

Striving for EXCELLENCE



MARION COUNTY JAIL

PROGRESS REPORT

2007 IN REVIEW

2008

MISSION STATEMENT

The Jail Division staff will protect the citizens of Marion County by confining persons committed to our care in a safe, secure, humane and corrective environment. This will be accomplished in the most effective, ethical and pro-active manner.

ACKNOWLEDGEMENTS

Thank You to all the Jail Staff without whom this Report could not have been completed. A special thanks to the following:

- Lt. Anthony Shidler and Lt. Darrell Pierce, Jail Security
- Captain John Shaw, Intake Security
- Sgt. Lucinda Robinson, Wishard Security
- Corporal Justin C. Kaufman, Medical Security
- Sgt. Nathaniel Harves, Courtline
- Sgt. James Martin, CERT
- Lt. Tammy Wood, APC
- Lt. Ronald Knight, APC Courtline
- Lt. Tyler Bouma, APC Transportation
- Lt. Steven Keithley, Jail Transportation
- Lt. Zina Scaggs, Inmate Classification
- Sgt. Angela Stargel, Gang Task Force
- Sgt. Denean Hall, Service & Supply
- Sgt. Kenneth Simmons, Jail Facility Management
- Lt. Sally Webber, Lt. Tina Kriech, and Sgt. Suzanne Lowe, Inmate Records
- Lt. Deidra Baker and Corporal Lisa Graves, Inmate Services
- Robert J. Ohlemiller, Programs and Services
- Stella Vandivier, Indianapolis Public Schools
- Chaplain Michael A. Wolley, Chaplain Services
- Lt. John Rader, Internal Affairs
- Sgt. Anthony Gregory, Training Academy Instructor
- Julie Stennett, Information Services

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SHERIFF FRANK J. ANDERSON

May 1, 2008



Greetings:

I am very pleased by the progress that we have made in the Marion County Jail over the last four years. I am particularly indebted to our former Jail Commander, Deputy Chief Gary Tingle, for his hard work and dedicated leadership through 2007. In June of 2007, after 35 years, the federal lawsuit over the unconstitutional conditions of the Marion County Jail was dismissed. This dismissal was a huge step forward for our community. The United States Constitution is the adhesive that holds us together as a nation, and its long standing violation was a black mark on us all.

However, meeting mere constitutional standards is not enough. I am thoroughly committed to accreditation of the Marion County Jail by the American Correctional Association. No public jail in the State of Indiana is ACA accredited. Thus, I have asked our Jail Division to re-double our efforts on the accreditation front. We are faced with many challenges in terms of Deputy compensation, Officer staffing, and the physical limitations of our aging building. Yet, I know that we can accomplish the task!

I look forward to 2008 as we continue to make improvements throughout the Marion County Jail. It is constitutional – but it is not a nice place to be – nor should it be. My great hope is also that our community will continue to devote more resources to keep people out of jail in the first instance. It is a problem we must all face and a responsibility we must bear. Given the tough economic times we face, it will be a difficult challenge. But together, I believe it is a challenge that we can meet.

In closing, I want to thank the Deputies and Civilian employees of the Marion County Sheriff's Department. I am honored to serve as your leader. I look forward to our continuing quest to make MCSD the finest Sheriff's Department in the Nation!

Very Truly Yours,

A handwritten signature in cursive script, appearing to read "Frank J. Anderson".

Frank J. Anderson
Marion County Sheriff



INDIANA LAWYER

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Learning a lesson from litigation

Federal judge unlocks jail from judicial oversight, retells story of 35-year-old lawsuit.

By Michael W. Hoskins
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U.S. District Judge Sarah Evans Barker in Indianapolis almost didn't believe the case number she saw on her docket that morning. She had nearly forgotten just how far back this timeline extended.

But seeing "Cause No. IP 72-0424-C-B/S" quickly brought back the history. While she decided there was no need to retell it all in court later that day on June 8, Judge Barker also recognized that this 35-year-old case hit at the essence of the legal profession and the judiciary, as well as every branch of government, and that it can serve as a model for other judges and public officials to use in solving future problems.

Her ruling this month came in *Marion County Jail Inmates v. Sheriff Frank Anderson*, a case first filed in 1972 and now widely seen as the "granddaddy" of all suits

involving unconstitutional jail conditions. Court officials say this is the longest-docketed suit in the federal District Court – only a desegregation case comes close at about 33 years.

With the stroke of a pen, Judge Barker ended more than three decades of federal judicial scrutiny of the county jail, ruling that oversight was no longer necessary. But the judge said the story of this case is captured in its long road and evolution, and that it's one that offers an all-encompassing lesson for legal scholars and public officials alike.

"It's one of those stories that ought to be captured and told and retold, in my opinion, because it says much about our life as a people in this city," Judge Barker said, according to the court transcript. "It tells much about the struggles that go on day to day to find resources to provide a level of order and security in our society."

The case first surfaced in District Court before Judge S. Hugh Dillin, who oversaw the suit for almost 30 years before retiring in 2001. Stemming from overcrowding issues at the time, the then-Indiana Civil Liberties Union had sued over unacceptable conditions at the fa-

cilities. Current Sheriff Frank Anderson inherited the suit in 2003 after taking office.

Judge Barker inherited the suit herself following Judge Dillin's retirement, and after Anderson's election she held the county in contempt for ignoring the jail overcrowding issue, capped the jail population, and threatened fines if the limit was exceeded.

"At first, many people in the community were upset with her because he'd just been sworn in," said attorney Kevin Murray, counsel for the sheriff. "But there was a reason for this – they both understood the nature of where we were at the time, and they knew everyone needed to work together on this difficult issue."

Issues were addressed over the years with a jail expansion and added annex buildings providing additional lockup space, as well as the controversial court-ordered inmate releases and the creation of a night court. The prosecutor's office has also added deputy prosecutors to move cases through the system more quickly. Less than 1,000 inmates are often held at the jail now, according to figures.

Looking back, Judge Barker now describes that contempt and fine



decision as a “somewhat risky step to request, with a little bit more push than that, that everybody come to the table.”

She knew her jurisdiction couldn't mandate that anyone – county judges, officials, or law enforcement agents - attend, and she spoke to her law clerks beforehand about her uneasiness about that aspect. Despite that hesitation, she forged ahead.

“So I issued the order, or the invitation really, and thank God people came,” she said. “So that wasn't really something I did as much as they said okay. They stepped up, and we talked.”

The judge recalled examples of how county officials, local judges, and the sheriff took ownership of the problem, and all worked together to offer help in fixing the jail – and ultimately the system.

“I wish that story could be told more widely, and I wish that model of how it happened would be viewed by more people, because when you step outside of this courtroom and you do what good alert citizens do, and that's all of you, you look around at how many huge issues there are that confront us as a people, we need some models and we need some encouragement, frankly,” she said.

Murray agreed with the historical significance of what Judge Barker said during the hearing.

“A dismissal after 35 years is significant in itself, but her comments were even more telling. That is the story – that this is a model for problem-solving by other public officials,” he said.

Judge Barker complimented county officials, as well as the lawyers involved in shepherding the case through the years and sometimes “dark nights and turbulent waters.”

“It takes really good lawyering to stick with a case,” she said, citing an analogy that compares lawyers to plumbers in society. “We do the maintenance work. We do the work that keeps the apartment building running, often out of sight, but we have to be dependable. We have to know our business. We have to be able to make the pipes connect and the water flow and the utilities provide the quality of life that people want.”

Ken Falk, the current legal director for the now-American Civil Liberties Union of Indiana, said the progress made since the contempt charge has been remarkable, and because the legal requirements have been met, there was no reason to oppose the lifting. He inherited the case in 1996. It's been the oldest jail suit he's monitored of the 10 ongoing state-wide, and it's one that pre-dates his days as a lawyer.

He remembers how he'd first written to Anderson about this suit

following the election and how the sheriff had toured the facility and “just couldn't believe it.” The hero of this story is the sheriff, but also everyone involved, Falk said.

“A judge can only do so much, and the jail can only do so much, but if the attitude and culture doesn't change, nothing will be resolved. What's pretty remarkable is the commitment, this notion that every aspect of the criminal justice system in Marion County recognizes it has a direct impact and responsibility for the jail,” he said. “As time goes on, I hope more will look to this as a model to address problems.”

But in ending the decree and highlighting the history lessons that can be gained from this litigation, Judge Barker also offered a cautionary note about potential relapses in the county jail, as well as any future failings that could arise from those elected to oversee the jail.

“If for some reason our worst fears develop, that the lessons learned here haven't been learned in a permanent or at least an ongoing and futuristic way, if not forever, at least for the foreseeable future till the problems come at us in a different way, the courts are here and the lawsuits can be filed, and we can handle whatever claims are brought to us,” she said. “I hope that won't be necessary.”

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“If everyone is moving forward together, then success takes care of itself.”

Henry Ford



THE HISTORY OF THE MARION COUNTY JAIL

The Offices of the Marion County Sheriff, Marion County Prosecutor and Justice of the Peace were created under Indiana's Constitution in 1816. The first Sheriff of Marion County was Hervey Bates and he was elected to a two-year term beginning in 1822. The first Marion County Jail was a log cabin built on the northwest corner of the intersection of Market and Delaware in downtown, Indianapolis. Perhaps the word 'downtown' really wasn't applicable back then as the county had to pay \$59 to have the woods at the corner cleared before construction could begin.

The first jail in Indianapolis cost the county \$312. It lasted for eleven years until the structure was burned down by an inmate incarcerated on a theft charge during an escape attempt. Learning the lessons of history the second Marion County Jail was built of brick and relocated to the southwest corner of Alabama and Market Street. This jail cost the county \$60,000 but it did provide a second floor for the Sheriff's living quarters.

In 1852 the third Marion County Jail was built. Located on the East Side of Alabama Street between Market and Washington Street the structure was made of stone. The cost of this jail was \$100,000. On January 29, 1879, the jail was stormed by citizens of Marion County. Three inmates were taken from the jail and lynched. One of the three had killed a woman and a child; another poisoned a school-teacher with strychnine.



By the late 1880's it was obvious that the jail was again outdated and the county needed additional space. In 1891 the fourth Marion County Jail (above) was constructed. The building was built at the intersection of Alabama Street and Maryland- just south of Washington Street. The cost of this jail was \$150,000 and it was designed to house 150 prisoners, the various administrative, executive and law enforcement offices of MCSD as well as the living accommodations for the Sheriff and his family. By the way the image you see here is the oldest known photograph of any

Marion County Jail. It is believed that this picture was taken sometime soon after the completion of the structure during the late 1890's or early in the 20th century.



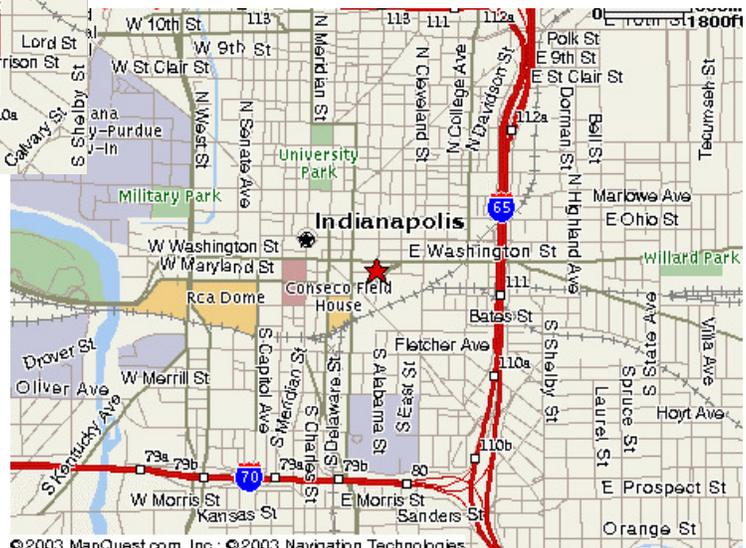
By the year 1930 the space allotted for 150 inmates in the Marion County Jail was now being shared by more than 200 persons. By 1940 the jail was holding a daily average of 291 and by 1958 the average count was approaching 500- more than 300 percent above the designed population limits of the Jail.



In December of 1963, under Sheriff Robert H. Fields, ground was broken for the 5th Marion County Jail. Opened in August 1965, the jail and MCSD offices occupied a square city block bounded by Alabama and Delaware, Washington and Maryland streets. The new jail's inmate capacity was 648 and increased again to 778 in 1978. Total cost of the facility was \$4,000,000.00 financed by a bond issue.

In 1985, under Sheriff Jim Wells, the size of the jail was more than doubled with a five-story

addition to the Jail (below). Approximately three hundred new cells and several new jail offices were added- including medical and dental offices, visitation areas, recreation and an inmate's law library. New offices for MCSD included Central Records, Fiscal, Personnel, Law Enforcement, Investigations and the Sheriff's Office. The addition also houses the offices of the Indianapolis - Marion County Forensic Services Agency (Crime Lab).



THE MARION COUNTY JAIL SYSTEM

The Marion County Jail System is comprised of six (6) facilities. Four (4) of the facilities are currently operated directly by the Sheriff; those being: the Main Jail (Jail Proper), the Intake facility, the Wishard Hospital Detention facility, and the Arrestee Processing Center facility. Two (2) of the facilities are currently operated by private sector entities under contract to the Sheriff; those being: Marion County Jail II and Liberty Hall.

In July, 2006, the responsibility for the Arrestee Processing Center (APC) was transferred from the Indianapolis Police Department to the Sheriff's Department Jail Division. The APC receives, identifies, and processes all arrests occurring in Marion County into the Criminal Justice system. The processing includes fingerprinting, photographs, preliminary medical screening, and an initial court appearance to establish release/incarceration conditions. The APC processed 52,190 inmates into the system during 2006. The APC is simply a processing facility for fresh arrests entering the system and it has no beds. While at the APC, inmates are processed into the system, appear in arraignment court if applicable, and are immediately transferred to the Intake Facility. The Arrestee Processing Center (APC) is located at 700 East Market Street.

The facility for female inmates at Liberty Hall was added to the system on July 1, 2006. Liberty Hall is a private facility operated by Community Education Centers, Inc., under contract to the Sheriff, for the purpose of providing housing and programs

for 125 medium security female inmates. The programs include life skills training, substance abuse and addiction classes, as well as opportunities to earn a GED while incarcerated. The programming is expected to reduce the recidivism rate among the target group. The number of female inmates participating in programs and being housed there is expected to increase in 2007.

The Main Jail, located at 40 South Alabama Street, has an inmate capacity of 1,135 inmates. The Main Jail houses both male and female inmates. The Main Jail, or Jail Proper, is the only facility in the system for housing Maximum security inmates. The Main Jail also houses all of the system's juvenile inmates as well as those inmates who have substantial special needs such as significant mental health issues.

The Intake facility, located at 50 North Alabama Street, occupies the 5th floor, garage level, and sub-basement of the East wing of the City-County Building with a capacity of 225 male inmates. Inmates are classified; receive a physical examination, fresh laundry, and a hygiene kit while at the Intake facility before they are assigned housing.

The Wishard Detention Facility, located at Wishard Hospital, houses inmates with extraordinary and emergency medical needs. The Wishard Unit has a capacity of 25 inmates. The Wishard Unit is a temporary holding facility only and accepts both male and female inmates.



Marion County Jail II, located at 700 East Washington Street, is managed by the Corrections Corporation of America (CCA). The capacity of Jail II is 992 male inmates.

By November of 2006 the Annex, mentioned in last years report, housed only inmates sentenced to Community Corrections programs. Being sentenced to Community Corrections, these inmates are no longer in the custody of the Sheriff. The program sentenced population replaced the general population inmates formerly housed there.

The “Annex” is no longer considered a part of the Marion County Jail system. It is a stand-alone Community Corrections Center.

There were 2,602 permanent beds in the Marion County Jail system at the end of 2006. Only medium security level male inmates are housed at CCA and the Intake facility while Liberty Hall houses only female inmates. Maximum security level inmates in the system, both male and female, are housed only at the Main Jail.



“Coming together is a beginning. Keeping together is progress. Working together is success.”
Henry Ford



SECURITY

JAIL DIVISION

Jail Security performs a battery of facility-wide tasks which involve the care, custody and control of each inmate within the Main Jail. Some of the tasks performed by the 134 Deputies and 16 Civilians in this section are — Security for Inmate Movements to Court, Medical, Recreation, Visitation, Chaplain visits, special programs, and classes; assisting with meal and medication distributions; Completing book-ins and releases, razor passes, inmate counts, bunk-ins, cleanliness checks, maintenance checks, and Evacuation Drills — all while conducting regular clock rounds, directly supervising and mentoring juveniles and responding to any requests for assistance.



Intake Security is provided by 44 Deputies who accept, process and deliver inmates to the Marion County Jail. This includes a property inventory, medical intake, the issuance of Jail uniform and supplies, and inmate orientation. Many other functions are similar as with Jail Security, in addition to processing inmates from the APC and assisting IMPD Identification and Records Officers when needed.

Direct Supervision has been a long term goal of the Marion County Jail Division. With the addition of new officers, this goal is now becoming a reality. 2nd Shift Jail Security has implemented Direct Supervision in the juvenile blocks.

The goal of the Jail Division is to slowly transition to 1st shift and then to 3rd shift where we will be providing around the clock supervision. The long term goal is to have enough Deputies to implement Direct Supervision throughout the entire Jail.

In 2007, Special Programs have been made available at Jail Intake to mirror those in place at the Main Jail, such as: Chapel Services, Recreation, and a Hot Cart Program. With the assistance of Accreditation, emergency evacuation masks were purchased to afford the Deputies ample time to evacuate the inmates and themselves should the need arise. In 2008, Jail Intake is looking forward to upgrading the recording and monitoring system currently in place, to a state-of-the-art, digital recording system.



WISHARD SECURITY

Wishard Security is a crew of 23 Deputies who operate a receiving facility for sick or injured prisoners, 24 hours a day, 7 days a week, year round. An average of 735 inmates per month was received into the Holding room between April, 2007, and February, 2008. Some daily duties are: Booking in inmates; Moving inmates to medical procedures: Clock rounds and security checks of ER Holding, the Detention Unit, and other areas throughout the hospital. Deputies who work at Wishard Hospital represent the Sheriff's Department with the utmost professionalism.

MEDICAL SECURITY

Medical Security provides health care with the necessary security 24 hours a day, 7 days a week, for all inmates at four satellite facilities. The scope of security provided by 12 Deputies includes medical, mental, and dental health, as well as all specialty clinic visits. The Sheriff received the National Commission on Correctional Health Care accreditation on November 17, 2006, and the accreditation has been maintained since.

Four additional Medical Housing Units have been added to concentrate the location of inmates with chronic medical needs and provide a more consistent and reliable medical treatment. A 10-bed medical infirmary unit (SCU) was opened May 5, 2007, which enables a better continuum of care for inmates.



Courtline Operations and Security

Unit's primary responsibility is the Operations and Security for the courts of Marion County. The primary tasks of the Unit's 80 Deputies consist of transporting inmates to and from criminal courts and providing safety and security over courts during the day-to-day operations.

Courtline Deputies accounted for the transport and handling of 68,091 inmates in 2007.

Courtline joined the Jail Division of the Marion County Sheriff's Department in September after which then began receiving Jail-specific training, Jail-specific Policies and Procedures, and also began working with Jail Security while they were recovering from a low staff issue. Other accomplishments during 2007 include:

- Three new Criminal Courts were completed requiring five additional Deputies.
- A new holding cell was created in conjunction with the location movement of several courts. A Deputy had to be assigned to the new location to provide inmate security and cover Deputy safety issues addressed by the Sheriff reference holding cell protocols.
- Night court was implemented due to the Public Safety Crisis in response to the rising crime rate and court system overload and which operated two days a week. Courtline was mandated to have four Deputies assigned to Night Court by the Executive Committee.

- The Fugitive Safe Surrender program run by the US Marshal's Office was largely staffed with Courtline Deputies at an outlying location on the east side. Courtline Deputies provided security for the court proceedings at that location.
- The Juvenile Center created two new courtrooms, two new holding cells, and a mediation room which increased our manpower by four Deputies.
- In 2007, Courtline Deputies transported 52 inmates to civil court proceedings and oversaw the hearings. Seven times Courtline Deputies were asked to provide security for out of custody hearings as well.
- In response to the increased manpower needs several steps were implemented in the Unit:
 - The Female/Juvenile transport team was formed to minimize units in overtime status returning separate trips of males, females and juveniles.
 - Two supervisors went into TAC shift hours to present better coverage in response to details such as Night Court and evening proceedings.
 - Two TAC shift Deputies were implemented to assist heavy courts and relieve Deputies before going into overtime.
- Courtline Deputies regularly re-assigned to areas of need in an effort of using manpower levels more efficiently and reducing unnecessary overtime for the Department.



- Several courts increased their case loads and additional Deputies were assigned to those locations to handle the workload.
- On top of the thirty- nine courts that operate daily in Marion County at the City County building location, Courtline Deputies also man several outlying sites. These off site locations include the Juvenile Center at 25th and Keystone, Criminal Court 13 at 10th and Post, Criminal Court 12 on South Virginia Avenue and three probation sites operated by the Marion County Probation Department on the south, east, and northwest sides of Indianapolis. The probation department also requires two Deputies assigned to the pre-sentence investigation unit who assist them in obtaining information from convicted inmates to assist the courts in their sentencing.
- The Jail as an institution exists to serve the need of the criminal justice system in Marion County. The Jail Division's Court Operations and Security Unit of the Marion County Sheriff's Department is the mechanism that safely brings the two together successfully.



CERT AND MOVEMENT TEAMS

CERT offer their assistance 24 hours a day, 7 days a week, and are required to deploy within one hour of an emergency to any one of the six facilities that hold Marion County Inmates. This “Correctional Emergency Response Team” is composed of 15 highly trained and disciplined Deputies who employ specialized tactics and tools to handle a wide variety of highly dangerous tasks and situations such as: cell extractions, high risk transports, riot control, shakedowns, court security, and any situation where combative and unruly inmates exist. In 2007 the Marion County Sheriff’s Department CERT Team trained 1,104 hours, performed 805 high-risk transports, and had a combined total of 2,840 CERT Hours.



The **Movement Team** consists of 6 CERT Team Deputies who perform a wide range of services for the Marion County Sheriff’s Department. The Movement Team has consistently transported more than

70,000 inmates a year from various locations such as the Marion County Facilities, Court, and the Department of Corrections. This Team handles the ‘movement’ needs of all high risk or high profile inmates including showers, recreation, and transports to or from court and the DOC. Finally, the Movement Team supports the Jail in any situation where assistance is needed (shakedowns, emergencies, shower changes, and etc.)



ARRESTEE PROCESSING CENTER

The Arrestee Processing Center (APC) is responsible for receiving arrested individuals, searching, booking, gallery to booking (criminal histories), bail interviews, bonds, fingerprints, photos, court and release. In 2007 the Arrestee Processing Center successfully received and processed approximately 53,716 arrestees. We continued our success in 2007 with the following changes:

- * The Classification Section moved a part of their operation to the APC; which resulted in accurate and consistent determination of inmate custody stays.
- * The Arrestee Processing Center recently took over direct transports to all Marion County Facilities, i.e. Jail, Jail Intake, CCA and Liberty Hall.
- * Due to the efficient processing of 53,716 arrestees whose charges ranged from major felonies to misdemeanors, approximately 28,546 arrestees were directly transported from the APC and approximately 25,170 were released from the APC directly.
- * The Processing Center went to eight hour shifts to be in parity with the rest of the Marion County Jail staff, as well as getting on board with the Department FTO (Field Training) program.

The function of **APC Courtline** is to provide security for the building, arrestee information to the public, and process wanted persons who turn themselves in for arrest. Courtline Deputies are involved in arrestee movement to and from court and provide security for court staff while courtroom #11 is in session. All Courtline Deputies are trained to work both the Front Desk and Courtroom Security. The Deputies who work security at the APC Front Desk play an important role as they are the first persons met by the public upon arrival to the APC, and their image is reflected on the Marion County Sheriff's Department.

During 2007, notable persons were processed through the APC including several professional sports figures. These individuals were processed in an expeditious manner considering the amount of news media and public attention that were drawn to their arrests. All arrestees are treated in the same courteous and professional manner.

"Individual commitment to a group effort -- that is what makes a team work, a company work, a society work, a civilization work."

Vince Lombardi



APC Transportation

Section was formed on January 1, 2007, and chartered with providing safe, secure, and efficient transportation of arrested and detained persons and their property from various arrest locations throughout Marion County to secure facilities thereby enabling patrol officers from local law enforcement agencies to return to or remain in service with little or no delay. This vital function is provided by 31 full-time and 15 Reserve personnel. In 2007, the Arrestee Transportation Section transported over 50,000 adults and juveniles.



The Jail Transportation

Section is responsible for the daily coordination, scheduling, and safe, secure transport of prisoners throughout the state of Indiana. The majority of these prisoners are convicted felons with high flight risks. Transport centers include, but are not limited to 92 county jails and over 50 adult and juvenile correctional facilities, state hospitals, acute care hospitals/facilities, and occasional federal institutions. Transports are frequently performed by a single Deputy moving prisoners from a controlled environment through a multitude of less controlled variables.

In 2007, 34 Jail Transportation Deputies transported 38,395 inmates 365,662 miles and served 1,308 out-of-county warrants.



The Inmate Classification

Section in 2007 consisted of four Deputies. The many positive changes that occurred in 2007 are very exciting.

- First, interviews are now being done face-to-face with all inmates, whether new arrestees or coming back from court. This offers opportunities to more accurately house inmates in the safest manner possible.
- The Classification Section was split into two parts allowing the ability to interview inmates at the Arrestee Processing Center, straight from court. Manpower continues at Central Receiving allowing the ability to interview inmates straight from court who do not go to the Processing Center.
- The Classification Section began direct commitments to CCA and Liberty Hall saving the Department the time and expense of booking in these inmates, then turning around and sending them elsewhere.
- The opening of a female facility outside of the Main Jail reduced the number of inmates housed at the Annex which improved security.
- The number of housing units for juvenile inmates was increased which provided the juveniles with additional services.
- Classification procedures involving other sections within the Jail Division were redefined and streamlined protecting both inmates and Deputies.

We continue working closely with Information Services to improve the functions of the in-house classification software.

GANG TASK FORCE

The **Gang Task Force** of the Marion County Sheriff's Department, Jail Division, or Security Threat Group (STG), began in September, 2007. The STG program gathers and shares intelligence regarding individuals who are known or suspected of being involved in criminal gangs or other organizations. Since its inception, the STG has identified several inmates with affiliations to either gangs or organizations. The intelligence information gathered is shared with investigative units such as other Gang Task Forces, Street Gang Units, Prosecutors, Warrant Division Safe Streets Units, Correctional Facilities and other Law Enforcement agencies.

SERVICE AND SUPPLY

Service and Supply includes both Kitchen and Laundry areas which are operated by 19 Deputies and 18 Food Contract personnel.

Service and Supply Section Deputies are assigned to provide security for and assist the kitchen/food provider, contractor ARAMARK, with the preparation of the dietary needs of the inmates. Special diets for medical or religious reasons are prepared as well as a nutritional and balanced meal plan for all inmates. Three hot meals (Breakfast, Lunch and Supper) are prepared daily for all inmates in the Main Jail, Intake and the Annex. Dietary sacks are provided as directed by the medical staff for individual inmates to meet their caloric and/or nutritional needs.

In 2007, the kitchen served meals to 1500 inmates per shift, which amounts to 4500 inmates on a daily basis. The kitchen also offers the inmates the opportunity to purchase hot and cold items through the hot cart program. The revenue received as a result of the hot cart program assists with providing funds for Jail purchases. The kitchen also affords the Jail Deputies and Court Line Deputies with the opportunity to purchase meals at a low cost.

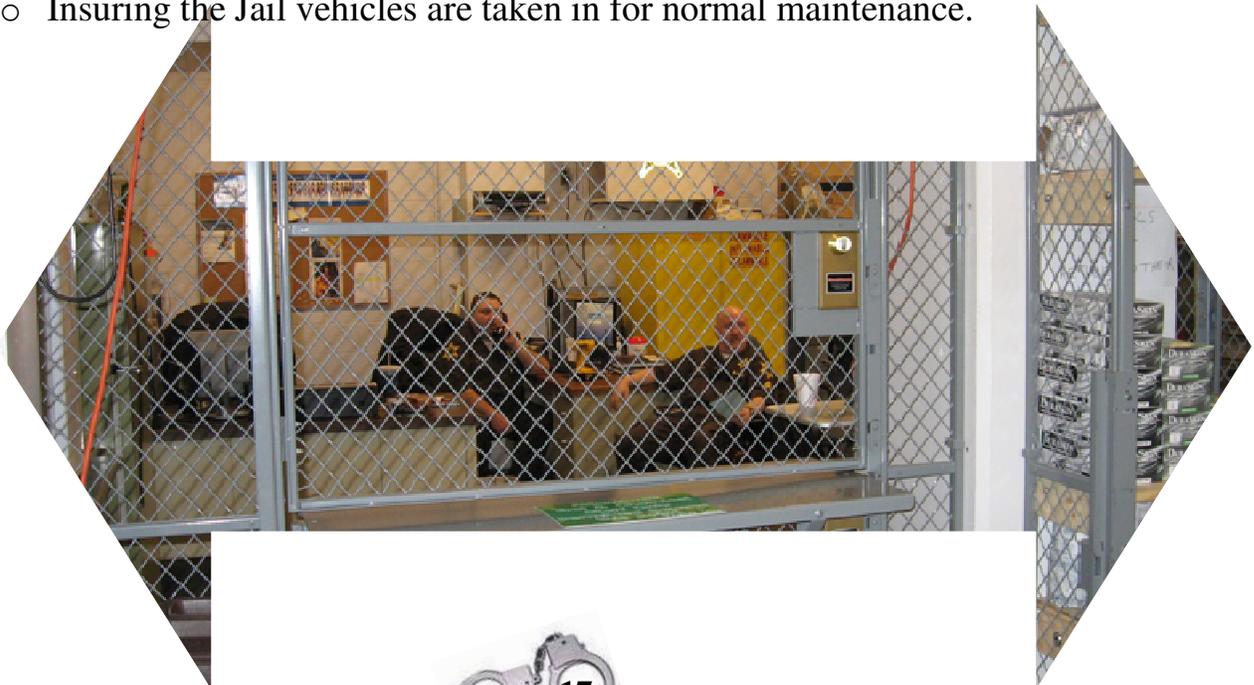
The Service and Supply Deputies also oversee the operation of the Jail Laundry. Every individual inmate in the Main Jail, Intake and Annex are offered a complete uniform and linen exchange weekly. The laundry also provides clean uniforms, bedding, and towels for all new inmates. All dirty uniforms, bedding, and towels are laundered in the in-house laundry facility.



JAIL FACILITY MANAGEMENT

Jail Facility Management was introduced in 2007 for the purpose of monitoring all maintenance issues within the Jail, control and issuance of all chemicals used within the Jail, and to perform any maintenance needs that would save the Sheriff's Department money. Facility Management accomplished several things in 2007. They include:

- Built a shelter for the Jail Division K-9.
- Fully Rhino-lined the interior of the Jail vehicles used for transporting inmate food to other Jail facilities in order to cut down odor and to make clean-up more efficient.
- Removed the mats from the East side blocks and replaced with non-slip surfaces.
- Installed a secured area for storage of chemicals and tools.
- Implementation of a Chemical Control system.
- Implementation of a Tool Control system.
- Repair of Kitchen food carts.
- Moved numerous offices between facilities throughout the city.
- Repaired, replaced and installed TV's throughout the facility.
- Provide cleaning supplies and fresh mop heads to all cells daily.
- Assisted with installation of all new fire alarms in the facility.
- Report all maintenance needs for the Facility to the appropriate Building Authority for repair.
- Maintain all floors (buffing and cleaning).
- Insuring the Jail vehicles are taken in for normal maintenance.



INMATE RECORDS

In 2007, the Inmate Records Section was divided into three segments: **Inmate Records, Book-Out, and Basement Control**; which require 56 Jail Division personnel, 24 hours a day, 365 days a year to operate.

Inmate Records plays a key role in the Jail Division and has an awesome responsibility of releasing inmates not only to other institutions, but more importantly, back into the community. This task requires Inmate Records personnel to accurately calculate offender sentenced times.

Inmate Records is responsible for recording, tracking, updating and releasing inmates who are housed not only at the MCSD Jail, but also at CCA, Community Corrections (Annex), Intake, Liberty Hall and Wishard Memorial Hospital. Currently, Inmate Records manages 2,809 inmate jail packets which require maintenance in the form of checking, double checking, and rechecking of all documentation required from the courts for releasing inmates from the custody of the Marion County Sheriff's Department; as well as all hard copy court orders and forms received concerning inmate cases.

As a result, Inmate Records personnel receive hundreds of legal documents daily from the courts via hard copies (hand delivered), fax machine, Justis (via printer), and Jail Fax (electronic system). These updates must be done on the JIMS (Jail Information Management System) and Justis systems.

The Inmate Records Section is comprised of Special Deputies and Civilian personnel and is also responsible for making proper notification when the inmate count is close to capacity.

The **Book-Out** Deputies are assigned to the Inmate Records Section. These Deputies have the responsibility of physically processing out all individuals released from the Main Jail, Intake, and Community Corrections (Annex).

Processing out requires the completion of release documents for the return of personal property and the close of and return of monies on the inmate's money account, the identification of inmates by using AFIS (Automated Fingerprint Identification System), and the verification of all documents before the inmates are released.

Book-Out has the added task of DOC property which the Department of Corrections stopped accepting in September of 2007. This resulted in an overwhelming task for Book-Out. One part-time person was hired to assist and one Basement Control position was reassigned to work on this property.

Book-Out is undergoing money accounting changes as well and will more than likely be writing checks come 2008 instead of sending cash upon release. Book-Out is hopeful that a new property system will be in place in 2008.

Basement Control required the majority of the year to train and staff in order to function separately from Inmate Records. Basement Control's primary function is to maintain Security by monitoring the doors and allowing exit of inmates to the streets.



INMATE SERVICES

Inmate Services is composed of 13 Deputies and 6 Civilians who perform the following duties in an efficient and consistent manner on a daily basis:



Visitation —	Visits	21,400
Recreation —	Inmates attended Recreation	22,465
Law Library —	Inmates attended Law Library	13,300
Mail Room —	Pieces of Incoming Mail	161,555
	Pieces of Outgoing Mail	122,345
Grievance Officer —	Grievances Received	1,196
Canine —	Canine Sweeps	452
GED Education —	Inmates attended IPS	720
Disciplinary Hearing Board —	Inmates seen for DHB	18,120

In 2007 the number of inmate visits increased by 830. The **Visitation** schedule was restructured to better allow juvenile inmates to visit completely separate from adult inmates. Visitation has added 2 clerks to schedule appointments, check in visitors, input visitation lists, warrant checks, run recent arrests, print out and distribute lists to floors and assist with Main Control phone calls.

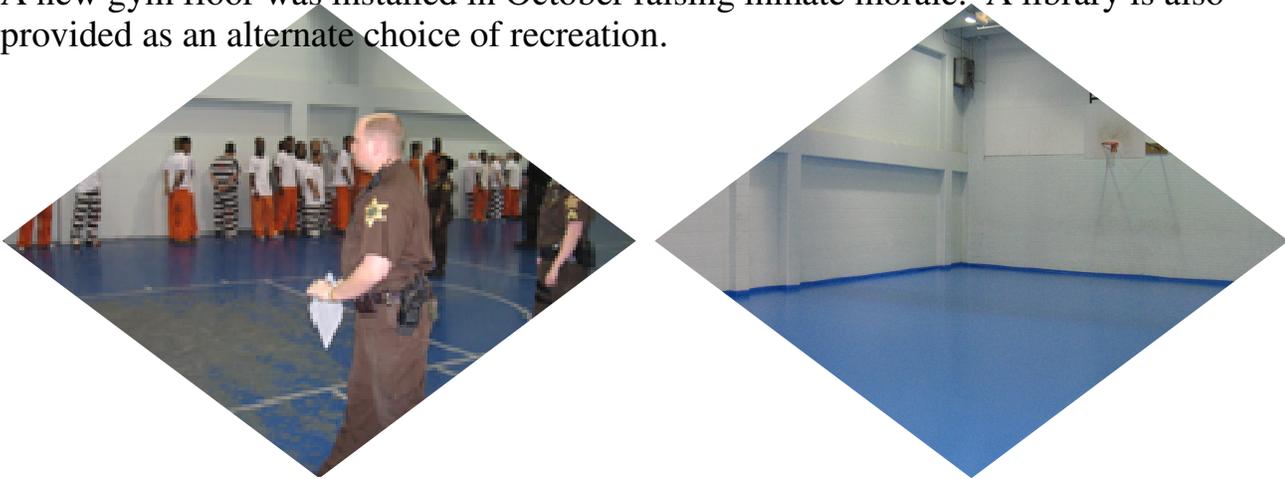


Inmates may use the **Law Library** to look up case law that may pertain to their cases. Visits to the Law Library slightly increased in 2007 by 275.

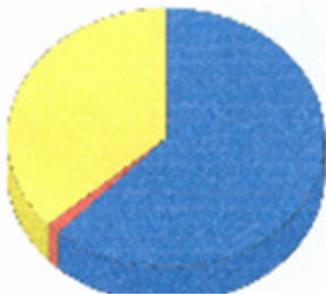


The **Mailroom** receives all incoming and outgoing mail, 283,900 pieces in 2007. Part of the mail clerks' duties are to scan incoming mail ensuring contraband is prevented from entering the jail.

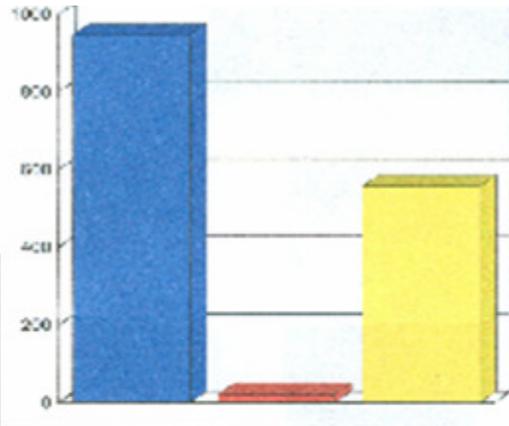
The number of inmates attending **Recreation** has grown tremendously over the past year. A new gym floor was installed in October raising inmate morale. A library is also provided as an alternate choice of recreation.



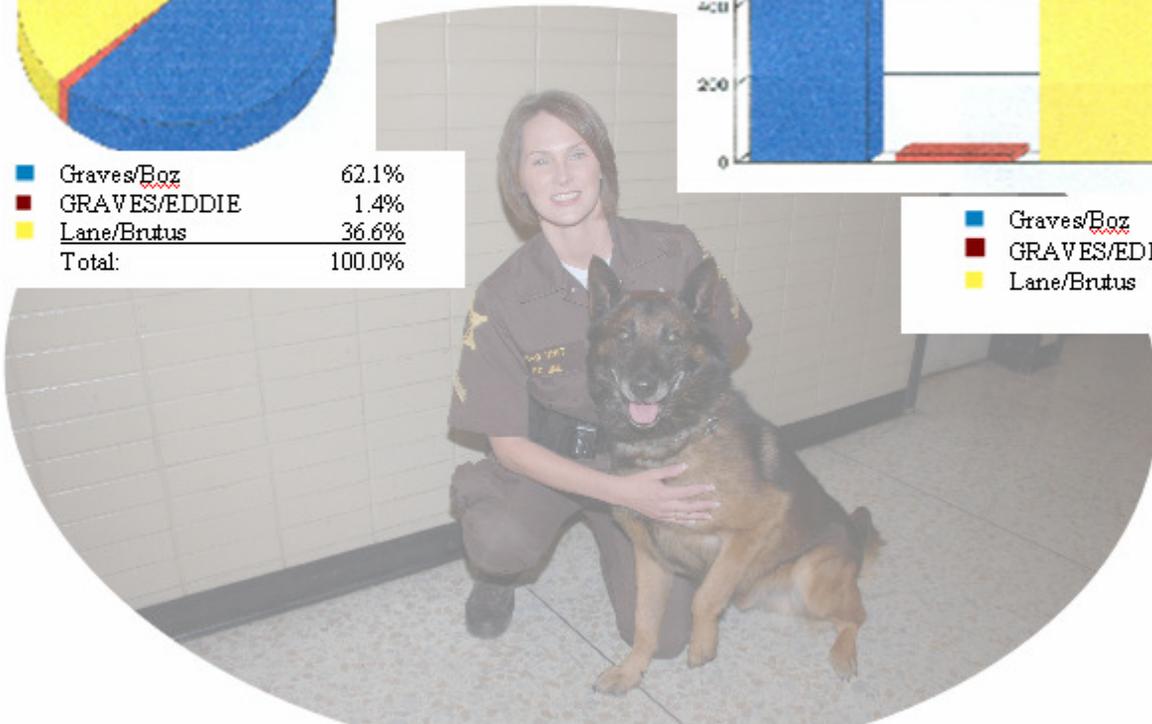
Canine inspects property brought in by visitors on a daily basis to ensure no narcotics or contraband are brought into the Jail. Canine inspections in 2007 included 62 on incoming mail, 17,028 on visitor/employee lockers, 17 Jail search assists, 6 CERT operations, and 224 outside perimeter checks.



Graves/Boz	62.1%
GRAVES/EDDIE	1.4%
Lane/Brutus	36.6%
Total:	100.0%



Graves/Boz	950
GRAVES/EDDIE	20
Lane/Brutus	550



IPS Marion County Jail School Program

All juveniles incarcerated in the Marion County Jail attend school. Special education students from ages 18 to 22 are offered school as per federal law. Both genders are served but in separate classrooms. Juvenile and adult students also are separated for instruction. The number of students enrolled with the Marion County Jail IPS program at any one time has ranged from 53 to 101 this year. Overall, approximately 300 inmates are taught in the Jail School during a single school year. Most of the students have had serious behavior and attendance problems at previous schools. Slightly more than half are special needs students.

Jail School students meet in small groups of ten or less for intensive work in reading, math, life skills, general social studies, and earth/space science. Students who are over 18 are working toward pre-GED requirements.

All students are encouraged to maximize their academic knowledge, but there is also an emphasis on learning better behavior as well as coping skills. Following rules, cooperating, treating others with respect, staying on task, decreasing violent outbursts, and caring for others' property are behaviors that are cultivated. High School credits are not issued by the Jail School, but student achievement records are sent to any receiving high school or other educational

institution. Enrollment in the Marion County Jail School program is considered temporary even though a student may stay for months while awaiting trial, sentencing, or retrial for additional crimes, or placement in a more permanent correctional facility. Any high school diplomas earned would be granted from a more permanent school or facility using the work completed at the Jail School.

All parties involved with the Marion County Jail School program believe that all students can and will increase their academic and life-skill knowledge. Furthermore, students are expected to grow in their ability to follow rules and to cooperate in the learning environment. Teachers and students will treat each other with mutual respect.

There is a new follow-up program available to all Marion County Jail students that began this year. Upon release from jail, all students are directed to the IPS Transitional Program. Students and their families meet with a counselor, social worker, school official, and a lawyer to determine the best plan for his or her future. More than twenty different possible placements ranging from computerized credit recovery, day or evening classes, e-school, job placement, Job Corps, IVY Tech, and GED testing to attendance at IUPUI are possible options for students who are going back into the community after a stay at the Marion County Jail.



PACE-OAR

During 2007, PACE-OAR provided educational and substance abuse programming for adult Jail inmates. A full-time staff of two persons was assisted by four volunteers who provided over 625 hours of service. 192 inmates were administered the Tests of Adult Basic Education (TABE) to assess their grade level. GED classes were provided to 746 inmates (448 men, 292 women) and sixteen earned GED certificates. English as a 2nd Language (ESL) services were provided to 236 inmates.

Substance abuse programs including groups and 12-step programs served 1,977 inmates. PACE-OAR coordinated Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) activities which were provided by outside volunteers from those organizations.

With the assistance of the Indianapolis Urban League, confidential HIV testing was provided to PACE-OAR program participants.



Breast Cancer Awareness & Education

The first Friday of each month, volunteers from the Black Nurses Association presented Breast Cancer Awareness and Education. This program is supported through a grant to the BNA from the Indiana University School of Medicine.

General Education Program

The GED program and the graduation ceremonies are provided by the Inmate Services Section. Sheriff Anderson has been a big supporter of self improvement for individuals incarcerated in the Marion County Jail system. He has supported the continuing education effort by having a graduation ceremony for any individual who completes their GED. Sheriff Anderson personally presents the graduation plaque and certificate to each individual. The gowns and plaques are provided through the use of the Inmate Commissary fund account to the benefit of the inmates.

CHAPLAIN SERVICES

“From the Desk of...”

Senior Chaplain Michael A. Wolley —

The duties of the Chaplaincy Department were expanded to include Jail Division, Administration Division, Civil Division and the Communications Division in 2007. We will also be responding to the needs of the personnel in the newly formed Law Enforcement Division.

The Chaplaincy Department assisted with Sheriff Frank J. Anderson’s Stop and Think Program on a monthly basis and at the summer camp. It was our responsibility to recruit students to participate from IPS, township schools and community organizations. Four of our Chaplains were sent to re-entry training to familiarize them with juvenile inmates.

A concert was implemented on a monthly basis for the women

We, the Chaplain Team, will continue to demonstrate the vision and mission of the Marion County Sheriff’s Department:

“Accountability, Efficiency, Professionalism and Excellence.”

Sheriff Frank J. Anderson

inmates at Liberty Hall. Concerts were implemented for the men, women and juveniles in the Marion County Jail. Weekly classes pertaining to HIV education were implemented for the women incarcerated at the Jail.

We have continued to respond to the needs of Special Deputies, Transportation Deputies, Civil Deputies, Jail Personnel and Communications Personnel, including funeral services when requested. We respond to accidents, death notifications, hospitalizations, and their counseling needs.

There was new involvement with the Sheriff’s Chaplaincy Conference which brought about new certification for Chaplains in the State of Indiana from the board, of which we continue involvement.



ACCREDITATION

Under the guidance and leadership of Sheriff Frank J. Anderson, who introduced and implemented the goal of seeking ACA Accreditation for the Marion County Jail, many changes and improvements have taken place creating a better work environment for Sheriff employees and improved housing for all jail inmates. Sheriff Anderson tasked the Accreditation Section with performing inspections of the Main Jail, Jail Intake and APC to identify needed improvements. Listed below are some of the accomplishments credited to Sheriff Anderson and his pursuit to make all facilities under his control a better and safer place for all:

- ✓ Implementation of a new Programs and Services Section which improves current Jail programs and implements other necessary programs such as the Yellow Cab Transportation program; this also includes after-release preparation for former inmates to re-enter the community.
- ✓ Replace bulky, inefficient, expensive SCBA (Self-Contained Breathing Apparatus) units with light-weight, disposable smoke hoods.
- ✓ Currently putting together a Critical Incident Response Team (C.I.S.M.) which will debrief and/or counsel inmates and/or staff who are affected by death or serious injury.
- ✓ Placement of signs at the Security Checkpoint advising visitors of the entrance policy.
- ✓ Placement of new perimeter signs.
- ✓ Policies updated, revised and replaced.
- ✓ Revised Inmate Orientation Video, English/Spanish.
- ✓ Revised Inmate Handbook, English/Spanish.
- ✓ New inmate mattresses.
- ✓ Initiated the Safety Officer program which began quarterly evacuation drills of the Jail which also included the purchase of two evacuation wheelchairs.
- ✓ SCU (Special Care Unit) Medical Unit functioning.
- ✓ Continuing progress toward implementation of the Tool and Chemical Room.
- ✓ The Juvenile Policy was updated to assist the Juvenile Criminal Justice System in improving the Juvenile Criminal Process in Marion County.
- ✓ A new Employee Health policy has been instituted which allows receipt of Hepatitis B and Flu vaccinations as well as Tuberculosis and Hepatitis A & C testing on an entry-level and annual basis for all direct contact employees.
- ✓ Lice Screening and Prevention program has been improved by a more thorough and individual screening required upon entry to the facility.
- ✓ Facility and Equipment for Disabilities policy has been implemented ensuring public safety as well as cleaner, safer, humane living and working conditions in the Jail facilities.
- ✓ A new handicap shower has been installed in a handicap cell block.
- ✓ Training program becoming more extensive. Many subjects being added such as emergency and fire procedures; sexual assault awareness; suicide prevention and intervention; security and contraband control; communicable disease and universal precautions.
- ✓ An updated air handling system for the Main Jail has been recently completed.
- ✓ Implementation of provisions of the Federal Prison Rape Elimination Act (PREA).
- ✓ A new suicide prevention program has been implemented.

Our section will continue its goal toward ACA Accreditation and with the accomplishments attained thus far we will work even more diligently to complete the remainder.



INTERNAL AFFAIRS

The true measure of a man is what he would do if he knew he would never be discovered. — Anon.

The **Internal Affairs** Section also serves as the investigative branch of the Marion County Sheriff's Department. As such, they are tasked with the responsibility of investigating crimes committed within the confines of the Jail. Incidents such as Inmate on Inmate Assaults, Inmate on Officer Assaults, and Trafficking of contraband are the most prevalent.

In the year 2007 Internal Affairs investigated 348 Criminal Cases committed in five locations. A break down of cases by location is as follows:

Main Jail	177 Cases
Jail II (CCA)	84 Cases
Arrestee Processing Center (APC)	40 Cases
Liberty Hall	20 Cases
All Other Locations	27 Cases

TRAINING

The Marion County Sheriff's Training Academy is now located at 901 North Post Road, in the former Warren Central Junior High School complex. It shares this facility with the Indianapolis Metropolitan Police Department Training Academy. As we move forward into the 21st Century, the Sheriff's Academy continues the tradition of excellence begun four decades ago, of training and preparing Deputies for the demands of a professional law enforcement career.



The mission of the Marion County Sheriff's Department Training Academy requires providing the most up-to-date knowledge of legal, social, ethical and tactical issues, and the most expert training in the physical skills and abilities required for the officer to perform these duties safely, and with the greatest regard for the rights, safety, and welfare of the citizens served by the Department.

MCSA Special Deputy Academy

The mission of the Sheriff's Academy, however, continues, with the Special Deputy and Jail Officer Basic Academy. In the 1970's and 1980's the scope of a Special Deputy's function was very limited, and the original training program was only 40 hours of law and procedure. By the late 80's this program had expanded to 80 hours. However, with the



passage of time, the demands placed on Special Deputies, the range of their duties and assignments, have broadened dramatically. Today, whether an officer is assigned to road patrol, the Courts, patrol of the City County Building, policing in our schools and hospitals, or the transport of prisoners, the law enforcement demands are much the same. To address this reality, the Academy has steadily increased the training requirements for Special Deputies. MCSJ Jail Deputies are also empowered as Special Deputies, and recognizing the need for officers assigned to both functions to interact smoothly, the Academy in 2007 merged the Jail Officer Academy and Special Deputy Academy. This Basic Academy is now a ten-week, rigorous program, structured along disciplined paramilitary lines. The attrition rate is significant. Law enforcement is an attractive and respected career, but not everyone is cut out for it. This tough Academy experience allows candidates to gain some perspective on this, and to make a proper career choice. Current plans are to continue to progressively expand the Basic Academy to eventually match the scope and time requirements of the State Academy.

2007 Stats

<u>Academies</u>	<u>Hours</u>
1 Jail Deputy Academy	4,576
3 Special Deputy Academies	32,076
1 Conversion Academy	2,654
	39,306

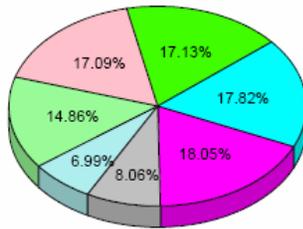
<u>In-Service</u>	<u>Hours</u>
Basic In-Service	6,200
CERT	1,250
FTO Course	1,157
Jail Evacuation Drills	1,728
Spanish Commands	1,080
Taser Certification	1,994
Train the Trainer	231
	13,640

<u>Firearms</u>	<u>Hours</u>
Firearms Qualifications	3,960
Video Simulation	460
	4,420

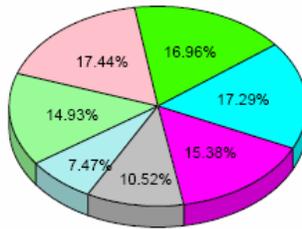
Annual In-Service Training

Law enforcement skills and knowledge are perishable commodities. They must be periodically refreshed, practiced, studied, and in some cases, re-certified, in order to be valid, useful, and legally proper. Proficiency in many of these skills can be a matter of life or death, and they cannot be allowed to grow cold. The Sheriff's Academy provides State and Departmentally-mandated annual training for the roughly one-thousand officers still employed or empowered by the Sheriff's Department. The Academy is also charged with the research and development of new training programs, keeping abreast of changes in statutory and case law, informing the officers of these changes, and the publication and dissemination of Training Bulletins and other informational materials to the Department.

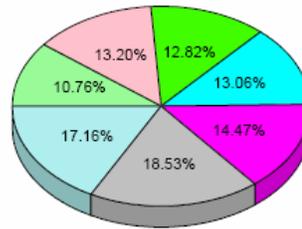
BOOKINGS PER DAY / SHIFT



First Shift

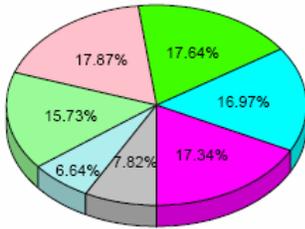


Second Shift

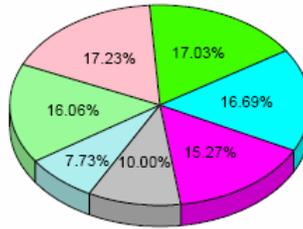


Third Shift

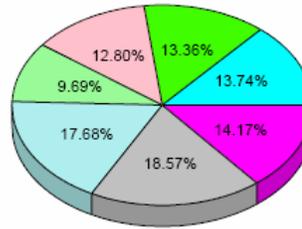
2007



First Shift



Second Shift



Third Shift

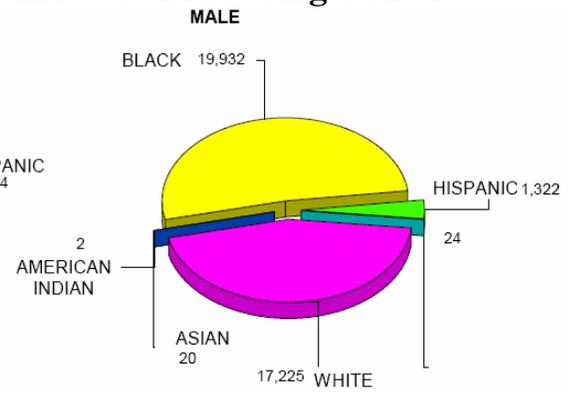
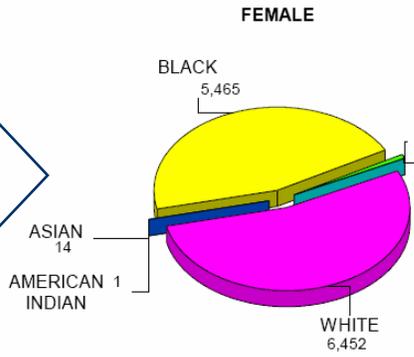
2006



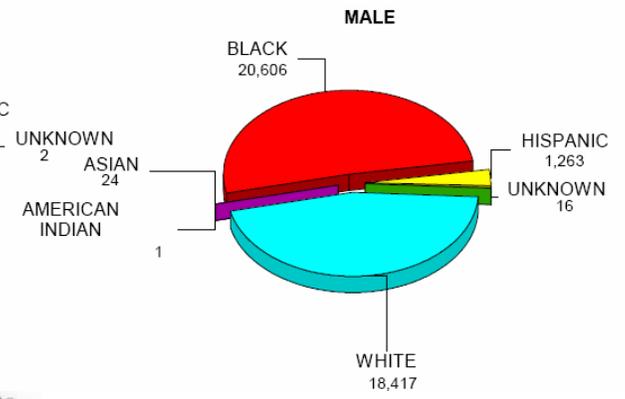
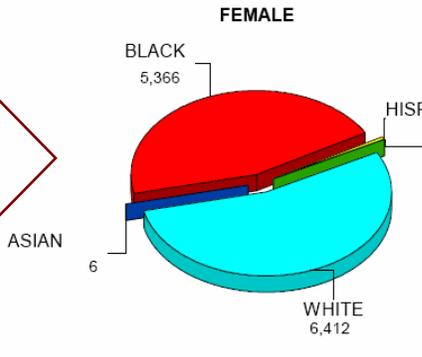
BOOKING STATS

Total Number Of Inmates Booked At The Arrestee Processing Center

2007
50,564



2006
52,190



AVERAGE DAILY BOOKINGS

Average Daily Bookings for all Facilities

<u>Facility</u>	<u>Total # Of Bookings</u>	<u>Avg. # Of Daily Booking</u>
CCA	25	0.07
Annex	1	0.00
Jail Intake	3273	8.97
Marion County Jail	3178	8.71
Other Facility	4	0.01
Processing Center	50564	138.53
Data Error	3	0.01
Wishard	3152	8.64
	40	0.11

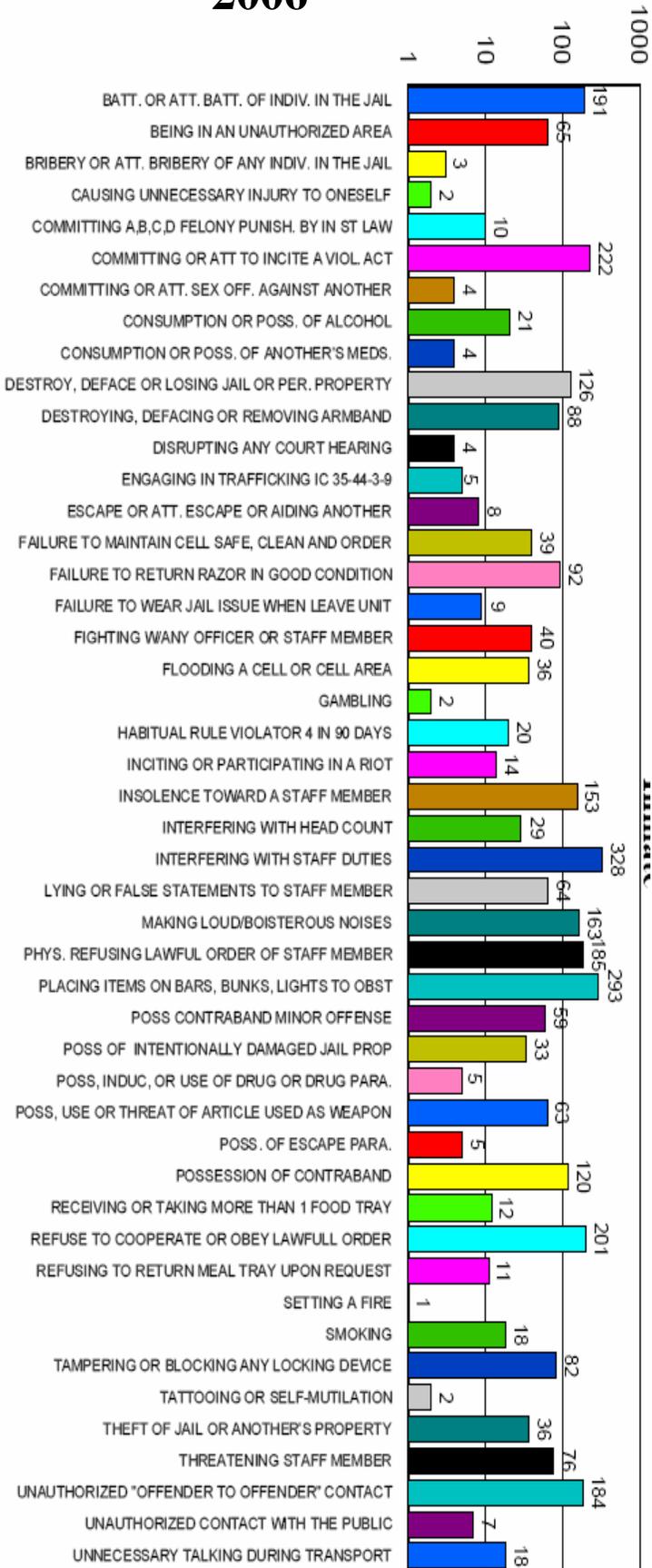
2007

	<u>Total # Of Bookings</u>	<u>Avg. # Of Daily Booking</u>
CCA	31	0.08
Annex	5	0.01
Jail Intake	3730	10.22
Marion County Jail	2785	7.63
Other Facility	6	0.02
Processing Center	52190	142.99
Data Error	1	0
Wishard	2962	8.12
	20	0.05

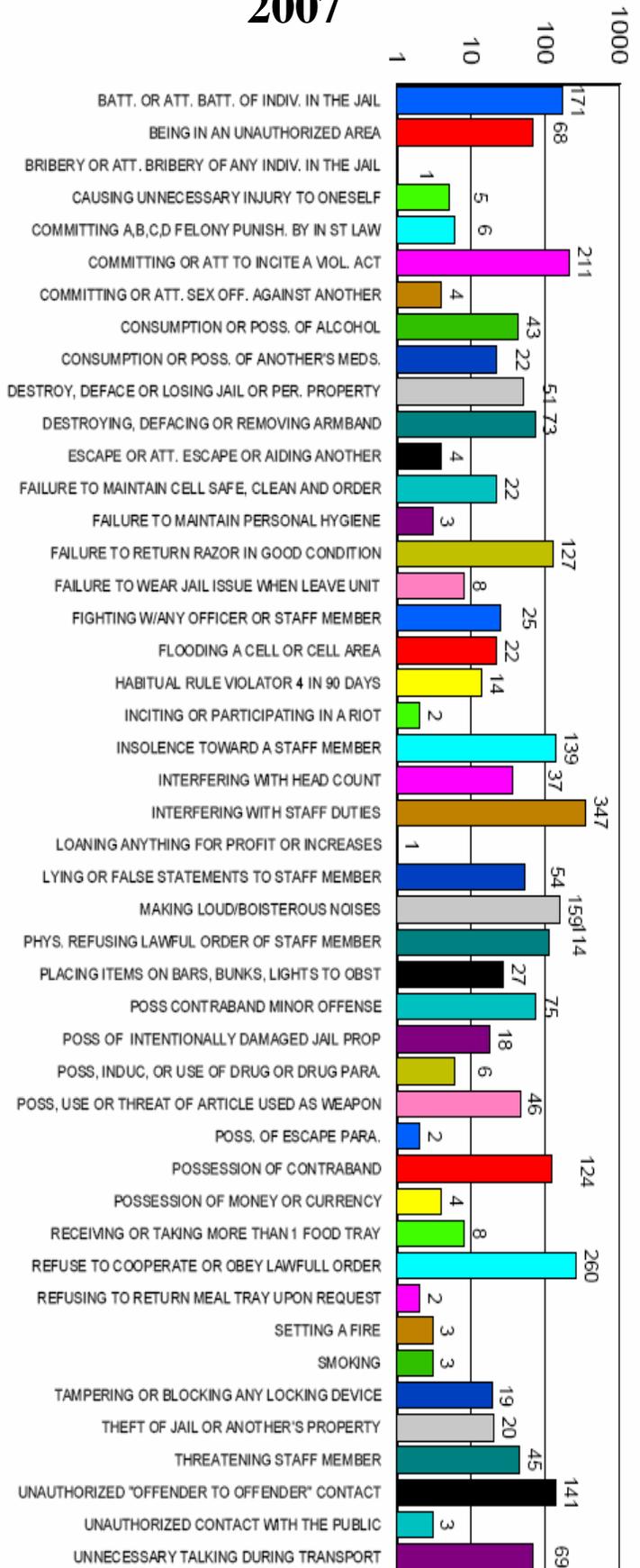
2006

INMATE VIOLATIONS

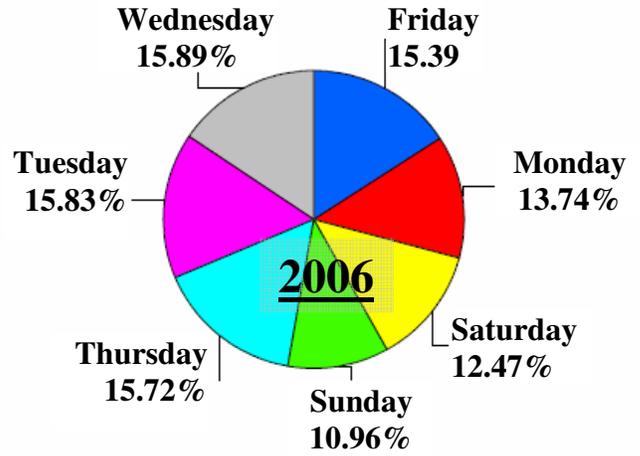
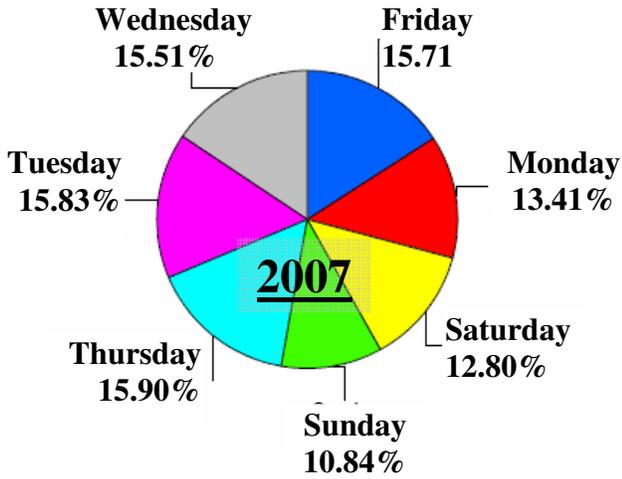
2006



2007

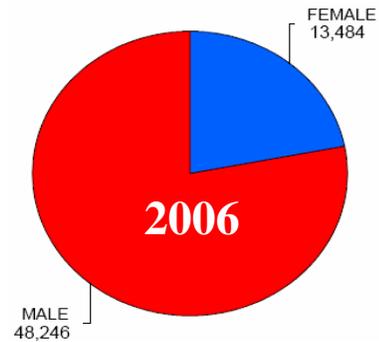
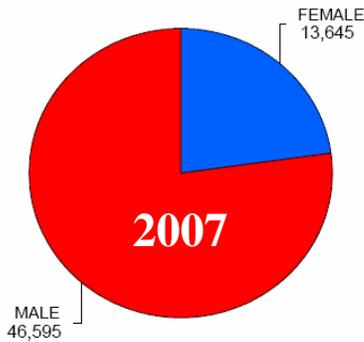


DAILY BOOKING STATISTICS

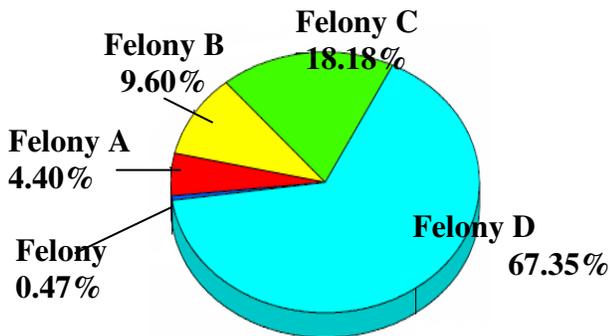


GENDER STATISTICS

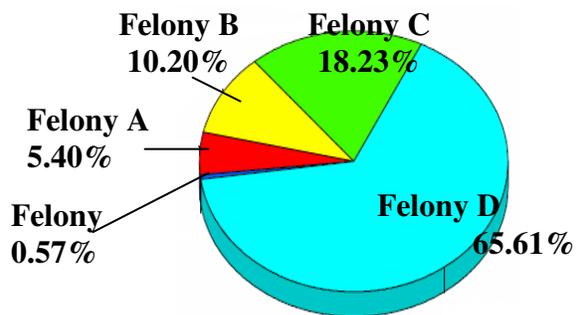
Totals Are Based On All Marion County Sheriff's Department Facilities And The Arrestee Processing Center



FELONY CHARGE STATISTICS



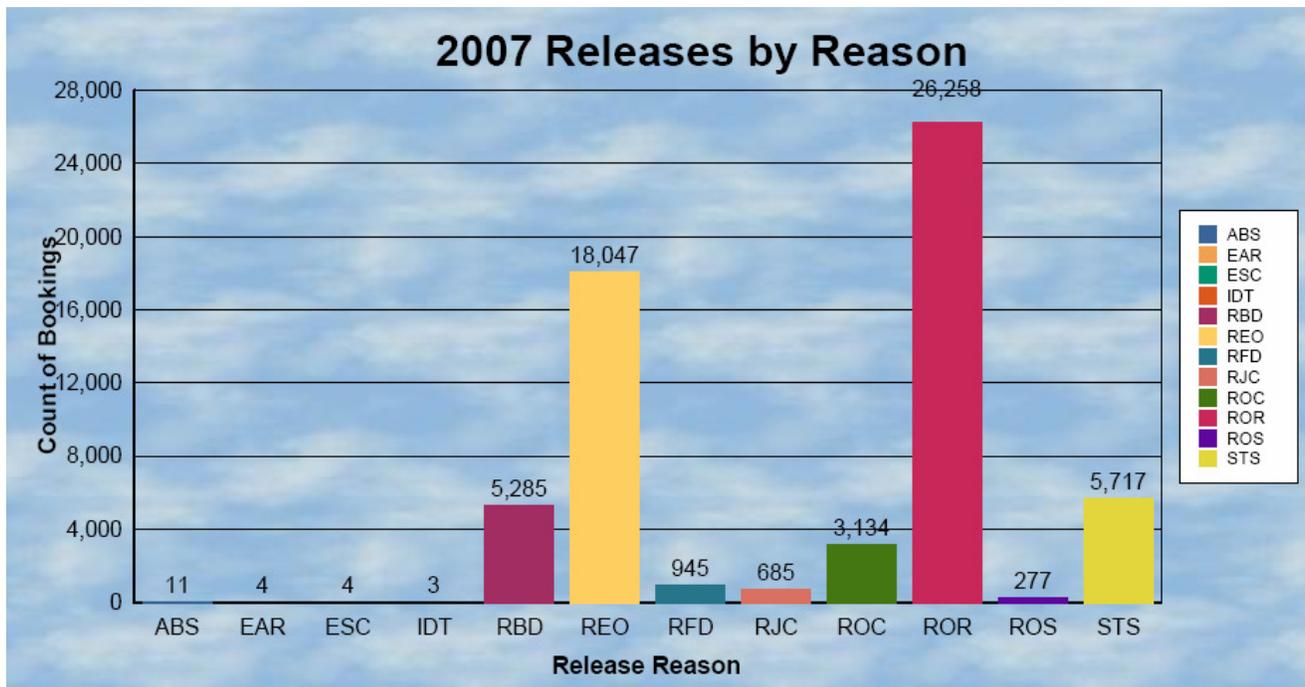
2007



2006



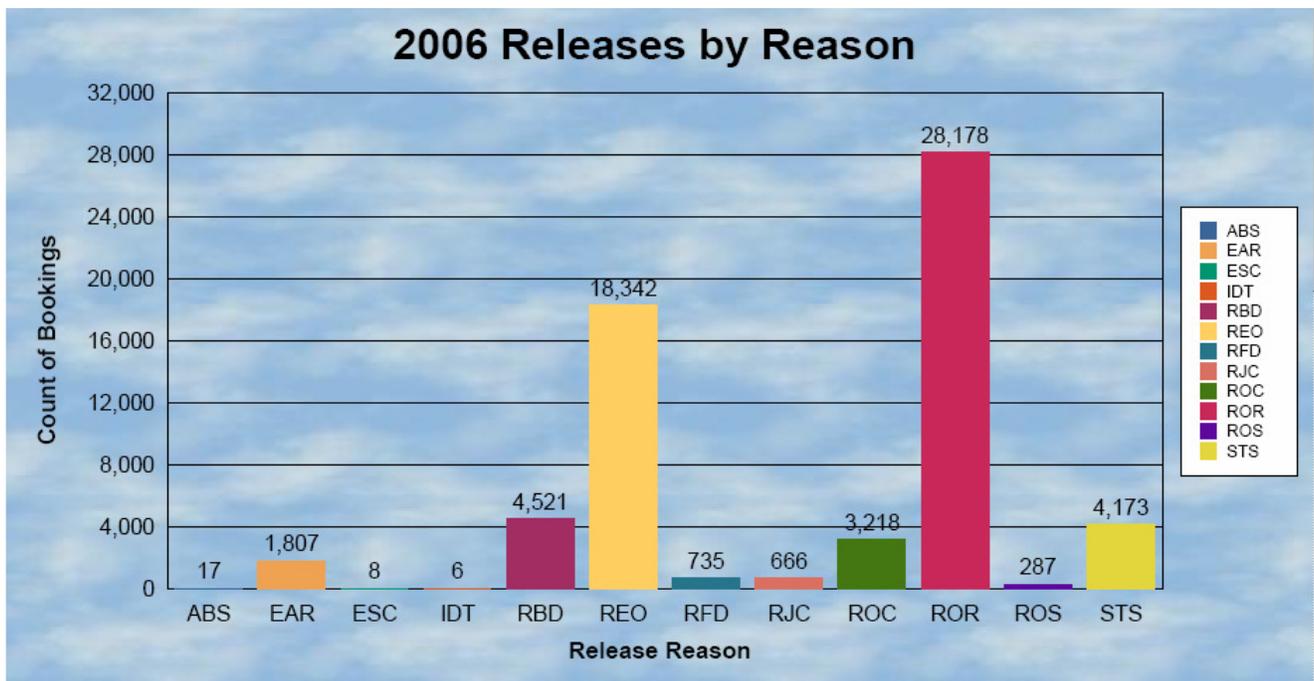
REASONS FOR RELEASE 2007



0.02%	ABS = ABSCONDED
0.01%	EAR = EARLY RELEASE
0.00%	ESC = ESCAPE
0.00%	IDT = INMATE DEATH
8.75%	RBD = RELEASED ON BOND
29.90%	REO = REL-OTHER INCLUDES COURT ORDERED RELEASE
1.57%	RFD = RELEASED ON FEDERAL AUTHORITY
1.13%	RJC = RELEASED TO JUVENILE CENTER
5.19%	ROC = RELEASED OTHER COUNTY
43.50%	ROR = RELEASED ON OWN RECOGNIZANCE
0.46%	ROS = RELEASED OTHER STATE
9.47%	STS = SENTENCED TIME SERVED



REASONS FOR RELEASE 2006



- 0.03%** ABS = ABSCONDED
- 2.92%** EAR = EARLY RELEASE
- 0.00%** ESC = ESCAPE
- 0.01%** IDT = INMATE DEATH
- 7.30%** RBD = RELEASED ON BOND
- 29.61%** REO = REL-OTHER INCLUDES COURT ORDERED RELEASE
- 1.19%** RFD = RELEASED ON FEDERAL AUTHORITY
- 1.08%** RJC = RELEASED TO JUVENILE CENTER
- 5.19%** ROC = RELEASED OTHER COUNTY
- 45.48%** ROR = RELEASED ON OWN RECOGNIZANCE
- 0.46%** ROS = RELEASED OTHER STATE
- 6.74%** STS = SENTENCED TIME SERVED



2008 EXECUTIVE DUTY ROSTER



Marion County Sheriff's Department
40 South Alabama St.
Indianapolis, Indiana 46204
(317) 327-1700



Sheriff
Frank J. Anderson

Chief Deputy
Colonel Kerry Forestal

Executive Officer
Colonel John R. Layton

Jail Division Commander
Deputy Chief Michael Turner Car #7

(317) 327-7724

Civilian Michelle Smith #S1507

(317) 327-1411

Asst. Jail Division Commander
Security

Major Royce Cole

Car #17

(317) 327-1441

Captain Sullivan Car #32

(317) 327-2384

Captain Shaw Car #39

(317) 327-7725

Jail Security
Movement Team
C.E.R.T.
Inmate Services
 Recreation
 Visitation
 Mailroom
 K-9
Service and Supply
 Kitchen
 Laundry
 Commissary

Asst. Jail Division Commander
APC

Major Byron Grandy

Car #11

(317) 327-7726

Captain Hiner Car #39

(317) 327-1445

APC
APC Transportation
APC Courtline

Asst. Jail Division Commander
Inmate Services / Operations

Major Herman D. Humbles

Car #8

(317) 327-1503

Captain Morgan Car #47

(317) 327-1447

Captain Southwood Car #40

(317) 327-1719

Inmate Management
 Inmate Records
 Classification
 Book-out
 Basement Control
Gang Task Force
Transportation
Accreditation

Medical Security
SCU
Wishard Hospital



CODE OF ETHICS FOR JAIL DEPUTIES

As an officer employed in a detention/correctional capacity, I swear (or affirm) to be a good citizen and a credit to my community, state and nation at all times. I will abstain from all questionable behaviors that might bring disrepute to the Marion County Sheriff's Department, my family, my community, and my associates. My lifestyle will be above and beyond reproach. I will constantly strive to set an example of a professional who performs his/her duties according to the laws of our country, state and community and the policies, procedures, written and verbal orders, and regulations of the Marion County Sheriff's Department.

On the job I promise to:

Keep the institution secure so as to safeguard my community and the lives of staff, inmates and visitors on the premises.

Work with each individual firmly and fairly without regard to rank, status, or condition.

Maintain a positive demeanor when confronted with stressful situations of scorn, ridicule, danger and/or chaos.

Report either in writing or by word of mouth to the proper authorities those things which should be reported, and keep silent about matters which are to remain confidential according to the laws and rules of the agency and government.

Manage and supervise the inmates in an evenhanded and courteous manner.

Refrain at all times from becoming personally involved in the lives of inmates and their families.

Treat all visitors to the Jail with politeness and respect and do my utmost to ensure that they observe Jail regulations.

Take advantage of all educational and training opportunities designed to assist me to become a more competent officer.

Communicate with people in or outside of the Jail, whether by phone, written word, or word of mouth in such a way so as not to reflect in a negative manner upon the Marion County Sheriff's Department.

Contribute to a Jail environment that will keep the inmate involved in activities designed to improve his/her attitude and character.

Support all activities of a professional nature through membership and participation that will continue to elevate the professional status of those who operate the nation's Jails.

Do my best through word and deed to present to the public at large a Jail professional, committed to progress for an improved and enlightened criminal justice system.



Efficiency

Accountability



Professionalism

Excellence