

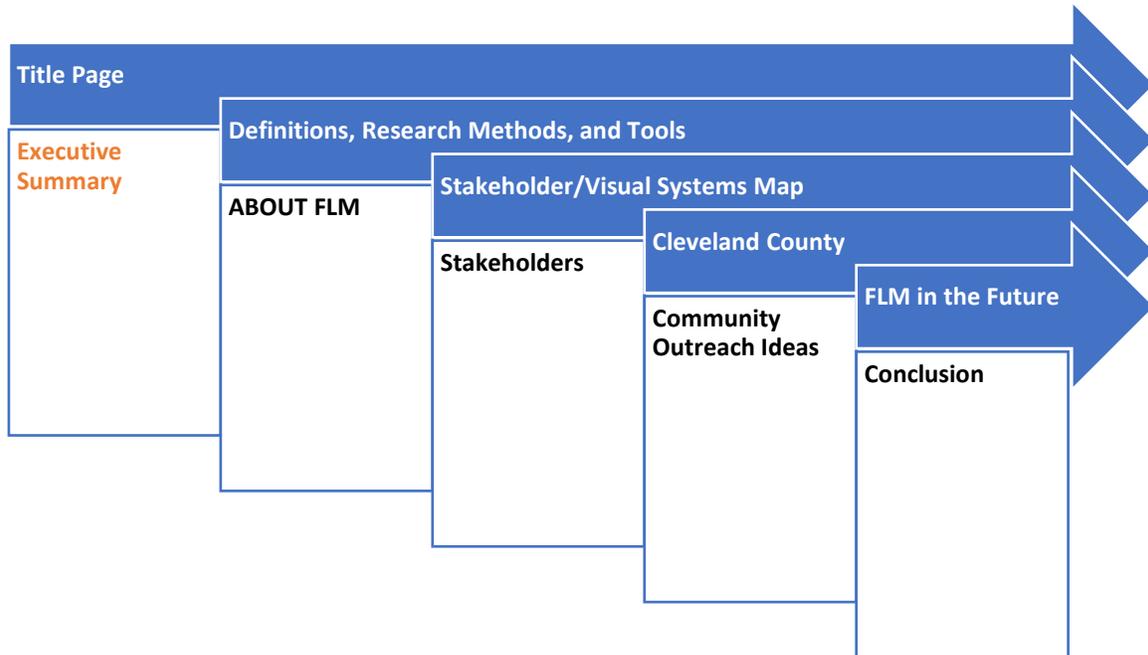
Community Development and Engagement Plan for Lowering Jail Expenses, Crime, and  
Recidivism in North Carolina Counties by Welcoming Freedom Life Ministries (FLM)

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## Community Development and Engagement Plan for Lowering Jail Expenses, Crime, and Recidivism in North Carolina Counties by Welcoming Freedom Life Ministries (FLM)



This report looks at welcoming the Freedom Life Ministries group to North Carolina counties due to their success in reducing and eliminating recidivism in McDowell County, NC. As the more significant part of a student work project at Lenoir Rhyne Graduate School the research, interviews, and meetings were held over a five-week period.

**The Purpose of the Project:** FLM is interested in expanding into other counties in the state of North Carolina based on the current FLM model. This paper captures research findings, ideas, and recommendations for community development, stakeholder engagement and participation, and possible organizational changes to prepare for this expansion.

The District Attorney of McDowell and Rutherford County, Ted Bell, was interviewed about the success of FLM and his massive endorsement of it in North Carolina. The program is therefore targeted to enter Cleveland County with its caring and successful work.

- This program has lowered prison and incarceration costs, crime sprees, repeat offenders, and the disillusionment that often leads to attacks, rapes, breaking and entering, opioid use, and drugs.
- A healthy marketing mix for entry into all other counties in the state.
- The publicity, promotion, sales, marketing, and advertising of the success must be good enough to convince stakeholders to consider FLM.
- The other 98 counties cannot be expected to welcome FLM just because of documented success stories and reports; they will need to be convinced.
- Traditional means of marketing should be employed next to digital means to include brochures, billboards, social media, commercials, and presentations across the county to associations. Leaders, and clubs.

### Definitions, Research Methods, and Tools

**Definitions and methods explained:** Stakeholders define themselves as those capable of holding interest and effectuating **policy, change, funding, and help**. Research methods and tools used include **personal interviews, data reports, inspection of facilities, meetings, video conferencing, and evidence from previous studies**. To better understand research methods the tool of a Galbraith STAR



Model (Jay Galbraith invented this to help companies) for organizational design principles became effective. It is showcased herein such method first analyzed on another non-profit. The FLM STAR model is going to be examined next. This Star Model describes **Strategy** to include direction, **Structure** with power, **Processes, and information, Rewards** providing motivation, and **People** including their skillsets and mindsets.

## WHAT IS A STAKEHOLDER? – WHAT IS A STAR MODEL?

During **research**, it was reported about Cystic Fibrosis Charlotte (CFC), “as I have worked with them to raise \$567,000.00 in one night cooking for free at their, “Dining with the Master Chef’s” event. These are at Quail Hollow Country Club, these days, and quite fun to do.

## DEFINE A SUCCESSFUL EVENT AND EXPLAIN IT

Although we chefs did work 16 hours that day, it was well worth the pain of two days following.” CFC has made great strides over the past 20 years with their **events** (Rogers et al., 2008). They have taken the money raised and put it into research that has paid off! Explained was how many children used to live only to the age of 18 but due to **breakthroughs**, they are now living long and healthy lives (Davis, 2006). In particular, two powerful treatments discovered have made tremendous differences (Mutyam et al., 2016).

## DEFINE A BREAKTHROUGH EXAMPLE

It was also a blessing to be visited at our country inn by a petite and intelligent Doctor from India, who does much of the research. She said, “the reason I stayed here was that of what

you did in society Martin, and it peaked my interest.” We further had the opportunity to speak with her about studies in DNA and food with the Preventive Medicine Research Institute and Doctor Dean Ornish, (Mongiello, 2018).

## DEFINITION EXAMPLES FOR THE READER TO STUDY

**Strategy:** It is continued to be evident that CFC has the approach of helping their clients and guests afflicted with the disease. To do this their goals and objectives are to create greater comfort for those ill to live more fulfilling lives. Their direction is also to invent and develop treatments and drugs that heal and cure this with Cystic Fibrosis.

**Structure:** CFC, overall has a power structure of a headquarters and chapters with typical regional roles, leaders, and helpers. Internally, departments organize together in specialties much like any great corporation.

**Processes:** CFC uses primarily vertical methods but is trending towards lateral as much as they can. Since they have substantial research needs, they must allocate accordingly.

**Rewards:** Many stakeholders receive rewards from CFC in the form of motivating advertisements, their names, and faces on banners, in brochures, and cookbooks created just to celebrate them, and more. These are just a few examples.

**People:** CFC has selected some of the most exceptional skilled leaders ever met, and they are delighted! It is beautiful to see them also so enriched with money and fundraising.

CFC focuses on people as their ultimate concern (Chauke, 2016). It is recommended to CFC for a more strategic capability approach in their organization to do some more films on their

scientists possibly. The doctor who came and stayed at our inn came to be a fascinating example of excellence in research and professionalism. She was such a small, Southwestern Asian lady and yet so intelligent. They could feature scientists from the UAB Cystic Fibrosis Research Center (Wainwright et al., 2015).

## DEFINITION OF HOW ANY STAR MODEL LOOKS

The example of CFC is how a STAR model looks and can ultimately explain movement into other counties. While CFC is many decades old, this allows progression of funding and growth to be understood and that they still have work in front of them. Working within the system or social order, and forces at play are always best. Any non-profit must be cognizant of all of the old world marketing and fundraising techniques used, and understand they are part of the system of the past. To gain notoriety and to gain funds via grants, endowment, and gifts. FLM will need to participate heavily in the new social order.

**Tools:** Talking about the new social media landscape, although it is a new system only a strong ten years old, it is mechanized and has limitations and boundaries. Figuring out those and applying proper engagement is what will help a nonprofit develop their community strategy.

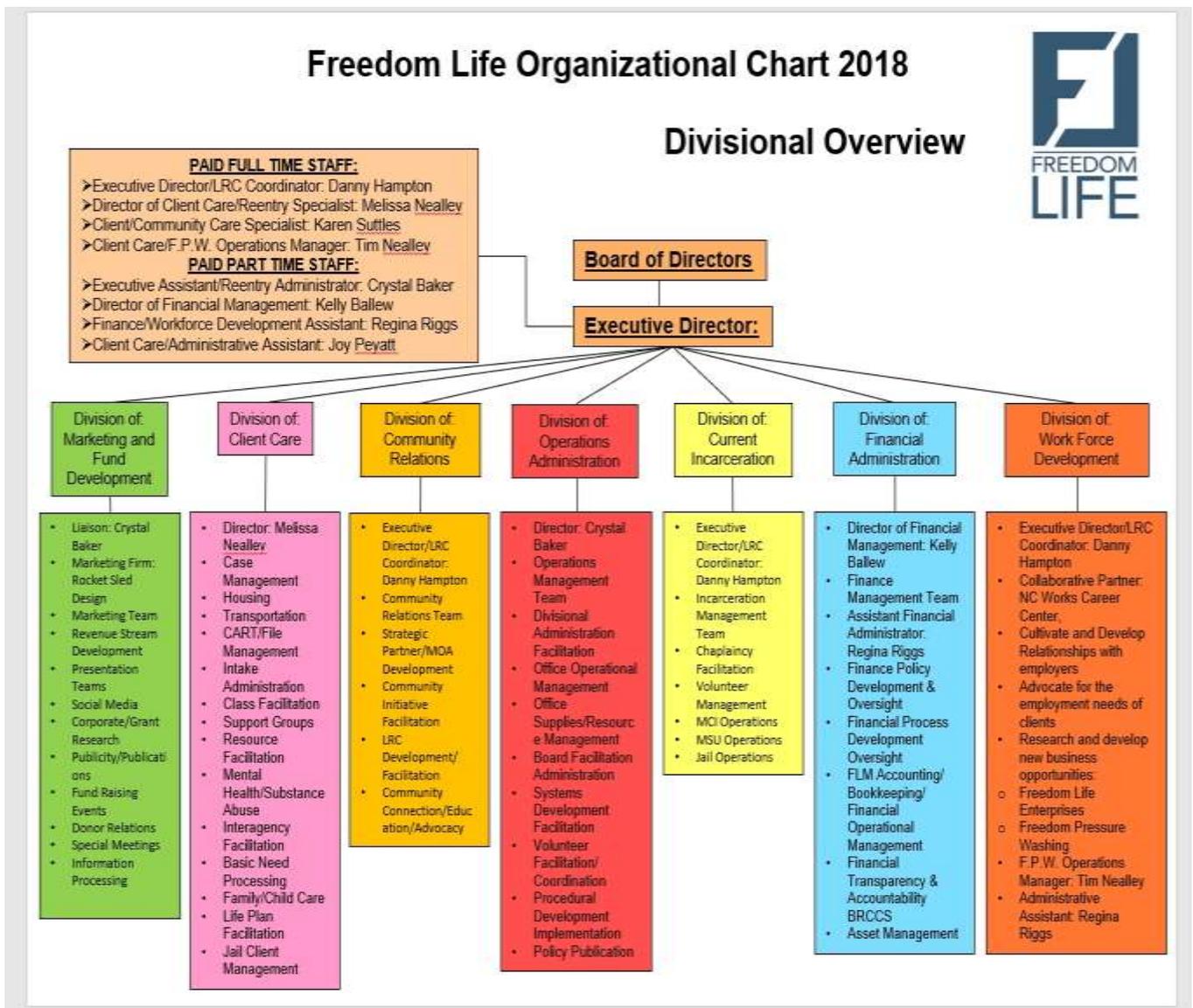
Take for instance the social media channel of Facebook (Lovejoy & Saxton, 2012). It reaches one in seven people as it has just over one billion people using it. In America, our population is about 320 million. Freedom Life Ministries (FLM) has been very clear in showcasing on their website that in 1972, America's prison population was 300,000, by 2014, that had risen to 2,300,000 (Freedom Life Ministries, n.d.). These numbers are a significant ratio

to consider incarceration. Using Facebook is just one tool to reach people with filmed videos and ads to change the way they think and act towards prisons, prisoners, and recidivism (Arnett, German, & Hunt, 2003). Consider systemic approaches towards utilizing an additional 40 methodologies in social media to reach the public – and their way of thinking (Cho, Schweickart & Haase, 2014).

Newspaper advertising and pamphlets as tools should also be engaged in with presentations to change the most esteemed thinker's viewpoints. The Rotary, Kiwanis, Knights, Masons, Civitans, DAR, SAR, VFW, Iraq and Afghanistan Veterans of America, Vietnam Veterans of America, American Legion, Wounded Warrior Project, Elks, Moose, colleges, libraries, ladies garden clubs, artist groups, police leagues, Sheriffs Departments, Police Departments, Mayor's offices, and many other leagues, associations, and clubs hold the most esteemed thinkers in society. Presentations must finish with pamphleteering.

FLM will need to use a mechanized approach to gain broad-based financial support backed by the arithmetic. If they share the same numbers of success stories, videos filmed and made, speeches, and pamphlets they will be successful. A system is organized and works within the confines of established rules that people have accepted. A good system will prove that their Level 2 success of 20% recidivism, Level 3 success of 7% recidivism, and level 4 of 0% recidivism is worth the alternative of 40 to \$60,000.00 per year, per county prisoner in housing them. Although not their fault, by not correctly marketing and advertising the success story of FLM, they are short-changing themselves in funding, acceptance, a celebration of their ingenuity, and expansion. Invariably, on a state level, this is only allowing more failures to occur.

Further public misconceptions and confusion are saddening just due to a lack of information. If for no other reason than to save millions of dollars – even if that is all the public cares about, it is worth it to tell the success story of FLM. We believers of FLM will caringly wait to gain public support for their programs that work to cheer former inmates on to new lives and never going back. These tools will be expounded on in section 8, Community Outreach Ideas. The reader may find it helpful to refer to this section while reading the rest of this plan.



## **About FLM**

“To a prisoner, the grass is not always greener on the other side of the fence... That is where we come in,” (Freedom Life Ministries, n.d.). FLM is committed to helping current and former offenders, regardless of race, background or creed, embrace the freedom of real and lasting life change by addressing the needs of the whole person through the liberating power of Christ's love (Freedom Life Ministries, n.d.). Readers will notice some non-negotiables for FLM would be giving up their faith-based approach, having all unpaid staff (see organizational chart above), and their compassion approach.

Additionally developed work from Samantha Nelson, Martin Mongiello, and Leah Clayton is a large non-negotiable for the Freedom Life organization as “community buy-in.” Getting the community to support the mission and work of Freedom Life, and critical stakeholder ‘champions,’ who consistently advocate for the mission and work is critical. Any future county for Freedom Life must have these components in place. Without these non-negotiable factors, Freedom Life will not prime for a successful implementation.

The following current STAR model is showcased about FLM today and directly from their stated materials (Freedom Life Ministries, n.d.).



**FAITH:** At Freedom Life Ministries we believe that no heart is too broken and no life is too shattered for God's love to embrace and transform. Even though the way can be hard, and circumstances tough, we have faith in God and what He can and will do in the life of every person, regardless of their past, who is willing to turn to Him for hope, healing, and a life of real and lasting freedom.

**COMMITMENT:** At Freedom Life Ministries commitment to Christ, His love, and His Word is an integral part of who we are. As we work with current and formerly incarcerated men and women, we challenge them to the commitment required for them to know the fulfillment of all the needs that God can meet in the midst of all the challenges they face. We believe we must be for them what Christ was for us when it comes to living out what true commitment is and the cost that it requires.

**COMPASSION:** At Freedom Life Ministries we desire to be examples of Christ's compassion. By compassion, we do not mean feeling sorry for someone. We believe compassion sees the inherent worth God places upon a person regardless of their situation or condition. It does not deny the damage people do to themselves and others, but nor does it disregard the value of a person because of damages are done. As we seek to help people navigate the tricky waters of disciplined life change, we also desire to help them discover a new sense of dignity and respect for themselves and others.

**INTEGRITY:** At Freedom Life Ministries words like authenticity, honesty, and trustworthiness are not just philosophical concepts. We are a ministry organization deeply committed to spiritual and systemic accountability and transparency. People need to know they can count on us to be whom we say we are. Only through the authentic integrity of our hearts can we hope to lead current and former offenders to discover the integrity God can bring to theirs.

**COMMUNITY:** At Freedom Life Ministries we realize that our strength comes from our connectedness to God and our community. We desire to be part of a systemic infrastructure that brings the church community together with other community organizations to fulfill our overall vision of helping those incarcerated and those who have released discover the freedom and fulfillment of lasting life change.

**ADAPTABILITY:** At Freedom Life Ministries we are committed to continuous change and improvement. We know we must be active in our faith and flexible in our facilitation. It is our

prayer to continually grow and improve as we are continually adapting to the challenges and needs that each day and each person may bring.

**AUTONOMY:** At Freedom Life Ministries, we are not just committed to a cause, we are committed to a calling. Our passionate desire to minister to the needs of current and former offenders flows from our passionate love for God. We are a faith-based organization. Moreover, while we are committed to working with every organization willing to work with us, we are also committed to the spiritual foundation from which our calling comes. While we will never force our faith on anyone, and while we are committed to helping everyone willing to accept our help regardless of their faith, we also reserve the right to be autonomous in our faith as a ministry organization.

### Stakeholder/Visual Systems Map



The stakeholders in Cleveland County are varied, and some are unlike other reports to Freedom Life Ministries (FLM). This analysis utilizes a particular STAR system developed for Freedom Life Ministries to become more successful across the state, and America.

Stakeholders work together towards the intimate success of participant members (PMs). The key to stakeholders in this STAR system is communication between them providing no disconnects. They do recognize that there will be collapses and there will be failure PMs. The admittance of this provides a reality check against those whom will always say, *“I told you this was a stupid idea! These people need to be caged or given the electric chair.”* They are shown in the star diagram below and encompass:



1. Gaining a commitment from the major and minor educational schools to lock in training discounts, free degrees, and reduced cost certificates leading to degrees, credentials, licensure, and certifications. BUILDING PORTION.
2. Commitments of jobs and hiring if the student graduates from the instructional program or degree path. In some cases, the employer will offer to pay for the entire education if the PM will sign a five or eight year fixed rate of pay contract. The employer can then forward the funds to educate and certify the PM in a skilled trade or high-degree trade. In some cases, the hospital will be willing to take a former convict or drug lord and bring them to the Doctoral level eight years later. ULTIMATE ORBIT STABLE.
3. The Triple Trainer Team is made up of relevant industry experts in the PMs field of interest and study. They will come from the local county population of leaders in business who are industry experts. They will guide the PM all the way through school until they enter into industry working and starting a new life. ROCKET IGNITION PHASE.
4. The Holistic Resource Expert can be a licensed minister, pastor, imam, rabbi, priest, Wiccan, atheist leader, or another leader. They afford the intimate relationship of daily or weekly contact with the PM. They offer holistic guidance uniquely.
5. A Therapy Friend and Expert is required to be licensed and insured as a local Psychologist, Psychotherapist, or therapist. They have no frequency required for a PM to engage with but initially meet with them and make themselves available weekly or

monthly at the PMs desire.

6. The Friends Five are the new friends of a PM who are here to talk, text, email, meet for coffee, but no BBQ in their yard with (private residential contact is not allowed). BBQ's are allowed at trails, in community parks, to attend birthdays or celebrations with at Chuckie Cheese, and other locations. The Friends Five are known publicly as being the announced friend of the PM and helping towards their success in a new life.
  
7. The core of the STAR is The Online Life Change which acts as a public relations catalyst for all other PM's. While not required, any PM who would like to go public and become a lighthouse for others can sign an agreement contract to be featured in the video, followed, and showcased online with their progress in the ministry towards freedom in life.

**The following are considered to be critical helpers in the success of FLM entering Cleveland County, NC to assist in saving money and lowering crime, even further.**

Name	Current Support (-3 to +3)	Desired Support (-3 to +3)	Their Motivation	What You Can Do
Tedd Bell – District Attorney of Rutherford and McDowell County	+3	+1	Excited about the success already had in McDowell County (MC).	Get him to write a letter of recommendation and then follow up with a call to Mike Miller in Cleveland County (CC).

COMMUNITY DEVELOPMENT AND ENGAGEMENT PLAN FOR LOWERING JAIL EXPENSES,  
 CRIME, AND RECIDIVISM IN NORTH CAROLINA COUNTIES BY WELCOMING FREEDOM  
 LIFE MINISTRIES (FLM)

Mike Miller – District Attorney of Cleveland and Lincoln County	-3	+3	Desires to lower recidivism and the crime rates. Champion as a hero.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports.
Jason Falls	-1	+1	Believes in the county and was a Commissioner and Chair of the Commission for a long time.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports.
Alan Norman	0	+3	The Sherriff of CC desires to make our county even better.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports.
Chamber of Commerce	-2	+3	As business members are actively looking for excellent success stories	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports.
Holistic Resource Experts	-1	+	Professional desire to help.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports.
County Manager	0	+3	Highly desirous of saving money.	Show the letters of reference from several stakeholders in MC and make a

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				presentation with video and reports. Focus power on showing financial savings.
County Commissioners	0	+3	Highly desirous of saving money.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports. Focus power on showing financial savings.
Triple Trainer Teams	0	+3	Looking to create excellent success stories. Highly desirous of saving money.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports.
Company owners with job commitments	0	+#	Looking to create excellent success stories. Highly desirous of saving money.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports.
Gardner Webb University	-1	+2	Looking to create excellent success stories.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports.
Cleveland County	-1	+2	Looking to have excellent success stories. Highly desirous of	Show the letters of reference from several stakeholders in

COMMUNITY DEVELOPMENT AND ENGAGEMENT PLAN FOR LOWERING JAIL EXPENSES,  
 CRIME, AND RECIDIVISM IN NORTH CAROLINA COUNTIES BY WELCOMING FREEDOM  
 LIFE MINISTRIES (FLM) 18

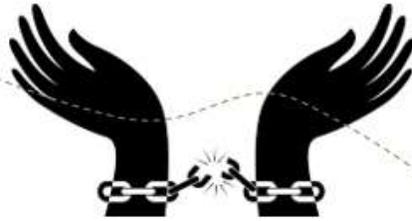
Community College (CCCC)			saving money ultimately for CC.	MC and make a presentation with video and reports.
Film Team	-3	+1	Looking to have excellent success stories. Highly desirous of saving money ultimately for CC.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports.
The Friends Five teams	0	+3	Looking to have excellent success stories. Highly desirous of saving money ultimately for CC.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports.
Therapy Friend and Expert	0	+1	Professional desire to help and get paid. Looking to have excellent success stories. Highly desirous of saving money ultimately for CC.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports.
All Elected Officials	0	+3	Strong desire for good and saving money.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports. Focus power on showing financial savings.
Concerned Citizens	-2	+2	Looking to have excellent success stories. Highly desirous of	Show the letters of reference from several stakeholders in MC and make a

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 CRIME, AND RECIDIVISM IN NORTH CAROLINA COUNTIES BY WELCOMING FREEDOM  
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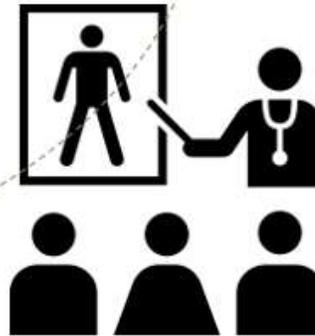
			saving money ultimately for CC.	presentation with video and reports. Focus power on showing financial savings.
Church Leaders	0	+2	Rally around ministry and prefer success stories helping others.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports.
Civic Groups	-1	+3	Strong attachment to the entire community and interested in savings and helping CC.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports. Focus power on showing financial savings.
Criminal Justice System interactants and former inmates	0	+3	Looking to help CC and change their own lives. Most often would enjoy becoming a success.	Show the regular FLM program and success rates.
Funders	0	+3	Looking to have excellent success stories. Highly desirous of saving money ultimately for CC.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports. Focus power on showing financial savings.
The Mens Shelter	+2	+3	Looking to have excellent success stories. Highly	Show the letters of reference from several

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 CRIME, AND RECIDIVISM IN NORTH CAROLINA COUNTIES BY WELCOMING FREEDOM  
 LIFE MINISTRIES (FLM) 20

			desirous of saving money ultimately for CC. Will step in to validate further helping FLM by showcasing their piece in the puzzle.	stakeholders in MC and make a presentation with video and reports. Focus power on showing financial savings.
The Women's Shelter	+2	+3	Looking to have excellent success stories. Highly desirous of saving money ultimately for CC. Will step in to validate further helping FLM by showcasing their piece in the puzzle.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports. Focus power on showing financial savings.
Additional Educational Schools to Attend	0	+3	Ideally excited to be a part of the success story.	Show the letters of reference from several stakeholders in MC and make a presentation with video and reports. Focus power on showing financial savings.



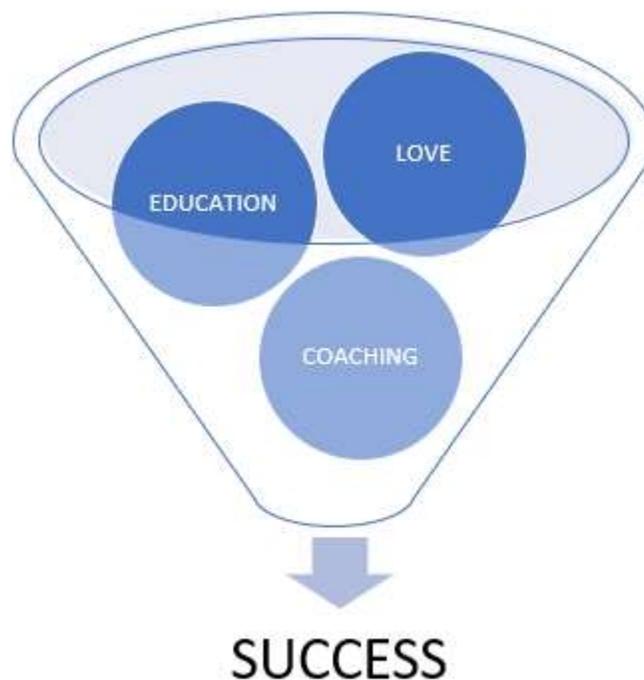
From INCARCERATION to FREEDOM means release and the chance of 49% returning to drugs, crime, killing, murdering, and destruction. As citizens turn their heads and refuse to change inmates lives, they end up losing their own loved ones to crime sprees, attacks, and more. The refusal to change the lives of former prisoners and comments of, "they can kiss my grits and rot!" is the wrong approach. When CITIZENS take steps with FLM to EDUCATE former inmates into decent JOBS it creates SUCCESS FOR ALL.



**SUCCESS FOR ALL**

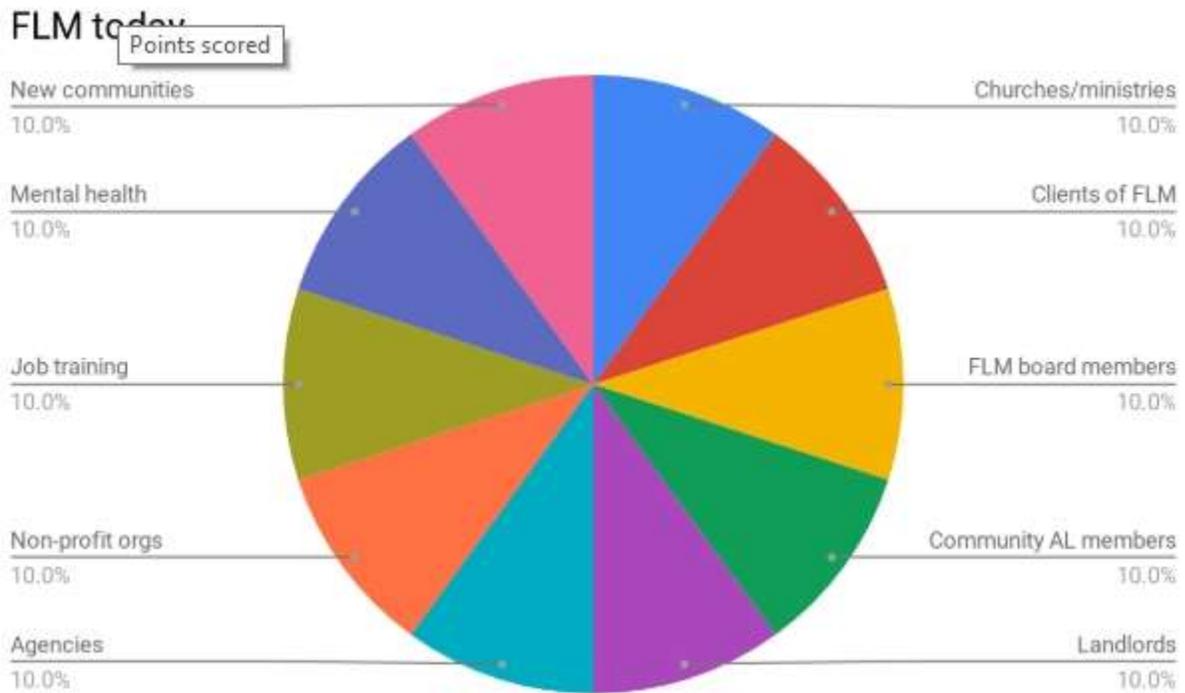
Based on all that has been learned this session from FLM, the stakeholders, and Cleveland County, believing that the convincing dynamics of marketing, advertising, promotion, publicity, and sales are missing from the expansion goals is paramount.

FLM is doing well in their counties via engagement, performance, notoriety and community mobilization. To connect better and gain higher stakeholder collaboration, FLM could lead systemic change for social change by lowering recidivism statewide. However, entry into each county will be a full day-one starting position. Each county is sure to prevent, block, and inhibit them from starting unless the market their way in beforehand and win over the people. Maintenance marketing will also find itself essential during the first year of each new county.



### Stakeholders

The importance of stakeholders and their impact saw detail in the systems map on the previous page. Taking a closer look at FLM’s stakeholders, we can break them down into the following categories: **Churches/ministries, Clients, FLM board members, Community at-large members, Landlords, Agencies, Non-profit organizations, Job training, Mental health, and New Communities.** Martin Mongiello and Leah Clayton developed a portion of this section via collaboration.



**Churches/Ministries:** Churches and ministries are a direct stakeholder in FLM. Many times, they are the feet on the ground doing the in-prison ministry work. They also provide meeting spaces, volunteers, and funds to FLM.

**Clients:** The clients of FLM, inmates, and past-offenders, are the most impacted stakeholders of FLM. They are receiving the direct benefits of FLM's work.

**FLM Board Members:** The members of the FLM board heavily invest in the success of the organization.

**Community at large members:** These people are stakeholders of FLM using lobbying for FLM in the community and with officials. They also benefit from the work of FLM in helping improve the community by assisting past-offenders to grow to become active members of the community.

**Landlords:** The landlords who rent the spaces FLM uses are direct stakeholders because their property and area are affected by FLM's use.

**Agencies:** The agencies involved with FLM, District Attorney's office, Police Department, Social Services, are all stakeholders in FLM. They work directly with the same clientele and benefit from FLM's success.

**Non-Profit Organizations/Job Training/Mental Health:** Other non-profits that work with FLM to aid clients in finding housing, jobs, are stakeholders as they rely on a healthy relationship with FLM. These stakeholder relationships are mutually beneficial.

**New communities:** As FLM grows into new towns and eco-systems of friends they will gain additional ideas to backflow to others. Spreading the success of FLM will eventually help the entire state of North Carolina.

FLM's critical stakeholders in the Stakeholders Visual Systems Map are noted, and the most significant key is District Attorney Ted Bell. He holds the legal and authoritative power in the state to promote the programs success story. An illustration of his weight would best be seen on his letterhead introducing others to who FLM is and their success.

The following meeting was with FLM and an interview of the District Attorney:

**Overview from FLM meeting on June 4 as it applies to Stakeholder Interviews and their expectations on the project**

The team from LRU was truly humbled, honored, and attentive to the entire meeting held with Freedom Life Ministries (FLM). We felt so much hope when they rattled off the statistics of there being two prisons in McDowell County and a population of 45,000 people.

They have been helping inmates and people close to the criminal justice system to avoid it or never go back again. They have a goal of helping people to do well in society. They stated that the North Carolina recidivism rate is 49%, but 77% nationwide.

What made the team feel so proud was their recidivism level two team members are at 20%, level three at 7% and level four are never going back. They are at 0%.

**Stakeholder name and organization**

We entered into long periods of voice mail jail and gatekeepers for several days across two weeks of calls to the DA's office. We knew it was going to be intimidating to many, and hard. We were not scared. Mr. Tedd Bell's office of the District Attorney's (he is the D.A.) Office is in Prosecutorial District 29A. The Rutherford County Office is at 229 North Main Street,

Rutherfordton, North Carolina 28139, Phone: 828-288-6110 and his McDowell County office is at 21 South Main Street, Marion, North Carolina 28752. Phone: 828-655-4110.

**A brief description of the stakeholder's organization and background of the individual:**

This District includes all of McDowell and Rutherford Counties in North Carolina. This office must represent the State of North Carolina with integrity and professionalism, while protecting victims and their rights, in the pursuit of justice. Ted Bell was born in rural Pennsylvania, the son of a police officer and a nurse.

At 19 he joined the Army and became a helicopter pilot. He served seven years stationed at various posts in the Republic of Korea and the U.S., including Ft. Bragg.

Ted attended UNC-Chapel Hill for undergraduate degrees in Economics and Political Science and then received his law degree from UNC as well. After practicing labor and employment law in Birmingham, Alabama, he and his family returned to North Carolina. In 2008, he became an Assistant District Attorney in District 29A.

Ted and his wife, an anesthesiologist, have two daughters. In his free time, Ted is a competitive pistol shooter and hunter and is also a licensed falconer. (District Attorney Ted Bell, (n.d.).

### **Stakeholder relationship to FLM - why are they involved?**

In 1972, America's prison population was 300,000, by 2014, that had risen to 2,300,000 (Freedom Life Ministries, n.d.). With growth like this, they can also help, even if they are a D.A.

### **Selection of typology with analysis of stakeholder, relationship, and participation with FLM**

Sarah White's system of review (Chauke, 2016) which questions **nominal, instrumental, representative or transformative** involvement helped. Without being unprofessional, her slams of nominal participation could even be inclusive of curse words. She holds no punches for fake helpers. Mr. Bell is most definitely a **transformative** friend who believes firmly in what FLM is doing and wants to help change our whole state.

### **Community Participation Checklist used during the interview**

Enclosed below, after screen shooting it out of Kindle is the Community Participation Checklist (Chauke, 2016). Bringing it into Photoshop, converting it to portable document format (.pdf), and then typing onto it in Acrobat Professional (available to the reader by request as a completed .pdf) allows viewing.

After that, it was stitched into a document and laced together. For this presentation, conversion to a .jpg from .pdf occurred. The reader may find that expanding the Community Participation Checklist is more viewable or that blowing it up is helpful. Due to technical limitations of shooting the actual book (Chauke, 2016), the reader may also find temporary ZOOM features in Acrobat are helpful to ZOOM to 200%. This ZOOM feature will make the product more readable over the next two pages.

COMMUNITY MOBILIZATION AND STAKEHOLDER PARTICIPATION FOR DEVELOPMENT

participated in the project?

*We have well over a dozen stakeholders helping this project. Law enforcement, churches, and*

7. Who provided resources for the project? *community leaders.*

- a) Community
- b) External organization
- c) Community and external organization

8. Give details of the resources provided by the different actors:

- a) Community: *The FLM leaders are from the community as are the current donations.*
- b) External organization: *Some grants have come from outside of the community and some tacit support is coming as well.*

9. Who developed the project plan of action?

- a) Change agent representatives
- b) Change agents with community input
- c) Community committee with change agent facilitation
- d) Community initiative

10. Were there any capacity building activities conducted to empower the community

members? YES  NO  (Please tick inside appropriate box)

11. If yes, give details of the capacity building activities:  
*FLM has a pretty good outreach program and website as well as word of mouth capacity building programs running every day.*

12. Were any community sensitisation activities conducted in the community? *The videos and music developed on the site.*

**Community Participation Checklist**

1. Name of Project:
2. Did you work with development facilitator(s) or change agents in the project? *Freedom Life Ministries*  
 YES  NO  (Please tick inside appropriate box)
3. If yes, who is/are the project partners?  
*Tedd Ball, the District Attorney for McDowell County.*
4. Who identified the need for this project?  
 a) Community   
 b) Change agent   
 c) Community and change agent
5. Give details of how the project was identified and prioritized:  
*Lenoir Rhyne University identified this project as an emerging success story. They in turn brought it to the graduate students to help with it.*
6. State the segments of the community that

YES [x] NO [ ] (Please tick inside appropriate box)

13. If yes, give details of the sensitization activities:

The music and videos are touching on the website with their outreach. The photos and signs associated with each person hurts the viewer inside and you want to help.

14. State the roles of the respective project partners in the implementation process:

a) Partner organization:

Law enforcement: Try to notify FLM to help prevent bad outcomes.  
 FLM Leaders: Continue the success of the program.  
 The marketing company: Change hearts, minds, core beliefs, 300 years of Iron founded belief systems.

b) Community:

Citizen leaders and commissioners: Help grow FLM with housing.  
 Citizens: Donate time and money with changed hearts and minds.  
 Churches and civic groups: Welcome FLM to provide presentations.

15. State the roles of the respective project partners in project monitoring:

a) Partner organization:

Contribute to the new Guidestar ratings and reports with greater CPA and marketing pro-bono support.

b) Community:

Attend community council meetings yet to be formed and provide monitoring, review, input, and examination.

16. State the roles of the respective project partners in project evaluation:

a) Partner organization:

These roles primarily are expertise oriented in professional trades that control money.

b) Community:

These roles generally are not knowing how to best evaluate such a program and should approach it from that way - how is it helping our community home to home with feelings?

**Summary**

The present writer has suggested a value-free and non-hierarchical participatory model framework: Situational Participatory Model (SPAM).

Community participation typologies enable us to appreciate the fact that the various forms and "levels" of participation may invariably be classified into the three broad approaches to community mobilisation and development already suggested in chapter 2 of this book. By way of recapitulation; the three approaches to community mobilization are top down, bottom up and mixed.

Chapter 6

**Participatory assessment, intervention strategies, techniques and tools**

**Introduction**

This chapter begins with definitions of strategies, techniques and tools. Following the definitions, five

**List of interview questions:**

It was asked these exact questions, in this precise order, of the stakeholder interview (District Attorney Ted Bell) to not deviate from the research results at LRU.

**1. What are the trends seen in the community regarding re-entry needs and barriers in McDowell County over the last several years?**

Aside from all of the other typical things most people can imagine, FLM needs housing for folks. While they are doing an excellent job, this is an essential next step. We continue to have intense challenges with the public who would instead lock folks up instead of having more money in the county, lower crime, and lower recidivism. This challenge is a marketing, advertising, promotion, publicity, and sales campaign challenge.

**2. What is the understanding of the mission and scope of Freedom Life (FLM)? Where do they fall short in achieving them?**

FLM is helping hundreds of people who have interacted with the criminal justice system to avoid ever doing so again. They also have helped former inmates to adjust their careers, lives, and families towards becoming a success.

**3. Is FLM focused on its mission and impact or has it taken on too many diverse programs/projects in the community?**

No, they have hit a grand slam.

**4. What is the level of participation with FLM? What is provided?**

I work with them and speak with them on a case-by-case basis, and when they call for me, they have my full attention. As the DA of two counties, I am intimately involved with each case.

**5. What is FLM doing well and what can FLM do better regarding community connection and stakeholder collaboration?**

They have their work cut out for them to try and convince the public to educate, help, reward, encourage, and teach former inmates. It is a tough job to show people how much lower the crime rate could be and how much less tax base we would need if the prisons started shrinking. People want folks locked up.

**6. How would one counsel FLM as they seek to become more effective in stakeholder relationships and partnerships?**

This challenge goes back to focusing on the advertising portion before they try to spread it.

## 7. How would one counsel FLM in seeking to increase funding?

I cannot say anything as they are the king of grant writing!

**Summary:** The District Attorney enjoyed mentioning his time in the Army, and it was related to him the authors 30 years of Navy service. The DA surprised us with an affable manner. He was entirely in touch with the public advertising challenge, so we felt relieved that he was already on top of that aspect.

**Conclusion:** The challenges that FLM faces through excellence in programming, work, and management are defeated daily. Even the top attorney and prosecutor in the counties, who imprisons people, is excited about the program and loves it! Now that is something! It appears that everyone we speak with agrees with original ideas that advertising, marketing, promotion, publicity, and sales are the next step.

**Researcher's Comments:** A tremendous amount of responsibility for doing this project occurred. After speaking with the DA, we could see how important this particular interview was.

**Recommendations:** To improve stakeholder synergy and participation in a full marketing agency would help tremendously. Relationship marketing would help tremendously (Arnett, German, & Hunt, 2003). A quarter million dollar package would typically launch this product into the next phase of expansion (donated pro-bono). To get the housing in McDowell County, it

appears that the marketing element could illuminate the savings of non-recidivism and develop a ratio table to quantify such mathematically. From the savings of lowering the prison population, the money-saving figures, and reducing the crime rate – these are potent facts. A portion of that savings could then be used to build the new housing.

We would most definitely type up a letter of recommendation for each of the Assistant D.A.s and the D.A. to sign. We would prepare these and put them on a zip drive stick to drop onto their letterhead. We would present these in a professionally boxed enclosure.

## **Cleveland County**

Necessary county information, features, values and stakeholder relationships with Doctor Jack Weller of the Cleveland County Boys and Girls Club, Allan Norman – Sherriff of Cleveland County, and Jason Falls most recent Chairperson of the Cleveland County Commissioners will be examined for contemplation. Cleveland County, NC is reviewed as a potentially good fit for FLM and to see if it is ready. Additional, strong supporters and stakeholders in this country are showcased based on the current type/categories of FLM stakeholders. Suggestions provided may cause the reader to pause.

## **Research on the County**

Asians settled Cleveland County with black hair and eyes walking across the large ice bridge tens of thousands of years before Hernando de Soto came in the mid-1500's. On his way to Mississippi - his 500 to 1000 armed men in shiny plate metal on horseback would camp in

Piedmont, Southwest of Charlotte, and up to the north in Hickory, and Asheville (called Joara and a large settlement). He understood that Columbus thought he had found a route to India. Columbus named them, "Indians." The Hispanic influence is strong and growing due to migrant workers and new settlers in this county, mostly from South America. Today, the "American Indian" influence perpetuates much of the Carolina culture, and we have several well-known nations living here, and Cleveland County is the federally, scientifically documented and proven lands of the Catawba Nation. They have proposed a resort and hotel with shops, museum, spa, casino, and restaurants in Cleveland County and it has been under examination for several years at the Department of the Interior. The American Indian is welcomed highly in Cleveland County, and future crime issues are a minor, but valid concern, with the proposal of the resort. The Cherokee resorts have not seen a massive crime spike as was predicted if allowed to open a casino.

This influence and link to being native are active here and generally expressed as "being part American Indian." People will not say they are part Asian. "North Carolina has the largest American Indian population east of the Mississippi River and the eighth-largest Indian population in the United States," (Richardson, 2005). However, they are not from India.

Perhaps it is too late to change their name.

### **Original and Historical Influences**

The Spanish influence minimized when the Indians killed them off. Later, the masses of English settlers arrived, and Cleveland County is most settled mainly by the Presbyterian, spoken accent of Scots-Irish. They are the largest group living here. The most significant

numbers of Scots-Irish live in Tennessee and North Carolina. The most substantial number of Presbyterians live within 50 miles of Charlotte, NC. The Scots-Irish are well aware of the fact that over 20 President's of the United States of America holds such heritage. The most massive highland games this side of the Mississippi gathers just north of Cleveland County and the Scottish Irish Victory Center is in the county.

### **Other Significant influences**

We also have the Billy Graham Library in Charlotte. The second largest group are the Prussians (now called Germans). Approaching from McDowell County towards Charlotte the reader will also note the Catholic Abbey and university in Belmont, NC.

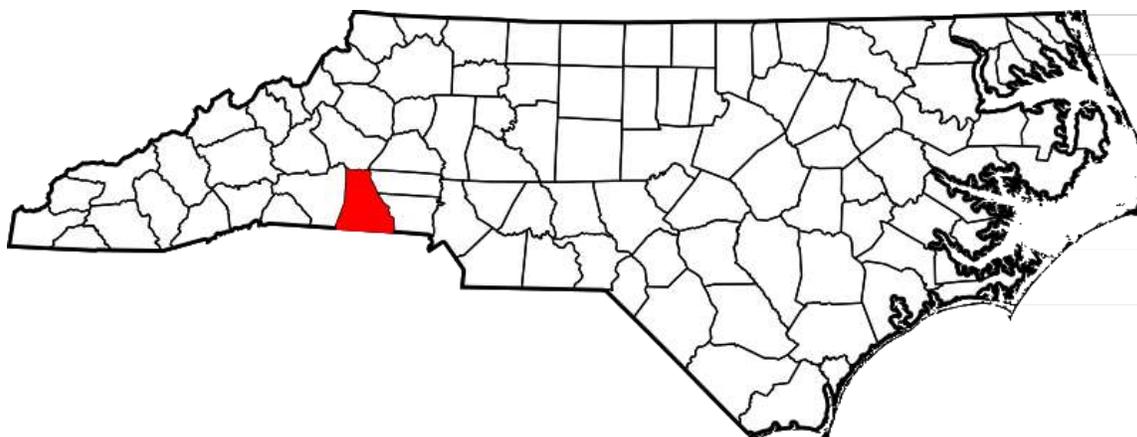
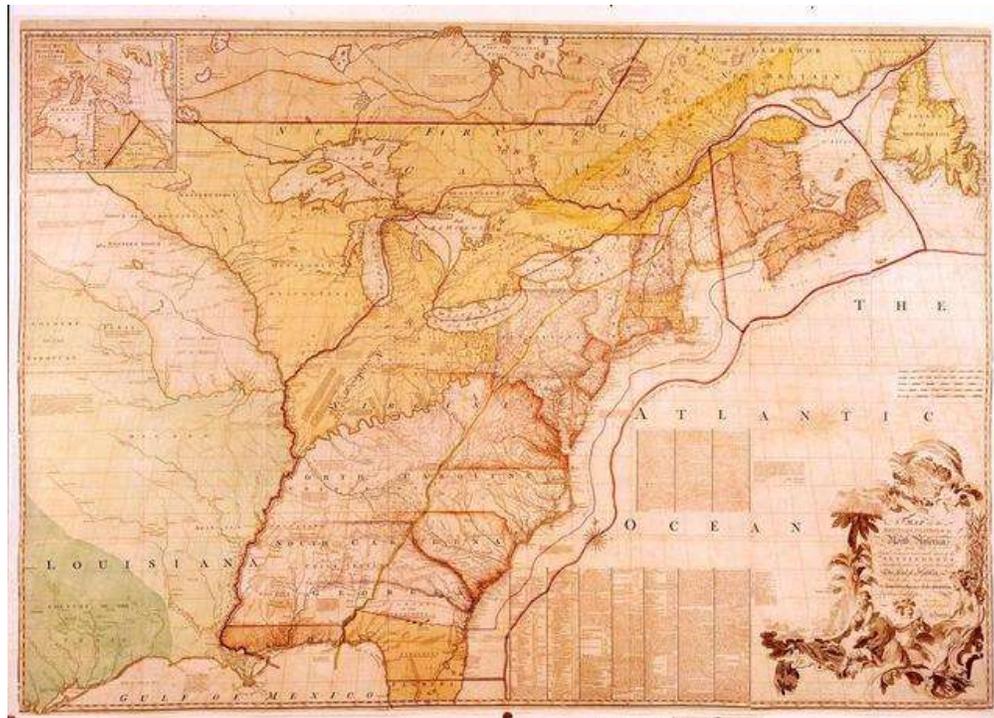
The fourth and fifth largest groups are English (formerly known as British). The dominating philosophies abounding here revolve strongly around the heritage and views mentioned. The phenomenon is not unlike any other locale on earth. However, in many cases moving forward, the younger generation has become disillusioned with some extreme forms of religion.

Past scandals of local churches, religious leaders screaming into microphones during services to deliver messages, holding snakes up above altars, and stealing to pay for excess lifestyles ruined the previous, kind church systems of the 17 and 1800's.

For that reason, any approach can no longer be pure faith-based to establish a community program in Cleveland County. This county has a large Buddhist Temple in it, Muslim believers, and many former slaves set free with families.

Of late, some Confederate, slave, black, rebel flag issues have hit the news due to incidents in the public school system in 2018. One can hear the “N” word used here.

The following maps showcase the physical boundaries of the county in history and today. Interstate 85 cuts through the county.





COMMUNITY DEVELOPMENT AND ENGAGEMENT PLAN FOR LOWERING JAIL EXPENSES, CRIME, AND RECIDIVISM IN NORTH CAROLINA COUNTIES BY WELCOMING FREEDOM LIFE MINISTRIES (FLM) 38



Many traditions abound in Cleveland County like the NC State Livermush Festival (a Prussian dish called scrapple in the north where many Prussians settled around Philadelphia), and pride in Mountaineers. Celebrating the great victory at the battle of Kings Mountain, which side of Buffalo Creek one lives on (the good or bad side) and subsequently running a person down a flight of steps if it is the wrong side, are essential to folks. Many streets named after revolutionary war heroes like Shelby and Scots Irish Presbyterians, like Grover Cleveland. Shine, white-lightning, hooch, and Snuffy Smith are indeed heralded as Junior Johnson and considered great topics – even if only in conversation. Scottish and Irish people love to eat fish

and chips with malt vinegar so one should not be surprised at how many fish camps are present.

Many practices revolve around closing down early and reasonably. Only chain stores will be open late and on Sunday. Being open on Sunday is for the filth of the blasphemers and Satan worshippers. Even in the case of being an Atheist, it is dimly viewed that a business would be open on Sunday and has no respect for the believers who live here.

The statistics here are :Median Age 41.5, Population 97,113, Population Within 40 miles 1.57 million, Median Household Income \$39,134, Unemployment Rate 4.3% (March 2018), Labor Force Size (BLS) 47,278, Educational Attainment (% Population High School Graduate or higher) 83.5%, GDP (Metro) \$163 billion, Per Capita Personal Income \$34,401, Business Relocation & Expansion Projects Assisted (36 months) 32, Announced Jobs (36 months) 1,360, Announced Capital Investment (36 months) \$692,703,012.

While some community leaders will force some to state which party they belong to and endorse, the best path is to let them know 2/3 of Americans are swing voters and that voters across the board are employed. Many will reject offers in Christ's name, or the love of God in the universe if one does not laugh with them about jokes against Muslims and Democrats. The same may occur over the full endorsement of President Trump, or FLM gets no deal. While such behavior is inappropriate conduct in leadership it does occur to the detriment of county growth, so has been on the decline over the past decade.

Finally, one of the main challenges facing the county today is convincing the younger populace to obtain work in a blue-collar trade. The skilled workforce has its challenges. That

economic development link would be a good recidivism tie-in for former inmates who would be happy to be trained to make substantial wages above Asheville's mandatory "Living Wage" of \$12.50.

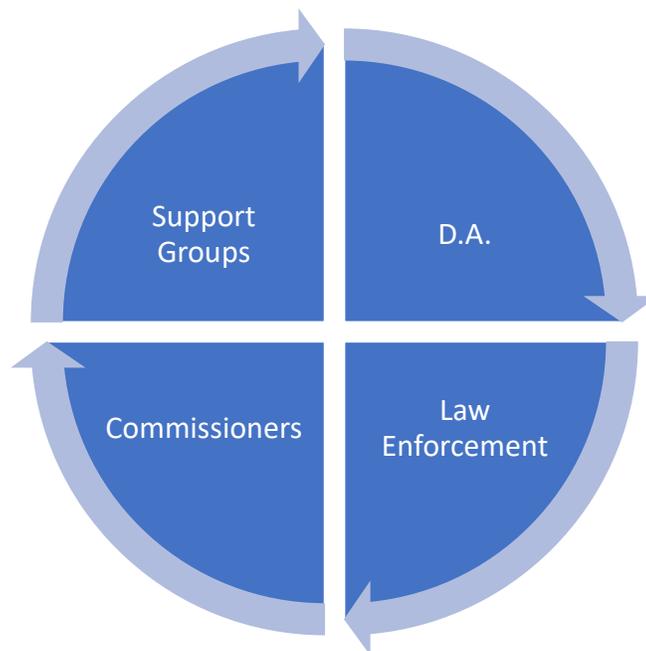
### **Research and Appreciative Inquiry Principle**

The current Detention Division uses two facilities and can house up to 324 inmates with 85 full-time personnel working (Norman, 2017). They have a medium-sized facility operation. This author has personally met with Sherrif Alan Norman, our former County Commissioner Chairperson Jason Falls, Kings Mountain Assistant Chief of Police Lisa Proctor, Grover and Kings Mountain Mayors of Bill Willis and Scott Niesler.

Referencing to the Appreciative Inquiry principle (Chauke, 2016), the Discovery phase undoubtedly will always begin and end with the creation of America and saving of the revolution at the great battle of Kings Mountain – the highpoint of pride. The Dream phase could contain the dream for all Americans to be free as was fought for at the battle and that incarceration is not the hope of citizens in the county. The Design portion indeed can contain the required structural changes, action planning, and objectives (Chauke, 2016). Any task force will resonate powerfully when the aforementioned Dream phase is included around the battle site, victory, and revolution to create the United Colonies. Incarceration in this county for the most dangerous is understood, and societal re-entry could be viewed as freedom and new victory if advertised correctly. The parallel is the battle of Kings Mountain. Barriers to progress in Cleveland County are low as the county commissioners have already endorsed programs and funded them with hundreds of thousands of dollars to help with recidivism, going back many years ago (Cleveland County, 2014). This door is wide open and highly educated to the help that FLM can offer to

lower recidivism, save money, and reduce crime. One will note the competitors in that report (Cleveland County, 2014) are cohabitating in the space and are not competing. They would be a tremendous friend and help to FLM, and there are no stray bullet problems after dark here (Shappert, 2007) as Sherrif Alan Norman and the team have tremendously reduced crime over the past eight years (Norman, 2017). Here one can see in the detailed reports that vital government help is already in full swing.

### Circles of Support and Ecosystem in Cleveland County





## Conclusion

Every county needs a loving friend like FLM, and they would find that Cleveland County is well on its way to leadership support in place already for their principles. The approach with the entry is a feasible project and pursuit. There are no non-negotiables for this county as they have already funded many programs close to the FLM approach. The crucial elements of FLM's success story would be wholeheartedly enjoyed! Public policy and community organization are active here. The quantitative and qualitative analysis is highly endorsed as this county has a full-sized private university and a community college campus for the state. Education is a high-point in this county and so is the early college program. The stakeholders FLM is looking for are here. It is therefore highly recommended to approach with a **dozen (12) letters** of reference starting

with one from US Army veteran and District Attorney Ted Bell. During his interviews, he praised FLM from here to Sunday and a letter to Mike Miller, District Attorney for Cleveland County is the natural place to start. Any opening day of the FLM program in this county should be October 7, the day of liberty known by all as the day of the battle for Kings Mountain.

### **Community Outreach Ideas**

Freedom Life Ministries is doing a terrific job and highlighting that and sharing it with others is an excellent idea. The website does a great job of touching hearts but would gain signed permission to use the persons first name with the photos, such as:

**“Jennie, now finishing her Bachelor's degree – a McDowell County success story.”**

**“John, a Baker, working for his fourth straight year in a bakery and on time every day.”**

**“Cindy, a former opioid addict, now a marketing and sales rep enjoying six years free from prison and free from drugs.”**

**“Cletus, a former drunk and fist-fighter with occasional crack and coke use, now ministering at church and an ordained Pastor. Entering his ninth year of sobriety he is a long-term member of Alcoholics Anonymus.”**

**“The Kingpin, a former crime boss with gangs and thugs that controlled prostitution rings, is now in his second year of studies in painting, hoping to open an art exhibition.”**

We would also move into hardcore and iron strength convicts and inmates with societal changing photos, videos, and descriptions that shock awareness into people. The most recent complaints from the District Attorney (District Attorney Ted Bell. (n.d.) of, *“some people just want*

*us to throw away the key and lock people up.”* We heard this during the FLM interviews (Freedom Life Ministries (n.d.) we did, also. Expanding into our county in this manner with a brochure and expanded website would be a great idea. To capture peoples attention one wants the excellent stories that grip their minds. Moreover, one could take this methodology to social media (Cho, Schweickart, & Haase, 2014). As well! Short little video clips are great, static photos with text and polls also help. Print production of 10,000 brochures also helps market entry.

Pursuing advertising and marketing of success stories of hardcore and iron strength convicts and inmates is also in order. To do that it is recommended the following, extremely tough scripts (these are examples):

**“John the Rapist**, after 19 years in prison John has no desire to go back and has graduated college with his Bachelor's degree in farming, today that what he does in peace, minding his business with his wife and children.”

**“Michael who killed during a DUI**. Spending 30 years in prison, Michael met FLM and cried for hours the day released after Manslaughter, and other judgments served. Via hands-on skills training, he is now an honorable shift leader at a plant.

**Charese, a broken mother of three children taken away** from her is now in her first year of college studies to become an Anesthesiologist. In six years, she will be working under a committed, guaranteed job from Atrium Health. She hopes to reunite someday.

**The Knife Killer**, Angel. She spent 18 years in prison after her husband had beaten her for years and her children. In a fit of rage when he crippled one girl, she killed him. Today she is working on her Doctoral path to becoming a veterinarian.

This cause and effect relationship shows progress and success and pulls no punches. If it were to be combined with 24 church leaders meeting the featured people, hugging, sitting, and talking, the effect across North Carolina would be tremendous, not to mention in Cleveland County.

### **FLM in the Future**

As was previously showcased, the STAR model of the future builds around unique and innovative concepts that give any former inmate a leg up on success with FLM. It utilizes:

1. **A commitment from educational institutions** towards a degree or certificate of study. Explicitly asking for this under this STAR model could be a huge success. As skilled trades are now a challenge in Cleveland County (and filling these roles), many are asking why we are pushing our children so much into the Early College Program. This problem could be a unique niche to fill. It is best if FLM would request for several dozen commitments from several of our educational facilities including employers to foot the bill.
2. **The commitment of a job from industry.** On this portion of the STAR, one would go and gain several dozen job commitments from employers that would stand behind the new graduate. If the former inmate graduates, they have an immediate job.

- 3. The Triple Trainer Team (TTT).** Every inmate entering into the program would have three professional, industry work trainers that keep in constant contact with the former inmate and each other. The TTT members come from society and are professionals in any county. All contact would be contiguous so that all four are informed continuously. The TTT would be made up of locals committed to the success of the inmate and in addition to FLM personnel.
- 4. A Holistic Resource Expert.** Some version of Imam, Rabbi, Existentialist, Wiccan, Aethist leader, Priest, Minister, Pastor, or another leader would be assigned to each former program member to consult and talk about items regularly.
- 5. A licensed Therapist Friend and Expert** would be assigned to each program member to meet with monthly and as needed.
- 6. The Friends Five** would be five committed friends interested in the success of the program member and willing to be helpful, handy, and available by text, call, meeting, and email.
- 7. The Online Life Change** would be a free offer to follow along with a program members success. The filming would broadcast and be kept up with online at the FLM website. Live broadcasts and filmed updates could also occur. These are engaging and captivating to follow and have people rooting for the person's success!



This STAR model considers unique approaches to inclusion and expanding into Cleveland County. These suggestions establish a strategic approach to the education pipeline and cradle to grave delivery of a program member (PM) right into a job. By gaining the educational award first for a PM and the several dozens matching jobs, the person has a tremendous chance to change and succeed.

Additionally, this model energizes hundreds of members and mobilizes them congruently to work together for the success of the PM. Because this process is simple and keeps it simple, there is nothing new to learn. In many cases that could mean sending FLM team members off to schools for several days of training, or weeks. In this model, the proof is already in the pudding and merely concentrating on the success story that FLM already has is best.

Some minor adjustment to advertising, marketing, publicity, promotion, and sales is in order, but this approach to capabilities is not hard. Relatively no new training or activities are needed. The

increased value of this STAR model and impact would include and advertise that FLM will have some failures, and the public and leaders should expect that, wait for it, and state, *“they told us this would happen, and we knew we would have some failures.”* Preparing people for that now will reduce the, *“I told you we should have just electric chaired all of these vagrants!”* Moreover, we all know that these detractors are out there just waiting with baited breath to see any program fail.

### **Final Conclusion**

This plan calls for some unique and innovative ideas in the areas of recommendations with next steps. It showcases techniques explicitly, to utilize, and provides the proof of their success. It showcases step-by-step procedures to take to gain tremendous ground in community engagement and cheerleaders. Of primary note, were statements made by the highest ranking legal force (the DA) in this equation where FLM’s excellent success story is misfiring, “changing the public mind about throwing away all keys to prisons.” We hold the DA to be of “Kingpin” power level and feel that enacting the suggested programs would share the FLM success story to all.

FLM should focus on the goal of the stakeholder engagement process with community stakeholders as well as specific objectives for the stakeholder engagement. Also, they need to consider stakeholder engagement strategies, activities, monitoring, evaluation indicators (Chauke, 2016) and The 4-Step Change Model (Stroh, 2015).

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