they TPSF naturally do not like.
- List of universities that TPSF works with has decreased because few programs offer solely paper-based classes these days.

Q: I see that TPSF has a big team. Are these people physically on site at universities to help facilitate the courses to the inmates? Who are your contacts nationally that you rely on to get the inmates what they need?

- They have contacts at Universities, usually volunteers
- Seems like it's a really complicated process... tough to rely on these people/get them to commit.

Q: How do you advertise to the inmates that this is an option for them?

- They get 3,000 letters per year from interested inmates because people across America just google "education for prison" and reach out... family members and friends of inmates all reach ut!
- However, they only serve 30 people a year!!!
- They don't have to really market it at all....

Q: Do you have a portfolio of prison partnerships?

- Yes but its shrinking. TPSF has to match funding levels with each state to run the program and its extremely difficult.

Q: Is there a standard time it takes for an imprisoned student to get their degree?

- It usually takes longer than average since it's done through the mail. Took Dirk 10 years for a 4-year degree. And he's not a slow worker – 4-6 classes at a time. Lots of roadblocks that slow the process down.
- TPSF tries to reduce these roadblocks

Q: Are students able to elect what degree they want? Can they choose their course of study?

- Yes! TPSF believes in student agency... they have choices.
- Business and finance popular.

Articles Dirk shared with me:

<https://www.forbes.com/sites/annefield/2021/09/27/coding-boot-camp-for-the-formerly-incarcerated-from-coding-dojos-and-pfs/?sh=760fe97c1a58>

<https://www.binnews.com/content/2021-12-10-formerly-incarcerated-people-are-getting-a-chance-at-change-through-coding/>

https://ssir.org/articles/entry/opening_prison_doors

<https://www.prisonersscholars.org/what-we-do-for-prospective-scholars/>

<https://hbr.org/1995/05/leading-change-why-transformation-efforts-fail-2>

Success Stories:

<https://youtu.be/qNl1LoFO2Lw> --> Jenny worked In women's prison.

<https://youtu.be/Wv4gUUA2SVs>

KATE BORMANN INTERVIEWING MIKE BRENCHLEY

**Senior Vice President at HDR Architecture, Inc.
National Director of Justice Sector for HDR
Architecture for the Civic Program**

Located in Dallas, Texas

Thursday, January 6th, 2022, 2:30 pm EST

Video call



ABOUT

Mike has been involved in all levels of government projects, including federal, state, county and municipal facilities. He has over 35 years of experience in the design of a wide array of project types including: Courts, Detention, Correctional, and Law Enforcement.

Mike has been instrumental in elevating the architect to be a true partner in the design and construction process. His experience has ranged from developing and assisting in approving government funding documents, facility and system-wide master planning, strategic planning, program management, Public-Private Partnerships, developing design-build request for proposals, traditional design-build and modified design-build including design-build bridging documents, design-build lease back, design led design-build and CM at Risk. His specialized experience includes advising governmental clients on various procurement options and the evaluation of Public Private Partnership (P3) documentation. He is the author of numerous articles related to the development of Public Sector projects and the complexity of large-scale facilities.

INTERVIEW NOTES

Q: I have been reading about the whole “justice sector” of HDR.. what are some of the building typologies that fall in this category?

- Courthouses, correctional facilities, police stations, forensic facilities, border control
- Anything dealing with law enforcement
- Community corrections – expanding market right now. But these markets eb and flow.
- These facilities are extremely necessary for the functioning of a community but lots of the time we are not paying enough attention to what’s going on in them.
- As needs have changed, (60 percent of people in incarceration system have some sort of behavioral health issue!! And require medical needs as they get older!) we enter in this cross section between clinical and custodial...
 - Evolving from *confinement* to *treatment* to becoming: “*OUTCOMES- focused.*”
- Now we “evaluate people” to see if they are going into the appropriate system
- Now we ask: are their alternatives to incarceration? Support? (Which can mean a lot of things).
- This is when we see a lot of community-based partnerships being incorporated into prison facilities.

Q: Does HDR have a whole design team just on the Justice sector?

- YES!! People have dedicated their whole careers to this – 80 people on the team focused solely in the justice sector.

Q: Has HDR been over to Europe to research/connect with other designers and learn about other models?

- Partner with people in Germany office since they have offices all over
- ICPA – international corrections and prisons associations. Maintains relationship with these people.
- Systems are WAYYY smaller over there. They are actually asking us what we do because their populations are quickly growing.
- We all ask: how do we provide a balance between where we want to be philosophically with what we can handle security-wise. It all comes back to security.

Q: What are some current/upcoming projects?

- New Project in Pittsburgh – Alleghany County – waiting to hear if they were selected.
 - They want to rethink their entire system! Huge/exciting opportunity for HDR
 - The existing facility holds 4,000 beds and they want to cut to 1,000 beds
 - How will HDR repurpose this space for programs??
- They are completing construction on a programs facility building for a super max security prison in Wisconsin!
 - Was an existing prison, added a 25,000-30,000 square foot addition solely for programs and education!!!
 - To win this project – they gave a presentation on latest technology for “secure learning environments.”
 - Gymnasium, (can be repurposed), whole set of new multi-use classrooms
- Just won a brand-new correctional facility in Cleveland- will be from the ground up
- Getting ready to propose new project in south Texas – an addition -- 800 beds

Q: Does HDR have it’s own coding or standard that they bring to projects? In conjunction with federal guidelines?

- They want their ambitions to remain forward-thinking on each project – will not chase projects that don’t align with ideology
- They bring their unique clinical standards to each project

Q: If HDR wins a renovation project, does the design team have to adhere to the codes/styles/approach already addressed on the existing site? Do they have to follow and integrate with the political nature of what exists? Do you only accept projects that align with HDR philosophically?

- It’s tough to be super selective. But HDR does make sure there is an aspirational path enough where HDR can impact positive change on the site...
- If they have to repurpose existing space, they do look at how they can bring more forward-thinking elements in play. Skylights, view to outside. But they can’t always do this, sometimes they’re in deep parts of building where there is no outside views. In this case, they turn to murals, artwork, colors.... Significant images that inmates would recognize.
- 6 ft tall by 30 ft long panels (example of artwork photography installment)

Q: It sounds like there are many different stakeholders involved in this design process. What voices does HDR incorporate during the programming stage? Do they at all? How often do you engage?

- Probably one of the most diverse group of stakeholders that HDR deals with in all their market sectors.
- Depends on the client and what they want out of the project. HDR comes across clients on all points on this continuum.... Some super forward thinking, some not.

- HDR touches all aspects of the justice system – in addition to behavioral health reps, community-based programs, education/life skills programs.
- What has become a HUGE trend is engaging with ALL of these voices!!
- Currently and formally incarcerated population
- HDR holds large responsibility to educate FIRM and CLIENTS about the impact of design
 - They work to continue to move people to the right – to an outcome-based approach

Q: How much power or say do architects and designers have in the design process regarding program space? Do they have to convince the owner?

- It's all about presenting opportunities to our clients and talking them through what's possible
- Lots of times HDR will say: "here is what is going on in other areas of the country/world... how open are you to this model. that model..."
- Often times, program design/involvement depends on staff available at the site
- Lots of times there is a "programs building" separate facility available to inmates

Q: What design trends has HDR adopted into correctional facility design? Anything from Europe?

- Inclusion of more clinical-focused discussion***
- Natural light, acoustics, color selection, providing areas of rest, (for inmate and staff).
- Focus on more passive security

Q: Does HDR have its own coding or standard that they bring to projects? In conjunction with federal guidelines?

- Energy performance. Good system performance. Pushing towards net zero energy.
- These buildings tend to be energy hogs since they are functioning all the time, so this is tough.
- Typically like to have an energy producing function on site to help

Q: Any other people to talk to?

Heather Lorenzo

Who also did her thesis project of correctional facility design and they just hired her.

KATE BORMANN INTERVIEWING GERRY GUERRERO

Global Justice Director, HDR – NCARB, AIA, DBIA, OAA

Located in LA Metropolitan Area

Thursday, January 6th, 2022, 5:00 pm EST

Video call



ABOUT

Gerry has over 30 years of justice design, planning and project management experience, serving local, state, federal and private clients; with deep knowledge in alternative delivery methods on large scale projects. His career has included influential positions at HOK, Carter Goble Lee and Dewberry for 25 years. As the new Global Director, Gerry will focus the program on social and restorative justice with a focus on behavioral health within the system.

At HDR, we believe that the way we work can add meaning and value to the world. That ideas inspire change. That coloring outside the lines can illuminate fresh perspectives. And that small details can yield important realizations. Above all, we believe that collaboration is the best way forward, and that each new project represents the opportunity to deliver our best work yet.

INTERVIEW NOTES

Q: Tell me about your global position! Your career... how did you get into justice design?

- 34 years of justice design. Has only been at HDR for 1 year. Came from HOK (director position).
- Definitely a serious/delicate role trying to convince clients of more forward-thinking solutions without offending them...
- Lots of discussion and charrettes on teaching client what they can do and what can be achieved.

Q: Have you personally worked on a range of facilities or building typologies within your career?

- Touched pretty much everything in our judicial system
- Police stations, courthouses, etc.
- Juvenile facilities – very extensive background. First huge exposure to this sector of design. Where his career started.

Q: What are some challenges you face as an architect in this field?

- We can design the most amazing facility ever, but at the end of the day, if the staff/admin don't want to operate the space the way HDR intended, it's just a building. You need people to be fully on board with the project intent.
- The building will fail regardless of how well it's designed if admin is not utilizing the space properly/don't have the same ambition. So sometimes this is a stressful part of the job.

- If there is no "follow up" piece, these people will not be rehabilitated. They will regroup with gangs, bad habits, etc. AFTER-CARE portion is SO important HDR really looks for this puzzle piece and tries to incorporate it on every project.
- Prisons don't need to be as BIG as they are because not all the people we send to prison SHOULD be going to prison! Many should be sent to rehabilitative centers, community centers, etc...
- We are slowly getting there, he says. Much progress in the last 5 years rethinking and reimagining the approach to incarceration. Should be the approach to TREATMENT, though. Key word.

Q: Talk about thinking level of US correctional facilities versus European facilities. How do they differ and how are they alike?

- Levels of classifications in Europe are very different from what we have here.
- They aren't dealing with the same level of aggression as we are.
- He has visited tons of sites all of the US and such a broad spectrum of people are grouped together.
- At some point in the 60s and 70s we adopted this approach that encouraged the idea that a criminal is a criminal – all these people we should send to a correctional facility.
- BUT- majority of incarcerated population should be in facilities like they have in Norway, and another percentage of people should be in clinical help centers with limited to zero security. Only a super small percentage of people are considered very dangerous.
- Low recidivism rates come from proper treatment
- Norwegian design principles should definitely be incorporated as much as possible to US facilities!

Q: Can you give me some examples of projects where HDR directly involves stakeholder voices?

- Women's Facility in MA – 200 women serving LIFE sentences
 - SUPER forward thinking: residential, cottage like, inmates cooking, cleaning, laundry
 - HDR convinced the warden (owner) to involve incarcerated women in the process!
 - HDR ASKED these women what they needed! What they want!
 - They brought sketches and written statements about what they wanted to see.
 - The incarcerated women came to every design meeting!!!
- Just won another project in Canada
 - Owner wants new facility to be Canada's most forward-thinking prototype for the country.
 - Agreed to do the same thing as last project: involve community, different organizations from community
 - Gerry convinced the owner: we need formally incarcerated and currently incarcerated voices-- they are necessary!!!
 - They agreed!

Q: Do you typically have to do a great deal of convincing owners of a specific vision?

- Lots of times the owner comes to HDR with the want to improve, and HDR will help nudge them in the appropriate direction.
- HDR holds huge responsibility to educate and change!

Q: Do you ever receive push back from the general public or clients for your forward-thinking approach?

- Not super, but sometimes we have all these beautiful aspirations and funding is not adequate.
- Construction super expensive now, so we occasionally have to cut programmatic spaces

Q: Do you find that your competitors have a pretty even-level approach to rehabilitative design to HDR?

- Sure, similar philosophies, but the thing that made HDR so unique is their healthcare practice.
- HDR does a much better job pushing that healthcare component
- There's a new model out there that really utilizes this clinical component and HDR has these resources
- HOK, AECOM, etc. – small community of justice designers, same vision, but they don't push it to the envelope like HDR in a clinical sense

Q: Do you decline projects that don't align with your ambitions?

- YES! That is a big part of Gerry's identity in this role. He got hired at HDR and said, I am not attaching my name to projects I don't agree with.

Q: Can you identify any design trends unique to HDR?

- HDR does best: Clinical aspect.
- Teaming of clinician professionals with custody
 - Custody knows how to handle physical issues to only some degree; what is needed is on-site clinical staff-- they say, "hey X needs this medication... X needs this treatment care."
 - They can analyze individuals on a case-by-case basis → this is critical to appropriate care!!
 - We need to understand profiles of inmates, clinically
- HDR introduces clinical programmatic spaces to designs!

KATE BORMANN INTERVIEWING BRIAN KOEHN

Founder/President at Social Profit Corrections

Located in Phoenix, Arizona

Monday, January 10th, 2022, 12:00 pm EST

Video call



- Head of security for 65 prisons across US
- Brian was always passionate about making improvements to the inmate experiences at the prisons where he worked, and always tried to, but if those improvements costed money (naturally), the answer was always "no."
- So he left to start his own non-profit called Social Profit Corrections with the purpose of reforming our culture within the prison by investing into the inmates. This non-profit is now a direct competitor for the private facilities Brian used to work.
- Non-profit is only a year old and the first of its kind in the world

Q: What kind of systems to you run as the warden?

- Ran everything from 1,000 bed detention facility to a 5,000-bed complex (one of the largest prisons in the United States)
- Super in-depth understanding of corrections system

Q: While you held this position, you knew things had to change. Were your colleague/other staff in agreement with you or was it a conflict? Talk to me about the culture of the staff.

- Most people on staff agreed that the culture needs to change
- Staff turn-over the worst it's ever been

Q: What changes do you believe are the most imperative?

- Many agree that the style of surveillance needs to change → should be moving towards this Norway model that uses a different method of surveillance. (Less direct, feels more relaxed, more of an *illusion* of relaxed surveillance...)
- There are ways to talk to inmates without handcuffs, without bars, to de-escalate them and talk to them in a caring way
- Brian says there needs to be more purpose in the roles of staff members (other than escorting inmates from location to location).
- Usually prisons turn into "concrete jungles" because of two things: Security and Budget.
 - Security is the number one function of this space – if we are following ACA – American Correctional Association Standards
- We should be prioritizing educational programs. These are typically first thing to go in order to maintain full site security. Brian says a warden could justify cancelling all programs in the prison if he wanted to -- just to maintain security, so it's really important that the person in charge is a forward-thinking human.

Q: Does the accessibility of on-site programs change between levels of security? (Minimal vs high security prisons?)

- It's more about the prison's access to facilitators. For example, if we can get two teachers to come onto the site to teach a class, they can each only have a certain number of students in a classroom at a time (let's say 20). If there is a waiting list of 100 inmates for this class, inmates with minimal threat offenses will often be prioritized.
- There's only so many resources...

Q: Typically, do inmates follow the same routine where they have a job they travel to and from?

- Depends. Higher custody is more restrictive with this. Lower custody more flexible. But there are 40 hour work weeks, but some times these jobs are within their own pods so inmates don't have to travel far.
 - Cleaning tables after meal, tutoring, etc.
- Movement is often completely controlled and people are escorted everywhere.
- Other sites, there will be a short 10 mins where gates are opened and inmates can freely move to where they need to move. Spaces are highly surveillance though.

ABOUT

Brian Koehn formed Social Profit Corrections, which received certification from the IRS as a 501.c.3. He has over 28 years of experience in the field of corrections serving in various leadership roles, including 14 years as a Complex Warden and Warden at five separate facilities, managing contracts in partnership with the Federal Bureau of Prisons, the United States Marshal Service, Immigration and Customs Enforcement, multiple States, detention and county jails. Before assuming the role of Warden, Mr. Koehn served as Corporate Director of Security, responsible for security operations, policy, and processes for 65 correctional facilities. As he progressed in his career, Mr. Koehn served as an Assistant Warden and Chief of Security after starting his career as a correctional sergeant in 1992. He possesses in-depth knowledge of corrections, as well as hands-on institutional skills. Mr. Koehn has been instrumental in developing policies and processes that focus on resident change initiatives, security, and staff well-being and training. He is engaged with the American Correctional Association, serving on several national committees to include being published in Corrections Today. Mr. Koehn is a proud veteran of the United States Marine Corps and the US Army. In his free time, he enjoys training for Ironman triathlons and mountaineering. SPCOR.ORG

INTERVIEW NOTES

Q: I see that you worked 28 years in private corrections. What does private corrections mean?

(Below is my own synopsis of Brian's response)

- **Public prisons** are prisons owned and operated by the local, state, and federal government. Until the privatization era took off in the 1980s, almost all prisons were public. The government has control over who is sent to prison and for how long. They also have control over the early release of incarcerated people. Since public prisons are funded by taxpayers, they're required to make certain information public. This gives the government and public an idea of how the prison is being operated and how well tax money is being utilized.
- A **private prison** is any confinement center that is owned and operated by a third party and is contracted by the local, state, and federal government. The government pays a monthly rate per incarcerated person housed at the private institution. The majority of privately operated prisons are in the southern and western part of the United States and include state and federal level defendants. They are for profit.
 - "Wardens in private prisons are really CEOs.. they are business managers; they have to pay attention to budget and making money."

Q: Tell me a bit about your background and experience.

- Warden at 5 private correctional facilities across the United States.

Q: Are programs held at night? What time of day? Are they ever required? Or do inmates have the ability to choose programs?

- Depends. Brian said he's seen programs run mostly during the day.
- Philosophies vary out there about forced programming. This has proven to be pretty ineffective, so most facilities allow inmates to volunteer and sign up for courses/programs.

Q: Have you ever been involved in a new facility design project? Have you held a stakeholder voice in any of these projects?

- Yes, with *CoreCivic*, but at the end of the day, security and cost trumps every exciting design opportunity.
 - *CoreCivic*, formerly the Corrections Corporation of America, is a company that owns and manages private prisons and detention centers and operates others on a concession basis.
- Modular, premade cells will always be used. Protective glass is too expensive.
- Structures typically end up staying dark (no natural light), concrete, etc.

Other notes:

- Education in prison is intimidating – everyone needs something different, so programs have to be well-thought out
- Food is terrible, most times it averages out to \$2.00 - \$4.00 a day spent on each inmate for all three meals
- Inmates can work onsite jobs to earn money to purchase goods from Commissary, but they could earn as little as \$0.30 an hour → so this naturally leads to smuggling and selling goods so they can make more money
- Idle time is an indicator of a “problem facility.”
 - If you have a lot of inmates sitting around doing nothing, you're going to have a lot of violence and a high-stress staff.
- Daily “count” happens 5 – 7 times a day, where no matter where everyone is, everybody is accounted for as a security check.

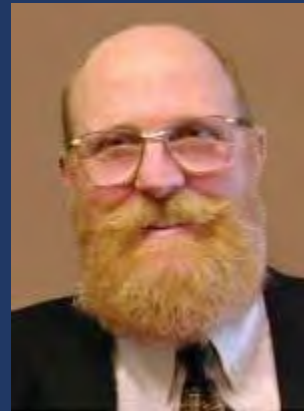
KATE BORMANN INTERVIEWING PAUL SHELDON

**AUTHOR OF, *GREENING CORRECTIONS*
*TECHNOLOGY GUIDEBOOK***

(Guidebook on sustainable green prison design)

Tuesday, January 11th, 2022, 11:00 am EST

Phone call



This interview not super helpful, actually. This guy talked for a solid 45 mins without letting me actually ask any questions. I think actually reading his book will be more helpful than the interview. But here are some general notes from our conversation, and he at least had some other great contacts for me to reach out to.

- Paul's father was a sociologist and his mother was a big-time criminal justice admin for LA area. Both parents interested in criminal justice system, which ignited his passion.
- Paul is mainly passionate about sustainability in general, works on creating a "green job economy," and within prisons, "Green Job Training" for incarcerated people.
- Traveled around the country giving many talks on how adapting a sustainable green approach to business actually is extremely profitable -- and this idea sold super well.
- Otherwise, wrote this guideline book that is [used? Referred to?] in many prisons across the nation.

Other contacts to try to reach out to:

Jenny Hildebrand – Director of construction management of prisons, Ohio, now retired

Kelly Raths – Director of Wellness of a Prison

Gilly Mohr – Retired Commissioner

John Gombar – Prison Architect

Organizations to read about:

Rootsofsuccess.org

Insitegardenprogram.org

Plantingjustice.org

KATE BORMANN INTERVIEWING ASHANTI BRANCH

Founder and Executive Director of Ever Forward

The Ever Forward Club

Thursday, January 13th, 2022, 12:00 pm EST

Phone call



ABOUT

Ashanti Branch founded the non-profit *Ever Forward* to create communities of students who are setting and achieving their personal goals, inside and outside the classroom.

Ever Forward Clubs aim to address the underlying causes of dropout rates, youth violence, and the growing achievement gap, through mentoring and Social Emotional Learning. This is the process through which young men effectively apply the knowledge, attitudes, and skills necessary to understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions. The Ever Forward Club creates communities of middle and high school students who are setting and achieving their personal goals inside and outside the classroom.

INTERVIEW NOTES

Q: Please tell me a little about your background and why you began your nonprofit. How do you know Dirk?

- Dirk and Ashanti went to D. School together; D. school is a program at Stanford where people use design to develop their own creative potential.
- Ashanti is not involved in prison design; he is passionate about facilitating and growing an EFFECTIVE learning environment.
- Ashanti first started his career in engineering. Realized he had a calling to become a teacher. Changed career paths and decided to teach instead.
- He realized when he was teaching that to learn effectively, students needed an outlet to talk about what was going on in their lives, their emotions, their feelings, etc. They needed someone who would regularly and consistently care about their well-being. Only then could they be effective in the classroom. The relationships we build with one another are KEY. Students have to *know* their teacher and vice versa.
- Students need a SPACE for these relationships.
- Ashanti formed the Ever forward Club in 2004 that did just this.

Q: How did you start to grow these relationships? Tell me about this process.

- Ashanti first started meeting with students in groups during lunch time. He would hold them accountable for attending these meetings.
- At these meetings, he spoke opening with students and encourages them to confront (and share about) their emotions, frustrations, fears, barriers, dreams, etc. in their day-to-day lives.
- Eventually these meetings moved to afterschool for some students...
- Each assigned with a mentor teacher that they would grow close with during their weekly meetings.

- Mainly focused on middle school and high school; ideal that the student stay in the program until he graduates.
- Program exclusively for boys! All about claiming masculinity and teaching young boys the importance of recognizing their thoughts and feelings.
- *The Club experience consists of weekly meetings at a school site, usually after school but occasionally during the lunch hour. Each Club is led by a male mentor at the school who creates a safe space for youth to be their true selves without any judgement in a fun environment. Through these weekly meetings, Clubs members develop into a strong community of males who are able to be vulnerable and support each other through their struggles. In addition to these weekly meetings, successful Clubs engage in rites of passages, local college visits, fundraising, and optional enrichment experiences.*

Q: How has this non-profit expanded? Do you travel to different school systems and hold these meetings?

- Ashanti learned that school systems across the nation operate so differently, so what they do is travel as a team to different regions all over the place to train educators to run these circles within their systems.
- So this program runs all over the nation at different middle schools and high schools
- They are at the mercy of “teacher commitment,” so they really try to get committed, passionate individuals (who also are in-tune/cognizant of their feelings/emotions) to help run these meetings.

Q: What’s the most important part of the mission?

- Ashanti notes that schools and learning is not only about reading from a textbook, and doing homework.
- We MUST make room for the inevitable emotional baggage that people hold with them at all times.
- We cannot compartmentalize these things. If a student has an unhappy at home life, they are not going to do well in school, they will not be able to focus.
- The relationship students hold with these mentors allows them to better focus in class and conduct themselves better from day to day.
- He wants to teach the importance of commitment- to ourselves and each other.
- Creating an academic FAMILY.

Q: If the non-profit has been running since 2004, do you maintain relationships with any of the club’s alum?

- Not super yet, but this initiative is in the works.
- “Where are they now” initiative.

My overall takeaways from Ashanti phone call:

I LOVE the idea of the “academic family.” I want to borrow this for my project.

This is incredibly inspiring to me, and provides grounds for the program that I am currently defining. I think Ashanti makes a tremendous point when he says we must make room for the emotional baggage that people inevitably have- or else they won’t be effective in the classroom. Think about this in the context of a prison. People are completely stripped of their support systems, homes, families, friends, and placed in an unfamiliar environment. They are dealing with so much. The effectiveness of their learning is completely dependent upon their mental and physical well-being. My program must be equipped with facilities that promote the wellness in various realms – in addition to academics.

KATE BORMANN INTERVIEWING JENNY HILDEBRAND Warden at London Correctional Institution, Ohio

Thursday, January 20th, 2022, 11:00 am EST

Video call



- Went to design meetings, discussed programming opportunities, discussed what needed to happen to get people out of prison and not come back.
- Lots of Jenny's staff was invited to these meetings: officers, clinical staff, incarcerated people, formerly and currently
- Also – smaller scale product solutions
 - For instance, she talked about these bed dividers that go up between inmate sleep zones to block their view from others.
 - Rec rooms

Q: Did you feel that architects and designers pushed you in a more reformatory direction? More than you were comfortable with? How did you feel about this process?

- Very supportive director on the correctional side.
- Sometimes designers suggest some ideas that feel really unrealistic, but when they sit down and discuss with correctional team together.. they find an attainable, realistic common ground solution.

Q: You said before that programming is offered to inmates both serving designated time periods and life-sentences. How does programming look different between these two scenarios? Does it at all?

- One thing that is really common for life-sentenced prisoners are motivational speakers. This is their home now, so they get people to come in to talk about quality of life/attitude/perspective...

Q: Can you tell me about medical services provided for people who are living life sentences? What does that look like?

- Medical services separated from the housing units
- But they offer medical services and on-site nurse practitioners, doctors, etc.
- "Treatment Mall" includes workspace for mental health personnel inside, which is now under construction.
- These facilities are often shared with multiple prisons.

Q: Does your programming for inmates run on community volunteers or are they paid positions? Is it a mixture?

- Paid individuals for the professional care - case managers, mental health, recovery services
- Other programs are also paid staff
- But many classes are also run by volunteers – "Thinking for a change," Faith/Religion "roots of success"

Q: What determines involvement in inmate program? Need-based?

- It depends on who is getting released first. Typically, there is a huge waiting list. People with shorter sentences are prioritized.
- (waiting lists over 800 people)
- Case managers sit down and look at each offender's history. They are the ones who recommend which courses the inmate should take.

Q: Is accessibility to these programs earned or do inmates have access right away?

ABOUT

One of Madison County's own now heads up London Correctional Institution (LoCI). On Oct. 10, Jenny Hildebrand took the helm as warden, replacing Norm Robinson. Hildebrand has lived in the county for 25 years, residing with her husband, Drew, on the Hildebrand family farm. In taking the job as warden at LoCI, she returns to what she considers to be her work home. In her 32.5-year career with the Ohio Department of Rehabilitation and Correction (ODRC), Hildebrand has worked at seven prisons, two of them twice, including LoCI and Madison Correctional, also in London. Her previous stint at LoCI, from December 1995 to May 1997, was as administrative assistant to Warden Melody Turner.

INTERVIEW NOTES

Q: Can you tell me a bit about your background experience?

- Received a bachelors in corrections administration
- Started in the Ohio system as a correction officer
- Transferred to be a case manager
- Then became unit manager [this is when you're in charge of an entire pod and the inmates within; organize their programming, prep them for release]
- Worked at 9 prisons in the state! In addition to "central office location."
- ACA Manager! [American corrections association]
- Involved in many sustainable operations in the context of prisons → this is how she got to know Paul

Q: In the span of your career, have you witnessed an improvement in the culture of prisons? What about their designs?

- Absolutely. We offer many more community based partnerships these days.
- Structures are starting to be built so differently.
- Now they include more natural light, color, etc.
- Just recently worked on a new prison facility in Ohio with HOK!
- New buildings on prison sites dedicated to medicine/clinical care

Q: What role did you play with HOK in that project?

- They have to wait until managers review profiles, and they make recommendations. Until then -- inmates placed on waiting list. Depending on their length of stay, they will eventually get placed into class.

Q: What is your main strategy for surveillance? Series of cameras? Body counts?

- All facilities must have 5 counts a day – same times every day
- Many many cameras
- Officers monitoring spaces all the time

Q: Is there any kind of opportunities for healthy staff-inmate relationship development?

- Not really, actually. This is something Jenny would like to expand upon.

KATE BORMANN INTERVIEWING STEVE CARTER

Founder and Executive Vice President – CGL Services Division at CGL Companies

CGL Companies - A 360-degree approach to justice facility planning, design, maintenance, and operations.

Monday, January 31st, 2022, 4:00 pm EST

Video call – Microsoft Teams



- Started CGL company in 1974. (now 450 in staff, 8 offices)
 - Specialize in the justice area
 - Huge maintenance division
 - Steve saw Warehouse Design – direct supervision approach—to corrections management come into play.
 - CGL does a lot of work internationally, Canada is a huge client, overall about 20 countries.

Q: How does your firm function? Do you do more renovations or ground-up brand-new buildings? Who is your client?

- Mostly brand new buildings, some renovations
- They do not do any private work – they respond to request for proposals that are released by the government.
- They have on their staff former prison administrators. These networks help business a lot.

ABOUT

Since founding CGL Steve has worked with governmental agencies to develop analytically based studies and build consensus for a variety of project types ranging from courthouses to correctional institutions to law enforcement installations. Steve is personally involved in technical studies in the areas of needs assessment, operational and architectural programming, design review, program management, and policy evaluation, among others.

Steve's personal reputation and strong dedication to corrections is further exemplified by my active participation in the international corrections community. He frequently works with government and institutional organizations to share his knowledge and insight of realistic and efficient approaches to meeting the unique needs of correctional service.

ABOUT CGL COMPANY

CGL has more than 40 years of expertise providing planning, design, management, and maintenance solutions to the criminal justice market. We work with local, state, national, and international communities to create efficient systems and facilities that improve and strengthen the communities served. Our focus is on providing the most well-rounded program for each challenge. We ensure that every client's needs are answered with dynamic, creative, and practical solutions that serve the public need and last for generations. Learn more at CGLcompanies.com or contact us directly - Solutions@CGLcompanies.com

INTERVIEW NOTES:

Q: Steve, start with a little bit of your background.

- Bachelor – architecture Clemson university
- Moved to the work force – architecture firms
- Miranda decision happened –
- Graduate school in London in Urban Design
- Came back to US to Washington DC
- Got started with correctional facilities 1972

Q: Have you personally traveled to look at different prison models?

- Steve has set foot on somewhere between **800 – 1,000 prison sites!**
- He's been to Halden
- Most are international ... European, South American, South African, Chinese, Australian... wow!!
- He's spent hours and hours walking these halls. Boots on the ground experience.

Q: When you travel to all these sites, what are you evaluating?

- It's a lot to take in, but it's become a 6th sense for Steve.
- He studies BEHAVIOR IN SPACE
- How inmates BEHAVE in their spaces, how the occupants respond to the architecture, and record these observations..

Q: What did you think of Halden, Norway? We say that this type of model is the most advanced, ideologically, out there, do you agree with this?

- **100% yes.**
- **Architecture is traditional design, looks like college student housing.**
- Steve says there is a major important note about Halden:
 - 1. STAFF ATTITUDES
 - Halden spent 10 years in the development of cultural change, before first ink went on an architectural drawing. Changed the approach of how to MANAGE the space and people.
 - We (the US) does exchange programs with Halden in hopes to bring some of the European thinking to the states.

Q: Do you think the US is capable of moving towards this type of model? Is it realistic for our populations?

- Yes, but this type of training needs to get all the way down to the correctional officer. And right now, the correctional officer union is resisting everything that's been put in front of them.
- This is a huge challenge, because these are the actual people who step foot in the prison every single day, and physically manage the population of inmates.
- We have a lot of work to do.

Q: Have you met a lot of resistance with this mission?

- We receive so much push back. Mainly from correctional officers. It is unfortunate.

Q: What are you working on now? ** important story here **

- Steve was brought in to look at a prison in New Jersey:

Edna Mahan Correctional Facility for Women in Hunterdon County.

- An incarcerated woman from Edna who had her arm broken by a group of correctional officers and alleges an officer sexually assaulted her during a violent late night attack last year at Edna Mahan Correctional Facility for Women has filed a lawsuit detailing the incident.
- Ajila Nelson, who previously described the attack to NJ Advance Media in its aftermath, filed the lawsuit in state Superior Court earlier this month, alleging she was subjected to cruel and unusual punishment that officers tried to cover up at New Jersey's only women's prison.
- So far, 15 Edna Mahan staff members have been criminally charged for their alleged roles in the attack and Gov. Phil Murphy announced his intention to close the prison because of it.
- "While we are only in the early stages of litigation, we are confident that we will uncover the truth behind the violent assault on January 11, 2021 in our fight to win justice, not only for Ms. Nelson, but for all the victims of the inhumane assaults at the Edna Mahan Correctional Facility for Women," said attorney James Durgana.
- Steve helping to determine an alternative approach for correctional management
- THIS is where things need to change, says Steve, **correctional officers.**
- Correctional Officers are NOT policemen. These are different roles!!!!
- Steve said correctional officers on this site were wearing badges on their shoulders that said "New Jersey State Police." This is wrong!!!
- This is sending the wrong message to inmates.

Q: So are you working on a brand new facility that will go in place of EDNA?

- Governor is closing EDNA for good.
- Steve is in the process of talking with him.
- They are super "under the gun" to get an interim facility up and running so we can move the women out.

Q: So on the new facility property, will there be a whole new correctional staff after what happened? They will "gut" the original staff since it was such a problematic culture, no?

- That's a perfect question said Steve....
- Steve brought that up in his meeting with the Governor and he said that they will have to "look at the seniority" to determine that.... Wow.
- Many of those original correctional officers will not want to work in new facility BECAUSE it will be so vastly different from what they are used to.
- If some officers DO transfer over, they're going to have to go through a transformation training process in Washington DC
-

Q: So new site would take some massive steps towards a rehabilitative culture?

- Absolutely.
- They have a workshop with EDNA inmates next week.
- Last week, they conducted a bunch of workshops with staff...

Q: Does CGL have any kind of standard model you present when hired for new correctional facilities?

- No... not really.
- They don't want to prescribe a "this is how you do it" mentality
- Wants to always be thinking fresh....
- But they do have a total commitment to the importance of the relationship between staff and inmate.
 - Massively pay attention to acoustics. So that officers can speak with inmates at a normal voice.
 - Plenty Natural light
 - Furniture is "normal" and not bolted down.
 - So many "guiding principles" that they use, but not so much a stereotype solution..

Q: You emphasize the importance of the relationship between staff and inmates. Do you know of any "bonding" type programs that are offered to enable this?

- Yes, but more so within the correctional staff family ... not as much directly with inmates.

KATE BORMANN INTERVIEWING MAURICE Q. JONES

CO-Founder of PAR Recycle Works and *Formerly Incarcerated*



Wednesday, February 2nd, 2022, 3:00 pm EST

Phone Call

ABOUT

PAR-Recycle Works is a nonprofit electronics recycler that provides transitional employment to people returning from prison. We deconstruct electronics and destroy data to generate revenue and pay our employees. By providing our employees with skills and opportunities, PAR-Recycle Works helps to build safer communities and contribute to stronger families while saving taxpayer money.

INTERVIEW NOTES

Q: What does PAR stand for and how did you get involved?

- PAR stands for People Advancing Reintegration
- Maurice co-founded it in 2016
- Maurice was in prison for 6 years for robbery, 2005-2011
- When he was there, (didn't say which correctional facility), there was no help with reentry services.
- He asks: if we don't provide any kind of help/services in prison, how can we expect people to do better?

Q: When you were released from prison, did you have somewhere to work?

- Yes, Maurice went to a halfway house for a month first.
- Got a job right away at Shop Rite
- Got a few more jobs (3 jobs total)—kept super busy. Was working overnight shifts.
- Maurice is an orphan, and didn't have any familial connections to rely on.

Q: With PAR Recycle, who do you cater to? Is it just anyone who has been incarcerated?

- Yes. People just released from prison. PAR will help them get a job, offer mentorship, whatever they need.

- Maurice emphasized the importance of NOT prescribing what people need, but rather ASKING people what kind of help they need.
- That is one of the largest issues in programming in prisons, case workers prescribe the program they THINK the inmate would benefit from.

Q: How do people reach PAR recycling after they are released? Do you advertise?

- They go into prisons to speak to the inmates so that they know that this opportunity exists and is there for them.
- Try to build relationships with prisons so they can also tell inmates this is a place they can go.
- PAR offers 25-36 hours job, in addition to other services like financial literacy, resume writing, career coaching, behavioral therapy, food insecurity, housing insecurity. These services are not typically offered in a traditional work environment.

Q: Are you open about your story to the people who come through the program?

- Absolutely, Maurice wants any and all to see him as an example that they can continue life.
- He likes having open dialogues with all who come through
- They have served 110 people and in the last three years, nobody has returned to prison.
- Individuals released from prison who don't have a job in the first year are 70 percent more likely to become incarcerated again! So this time in their life is extremely important.

Q: How long do people typically stay with PAR before they move on? Do you stay with them/follow them after they leave?

- Program originally written for 4 – 9 months; what kind of help each person needs is different.
- Median is 5.5 -6 months.
- Typically, they "follow" someone for a year after they leave PAR
- PAR follows up so they don't feel like they were left behind.

Q: Are there multiple locations for PAR? Do you intend to expand?

- Right now, they are only in Philadelphia.
- BUT, they are building a partnership with CVS.
- Under CVS branding/tutelage, Maurice thinks they will go national..

Q: When you were incarcerated, did they offer any programmatic opportunities to you? Were they consistent?

- Yes, basic ones like GED, offered pretty consistently.
- He did have a chance to get any post-secondary degrees...

Q: Did you find that there was a healthy relationship between the incarcerated and the correctional staff?

- Maurice says the most care and concern he had ever experience while in prison was always coming from another inmate.
- Those were the bonds that were made, not with the correctional staff.
- Maurice says that he thought that guards that treated inmates as humans, with respect, were the outliers.
- Depending on where you are in the country though, things can get really bad.
- For instance, Maurice knows other inmates where correctional guards have spit in their food, pee in your water cup. One roll of toilet paper for a month for a cell with two people.
- Officers sometimes provoke inmates to act up – which will get them time in solitary confinement.
- If an inmate get into an altercation with a guard, sometimes their punishment results in not eating for a few days!
 - Punishment can mean no food!!!

-

Q: Do you think the US is starting to trend towards models in Scandinavia?

- “Hell no.”
- We are so far from that.
- For the US... recidivism still equals PROFIT. We need to change so much-- conceptually and mentally.

KATE BORMANN INTERVIEWING WOMEN FROM ANDERSON HOUSE: HALFWAY HOUSE for women

Monday, February 14th, 2022, 7:15 pm EST

In person visit



ABOUT

Anderson House is a well-respected licensed halfway house program serving women recovering from alcoholism and drug addiction and their co-occurring mental health disorders. Anderson House serves women from all New Jersey counties. **Their mission** is to provide quality treatment to women and help them develop the life skills and goal-building techniques they need to return to the community as responsible, sober, and productive individuals. Many of the women who travel through this program have been incarcerated before.

On Monday, February 14th, I visited Anderson House in Whitehouse Station, New Jersey, to have a conversation with a group of 15 women. Their identities will remain anonymous and the notes I took reflect the accumulative voices of the group. I centered the conversation around what would have improved their experience while serving time. Unfortunately, the conversation was brief, about 20 mins. My presence did not feel very welcome; this evening actually felt quite awkward. However, I did receive valuable information that I think will help with my designs.

INTERVIEW NOTES

Q: What are some initial comments on the physical environment you experienced? What would have made the experience better?

- COLOR. First thing people said. The monotone palette is terrible.
- Natural light
- REAL mirrors (Mirrors are seldom used in prison – sometimes there are sheets of polished metal on the walls to allow for some sort of reflection.)
- Pictures, sayings, quotes, artwork, murals. Need more positive reminders!
- Gardens would be an awesome activity for inmates to get involved.
- More trees visible
- More windows

Q: Can you comment on the relationship you experienced as an inmate with correctional officers?

- We need more women guards – the men are extremely rough, both verbally and physically.
- “Women should guard women and men should guard men”
- Stories of female inmates getting pregnant from men assaulting them
- You’re only viewed as a number – male or female is not a considered aspect of your identity and it should be
- Male guards always making inappropriate comments.
- Anderson house ladies suggested separating people by age group, too.
- Correctional guards have “favorites”

Q: What other comments can you make about the cultural environment?

- There is too much idle time. This is where we run into issues. Because people get bored, have too much energy, then “stir the pot” with other inmates.
- There needs to be more DRUG programs in the prison. This is huge. All these women experienced this.
- There were programs offered in their incarcerated experiences, but the issues were regarding the waitlist!! Class availability could not accommodate all the inmates who wanted to attend! Some women never got to attend one helpful program class because there were so many wanted to get in.
- Parenting classes are high-demand. Better access to this would be amazing.

Q: How much time did you get to spend outside?

- One hour a week. It was terrible.
- And if you did get outside, there were gangs that formed within the prison, that could potentially pose a threat outside, “in the yard.”
- They wished there were more activities outside to safely engage in, basketball, soccer, volleyball...

Q: Tell me about your experience working in prison?

- You did not get to choose your job; it was assigned.
- Outside maintenance jobs and officer dining room jobs are among the most sought-after positions, (because you get to be outside, or you get better food, respectively).
- You also only make a quarter a day. You get out of prison and you have no money.
- The women recommend having agencies/companies from the area come in and train inmates
- BIGGEST NOTE- They need ID! If they don’t have identification, they cannot get jobs. They need the prison to print and provide this for them before they are released!

Q: Families. How often did you see them? How can this portion of the experience be improved?

- Once a week for less than an hour.
- Overall- the ladies said this would be their biggest request: **they want to see their kids without their kids recognizing that their parent is in prison!**
- How can families meet in an environment that feels “normal?” Where children cannot sense that mom or dad is incarcerated? Or at least soften this sense.
- Halden prison does this!!!!
 - They offer a cabin-like structure available to inmates and their visiting families so that they can have intimate and uninterrupted in a home-like setting together.
 - How can I incorporate this type of space into my own designs?
- Anderson House ladies requested more parent/family workshops: how to maintain your role as a mother/father while incarcerated? Or what you can do to help this situation.

KATE BORMANN INTERVIEWING ROBERTO SANTIAGO

**Correctional Officer,
Essex County Department of Corrections**

Tuesday, February 22nd, 2022, 12:00 EST

Email Interview



ABOUT

Robert Santiago is my parent's neighbor in Flemington, New Jersey. He has been working as a correctional officer in Essex County for over 10 years.

INTERVIEW NOTES

Q: Tell me a bit about your background, how did you get to where you are now?

I was born in Elizabeth New Jersey raised in Newark and Irvington. I followed in the footsteps of two of my siblings who are also law enforcement officers.

Q: How long have you been in your current position? Tell me a little bit about the site where you work...

I've held my position as a Correctional Police Officer for 13 years. I work in the largest county jail in the State of New Jersey currently housing over 2600 inmates. Essex County Department of Corrections.

Q: What kind of training did you experience for this position? How long and what did it involve?

Training was through (PTC) or Police Training Commission held at the Essex County Police Academy in Cedar Grove New Jersey. Training was full boot camp style. And sessions complete full body work outs and running 5 days a week home on the weekends. Criminal justice course studies, emergency services training, certified training for usage of the following tools used in law enforcement, hand cuffs, asp batons, (OC) Oleoresin Capsicum spray, CPR certified. We learned to

deal with inmate with mental health issues. Drills with cell extractions safety and security. We have yearly in service training on all these certifications.

Q: What is your nightly routine? (I think my dad said that you worked night shifts?)

I perform intake duties. I receive inmates into the facility this includes booking questions, complete questionnaire of their backgrounds and current charges bringing them into the jail. Finger printing, jail id picture, full shower and change (males only) female inmates are showered and change by female officers.

Q: How closely do you interact with the inmates? Do you work with both men and women? What level security facility?

Interaction with inmates both men and women is very close no separation the facility wants the inmates to feel some normality in the housing units its one Officer to sixty four inmates on a single unit or two Officers to one hundred twenty four inmates which are out for recreation for about three hours and switch to allow the others inmates rec time. So walks are scheduled half/ half for population amount. No separation from officers they can reach out and touch you.

Q: How personal, would you say, can/do you get with the inmates? For instance, do you know what they are "in" for? Do you know their names? Do correctional officers typically only identify inmates with their ID numbers?

Security Level in this Facility is min to max holds. Federal, US Marshall, New York, union County, Essex County, Somerset County, Hunterdon County also Trenton and Pennsylvania.

Q: What would you say is the ratio of guards: men to women? Do you work with the same night crew for each of your shifts? Or is it different every time?

Ratio of Officers More males than women five males for one female. About six hundred current officers. Work with same officers On bid post (won the right to the position through bid system) intake officer for example.

Q: Is it likely that you experience any confrontation/aggression from inmates? Describe the culture of the guard-inmate relationship a bit if you can.

Confrontation and aggression is a part of our jobs, we experience this constantly. Officer to inmate culture relationship. I would say if you're a good officer no matter what you do it's ultimately up to the inmate population to say if he or she is a cool officer so we will go with the program to say.

Q: Do you feel stressed or anxious when you work due to the environment?

Honestly no stress felt I grew up in the same areas as these inmates I understand the culture and struggles. I can relate to certain issues and some I can't but I for example have a good rapport with inmates because of my background.

Q: Architecturally, and design-wise... considering the environment. Do you sense that it is outdated, or could use some improvements? Is it two inmates to a cell? For surveillance, do you pretty much mostly rely on a system of cameras and patrolling guards? Body counts?

Facility is up to date it's mirroring a jail California, no metal bars at all. All done on touch screen. Patrols are conducted via CCTV camera, physical walks, and vehicle patrols. Inmate counts are done prior to start and end of officer's shift. Facility is up to date it's mirroring a jail California, no metal bars at all. All done on touch screen. Patrols are conducted via CCTV camera, physical walks, and vehicle patrols. Inmate counts are done prior to start and end of officer's shift.

Q: How about program opportunities. Are they many during the day for inmates? GED classes, workshops classes?

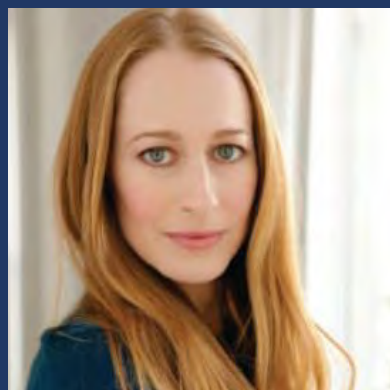
GED classes and workshop classes are available also inmates hold jobs within the facility, laundry, kitchen, sanitation for example.

KATE BORMANN INTERVIEWING JOSIE WHITTLESEY

Founder/Executive Director of DRAMA CLUB, Inc.

Tuesday, March 15th, 2022, 2:00 EST

Zoom Interview



ABOUT

Josie Founded Drama Club. Drama Club provides theater programming as a means of developing empathy, promoting academic growth and empowering the individual through self-expression.

Drama Club offers year-round weekly theater classes at Crossroads Detention Center in Brownsville, Brooklyn, Horizon Detention Center in the South Bronx and the Robert N. Davoren Complex for adolescent boys and Rose M. Singer for young women, both on Rikers Island.

It is Drama Club's mission to provide theater training and positive mentor relationships to NYC youth throughout each step of their journey through the criminal justice system: detention, placement and probation/aftercare. Providing a much-needed consistency for this population of chronically abandoned and underserved youth will give them positive life skills, academic support and courage to break the potentially life-long cycle of incarceration.

INTERVIEW NOTES

Q: Please start by telling me a little about your background and how you started DRAMA Club.

- Graduated from NYU with master's degree in acting
- Loved working with kids and TEACHING
- It started as a rehearsal process of a play at Crossroads Juvenile Center, which was presented as a staged reading for staff, fellow residents and family members. The success of this project blossomed into a consistent year-round program.
- But events in the news (was not specific) made her curious about this population of students (students affected by prison/detention facilities).

Q: When did you start DRAMA club and talk to me about the program a bit.

- She started in 2013. The mission is to consistently care for youth, especially those who are incarcerated and court-involved – by creating space for them to thrive, using improv as their guide.
- Drama Club is the only organization in New York City that provides year-round theater programming consistently within facilities such as: Horizon, Crossroads, Rikers Island and other sites such as Belmont Academy, and non-secure detention.
- In 2017, DRAMA club expanded into communities most impacted by mass incarceration, via our program partner, The Door (in both lower Manhattan and the South Bronx). Incarceration should not be a pre-requisite

for continuing with Drama Club. Our presence within communities offers youth returning home a space to reconnect and continue their journey as artists.

- In 2018, they increased their services to include ongoing mentorship, professional development, and living-wage employment to youth reentering society post-incarceration; providing vital supports and a viable pathway away from recidivism.
- Drama Club currently works with over 600 students between the ages of 12 to 24, developing theatre at various sites, across New York City.

Q: Sounds like you spend a great deal of time working with kids involved with our criminal/carceral system. Do you find that correctional staff/leadership support your efforts?

- Josie says she has definitely felt a sense of resentment from correctional staff at times, because these “criminals” are getting some sort of treatment/service that they cannot afford to give their own kids.
- Definitely has had experienced crappy comments, “us versus them” feeling
- She thinks the juvenile system, though, functions differently... like people definitely feel different dealing with KIDS in prison, it's a much different atmosphere than dealing with adults.

Q: Are boys and girls separated in juvenile centers like they would be in adult centers?

- Yes, but there are SO few girls right now in juvenile detention... so when they host their drama club classes, they are segregated, but it's a majority male.

Q: When you host these classes, do you ever stay in touch with students once they are released?

- Kids stay as long as their trial lasts, she has seen kids in there for 4-5 years
- They are not “allowed” to stay in touch with kids after they are released
- But the kids know that Josie and the staff is located at “the DOOR” in NYC
- A big goal for DRAMA club is to really develop the relationship with case workers and judges to help improve the experience for the kids, and just have most people on their team...

Q: Are these classes a committed experience for the kids? Like do they come to random classes when they feel like it, or are they supposed to commit to a series of classes that run over a series of weeks?

- This is a bit tough, because the movement through the carceral system is so transient. Some kids will be there for a week, other for a year.
- Typically, they DO like to work towards a formal production where people have roles/responsibilities. But they never really know who will be around the day of the production since people are coming in and out...

Q: Going forward, how do you see this all continuing?

- Josie says she would love to really solidify their model.. and bring this program to more communities.
- She has been asked to bring this service to other places (i.e. someone from Alaska!) but she says they don't have the budget for that. And she would love to make that happen, as well as offer kids a more solid apprenticeship opportunity once they are released.

Q: Do you have a team/system that runs this whole program?

- Core team and on-site teaching assistants

Q: Tell me about the spaces you hosted the class?

- They didn't even have any designated space!!!!
- In the places Josie teaches, there is literally no program space at all.
- Lots of times, they teach in the alley/corridor where the cells and pods are!!!! Because there is nowhere else to go!

- If they do have the space, it's a small, cramped classroom, and they have to move metal furniture out of the way for class.
- But these spaces are never enough, usually the spaces are for 5 - 8 kids.
- There is a gym, but this is not a good environment for a focused class lesson.
- Students always feel disheartened...
- This situation communicates to the kids: this is an inconvenience. Moving the furniture = *"this is something you should not be getting."*

KATE BORMANN INTERVIEWING ANN SCHWARTZMAN

Coordinator of Local Networking and Support at the Inside-Out Prison Exchange Program

Thursday, March 17th, 9:30am

Zoom Interview



ABOUT

Coordinator for The Inside-Out Prison Exchange Program, an international program housed at Temple University, where college students and incarcerated students are in semester long courses in prison together. Focus area is Pennsylvania and the Greater Philadelphia Region. Criminal Justice Adjunct Instructor at Temple University. Experienced Executive Director, Policy Director, and Partnership Developer with a demonstrated history of working in the civic & social organization arena. Skilled in Nonprofit Organizations, Grassroots Organizing, Building

INTERVIEW NOTES

Q: I know that *The Inside-Out Prison Exchange Program* facilitates dialogue and education across profound social differences – between students from a higher education setting and incarcerated people. Can any student apply for this opportunity? Do students have to undergo any type of training or workshop before starting? Must they have experience with teaching to apply?

- So [outside world] students are NOT the people teaching the class. Actual college professors are teaching the class. And [outside world] students can take the class on-site, WITH the other inmates. The professors who teach the classes DO go through an intense 6 day training before they are able to teach onsite.

Q: Once students are accepted into the program, do they commit to the same correctional facility on a routine basis? How long are they expected to commit for – typically a semester?

- They sign up for their one course they chose, and attend class for the semester, as they would their own university, so 15-16 weeks – just on-site with other inmates.

Q: What, exactly, are professors then responsible for teaching; do they teach GED classes? Does the *Inside-Out Program* offer a spectrum of educational opportunities to accommodate the range of academic abilities represented in the incarcerated population?

- They offer all collegiate courses, and a diverse range: business, acting, bio, history. The range is really determined by professor availability to teach and SPACE inside the prison.

Q: It seems like there is emphasis on creating a healthy dialogue between incarcerated students and volunteer students; are there any other classes that *Inside-Out* offers that is not necessarily educational, but more related to health? I.E. Discussion-based therapy classes, addiction recovery support.

- The classes are centered around dialogue, so discussion and sharing ideas/feelings with each other is hopefully apart of the experience. But we do offer workshops and other opportunities, especially for incarcerated, after they are released!

Q: Prisons/jails are typically divided men and women. Do you have to assign a female professor for female students? And vice versa?

- They don't HAVE to but they like to try to do this when they can.

Q: Does the *Inside-Out Program* partner with correctional facilities that represent a range of security levels? Low security to super max facilities?

- Yes, absolutely. Inside – Out is international and works in a huge range of security level sites. They just make sure that everyone goes through the required/appropriate training to act accordingly.

Q: How do the diverse and various teams of correctional staff respond to the *Inside-Out Program*? Are most facilities in support of the relationship with the program?

- Most are in support, partially she thinks because it actually makes their job easier! Less idle time means less energy for misbehavior, other issues. So it's good for the inmates to focus on something outside of their cells.
- There HAS been places in the past that do not want to invite programs into their system but this is rare.
- Lots of times, the issue is with space! Lots of old prisons simply do not have the space to host any kind of programmatic activities.

Q: I see that this program has international growth. That's incredible! How do you see the program continuing to grow over time?

- Ann says that the criminal justice system has many different layers. And she wants Inside Out to eventually infiltrate every layer.
- Right now, they are mainly involved ON-SITE at prisons and jails. They also do some work with inmates, post-release. But she would like to see how this program can start to apply in new realms within our carceral sphere.

Q: How do you involve the voices of the “graduated” Inside-Out formerly incarcerated students in the future growth the program? Do you keep a relationship with them?

- They come back to train new people!! So the training that professors and students receive is often from people who were formerly incarcerated.
- Inside-Out also offers other workshops and apprenticeships when people are released.
- Otherwise, they do stay in touch with people who have taken the classes, after they are released

Q: Talk to me about the spatial experiences on these sites. Do you find that you have the adequate spaces needed for class?

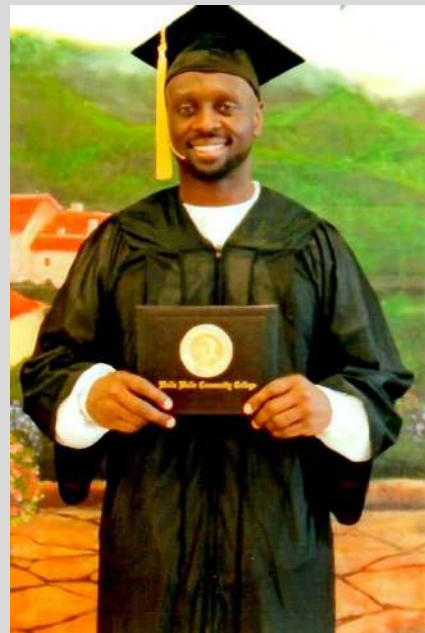
- Typically we are working in facilities that are old and outdated, and have a more didactic approach for learning environments, like rows of seats all directed towards one direction.
- This is difficult because they often need to break out into smaller groups and use the space in different ways for different classes, which is really challenging.
- Naturally, they are prison spaces, so no natural light, dingey, old. Really it comes down to money. Of course, prison staff and security would like to improve these spaces, but spaces for programming is at the bottom of the priority list. As I said earlier, some prisons don't have any space at all for programming.
- Ann says prison communities are in desperate need of more programming.

CASE STUDY INTERVIEWS: PRISON SCHOLAR FUND ALUM



JENNY IREDALE

- Served 2 sentences in Washington State Prison System – Correctional Facility for Women
- She went through the program
- Severe history of substance abuse → used her life experience as an addict to figure out how to be a counselor → this is what she focused her classes on, how to become a counselor
- She got out of prison and is now fully licensed professional



TERRY MOWATT

- Stafford Creek Corrections Center | Aberdeen, WA | Adams State University, Business
- *“An education is an opportunity to become successful. In prison it’s a source of pride and redemption, and presents an individual with the chance to feel good about making progress in a place where growth is often limited and stagnated.”*
- *“Attaining a degree in prison would be tantamount to taking a piece of my life back. It would place me in a position to make up ground that I’ve lost throughout the years. It will ultimately be a feeling of accomplishment, and a source of security to come out of prison not beginning life where I left it twenty years prior.”*

“An education is so powerful. Especially coming from my vantage point in life, because I am of the demographic in prison who will have served over twenty years once I am released. Sadly, most programs offered to me are only available once I have served my time, and for others like me serving decade long sentences, we do not have an idea of what our support systems will look like once we are released. So for myself and many others, the only guarantees we have are the education and skill sets we acquire in prison. I want to be as prepared for society as I can and this preparation occurs with career building opportunities that I am able to take advantage of now.”

“Once I am released I never want my lack of education or skills to be the cause of a return to prison. So every day I awake here I spend it building the foundation of my future life, and an education is the cornerstone of that foundation from which my future will be built.”



DAWN WHITSON

- Mission Creek Corrections Center | Belfair, WA | University of Washington, B.A. Communications
- Recently returned home!
- Dawn sees her education as a platform to give back to her community as a sign of gratitude for a second chance. She hopes to do so by working with marginalized and vulnerable populations, thereby opening up doors for them like the Prison Scholar Fund did for her.

“This accomplishment will not erase the mistakes that I have made but I believe that it will go a long way towards showing the world that I am working hard to stay on a new path.”

It is not often that people in my position with my criminal history really feel like the world wants to help us. At least that is how I have felt. Your program is no small gift to those of us that you are able to help. I look forward to being able to give back as soon as I am able.”



ROBERT WOOD

- Locked up 17.5 years: U.S. Penitentiary | Lompoc, CA | Adams State University
- Now on the board of directors at PSF
- “Now I look at the world entirely differently

“ Luckily I found out about The Prison Scholar Fund which made it possible for me to continue my education and to prepare myself to get out and make a major life change. Their standards impress me because they directly reflect the competitive nature of American society which I feel really pushes people who are funded to go the extra mile to succeed.

They provide a support system and the feeling that someone really has your back and is pulling for you to succeed. I hope anyone reading this will understand that rehabilitation can ultimately only occur with the support for educating America’s incarcerated population and a firm desire on the part of the incarcerated to rehabilitate themselves.

The concept of the Prison Scholar Fund addresses this beautifully. The Prison Scholar Fund is giving me the tools, helping me financially, and doing it in a way that encourages me and pushes me to succeed.”

OTHER NOTABLE PEOPLE I ENGAGED WITH:

JORDAN HYATT, PhD, JD

Director, Center for Public Policy
Associate Professor
Department of Criminology and Justice Studies
Center for Public Policy



CYNDI RICKARDS, EDD

Associate Teaching Professor
Department of Criminology and Justice Studies
Center for Public Policy



STUDY ABROAD ITINERARY

FRIDAY, MARCH 18

TRAVEL TO OSLO, NORWAY
NEWARK 7:20PM --- FRANKFURT 7:35 AM
FRANKFURT 10:25 AM --- OSLO 12:25 PM

SATURDAY, MARCH 19

ARRIVE IN OSLO 12:25 PM
Take train from airport to Oslo central station.
Afternoon: Orientation, cultural experience
Evening: free

SUNDAY, MARCH 20

Morning: Cultural Experience
Afternoon: free
Evening: Group dinner 1: Frognerseteren.

MONDAY, MARCH 21

Morning: Site visit – Akershus Fortress Prison
Afternoon: Site Visit – Oslo District Court
Evening – Free

TUESDAY, MARCH 22

Morning: Pack and depart for Halden via charter bus.
Afternoon: Site visit – Halden Prison
Evening: Train to Stockholm

WEDNESDAY, MARCH 23

Morning: Site Visit: Statens institutionsstyrelse
Afternoon: Free or TBD – Stockholm U
Evening: Meet my Uncle Hank!

THURSDAY, MARCH 24

Morning: Depart for Uppsala
Afternoon: Site Visit – Eknas youth Detention Facility
Evening: free after return

FRIDAY, MARCH 25

Morning: National Prosecutors Office.
Afternoon: Free or TBD
Evening: Debrief and Group Dinner II

SATURDAY, MARCH 26

Conclusion of Thesis trip.

OSLO,

NORWAY

STOCKHOLM,

SWEDEN

FINAL REFLECTIONS