

Minutes of the Monthly  
Meeting of the  
Lancaster County Prison Board  
June 16, 2016

The meeting was called to order by Commissioner Joshua Parsons at 9:20 a.m. in the Public Meeting Room at the Lancaster County Prison.

Members Present: Commissioner Joshua Parsons, Commissioner Craig Lehman, District Attorney Craig Stedman, and Controller Brian Hurter.

Others Present: Cheryl Steberger, Christina Hausner, Joe Shiffer, Tammy Moyer, Charlie Douts, Melanie Snyder, Kent Kroehler, Sue Lao, Ken Dunn, Tricia Nabors, Ashley Garcia, Arla Brown, Terry Flinchbaugh, Melissa Wein, Charles Stevens, Lindsey Gruber, Tom Zeager, Ken Reidenbach, James Neighbors, Ben Lefever, Michael Hersh, Walter Adam, Julia Geesey, Bob Wolfe, Joe Zink, Andrew Gebhardt, Kim Reichenbach, Larry George, Becky Mohr, Judy Hurlbert, Barry Russell, Jonathan Fox, Jim Vollraith, Christopher Pratt, and Jean Abram.

Members Absent: Commissioner Dennis Stuckey, Sheriff Mark Reese, and President Judge Dennis Reinaker were unable to attend.

Commissioner Parsons noted that the Board met in executive session at 8:30 a.m. on June 16, 2016, to discuss litigation, potential litigation, and personnel matters related to the discipline, suspension, and termination of employees. Specifically under litigation, the Board discussed the Christner, Barney, and Abreu Nicolas cases.

District Attorney Stedman moved to approve the minutes of May 19, 2016. Commissioner Lehman seconded. The motion carried unanimously.

Cheryl Steberger, Warden; Alex Croci, Deputy Warden of Operations; Joseph Shiffer, Deputy Warden for Inmate Services; Tammy Moyer, Director Administrative Services; Major Robert Wolfe, Security Operations; and Charlie Douts, Director of Facilities Management; gave reports on their areas of responsibility. All of these reports, including operations and statistical information, are posted on the County's website.

Warden Steberger reported the self-harm statistics for May 2016. She noted an overall count of eighty-eight placed on suicide status with eighty-four assessed upon intake and four assessed post-commitment. Warden Steberger reported that five attempts were planned, one with nursing concerns, nine with mental health concerns, ten with suicidal thoughts, and three with self-injury behavior. She also noted that six calls were received on the suicide hotline regarding inmates' welfare.

Warden Steberger reported that the anonymous staff survey was sent out by the Warden to all staff and she will report results at a future meeting. Out of 220 corrections

and office staff, 175 have already answered the survey and the rest of the staff have until July 1, 2016 to complete. The survey contained topics regarding job satisfaction, working conditions, the physical building environment, supervision, and personal development.

Warden Steberger invited Lieutenant Ben Lefever to the podium to recognize three employees who saved the life of an inmate who attempted suicide June 4, 2016. He presented a plaque of recognition and pins for their heroic action to Correctional Officers Joseph Zink, Andrew Gebhardt, and Eleese Elliott. Warden Steberger commended them for saving a life. They received a round of applause from those in attendance. In addition, members of the Board thanked them for their service in a crisis situation. They stated that they responded quickly and went above and beyond in their duties.

Alex Croci, Deputy Warden of Operations, reported on the misconducts/use of force activity for March, April, and May 2016. He noted that the number of misconduct incidents increased in May compared to April. Deputy Warden Croci stated that most of the increase in May was due to the actions of three inmates.

Joe Shiffer, Deputy Warden for Inmate Services, stated that the New Beginnings class graduated five participants on May 27, 2016. He noted that the RMO Life Skills class graduated ten participants on May 20, 2016.

Deputy Warden Shiffer reported that four inmates received their high school diploma through the School District of Lancaster's Title I Credit Recovery Program. He stated that he is working with Tony Haws to have a graduation ceremony for these individuals.

Deputy Warden Shiffer reported that the Prison Work Release Department has a staff of three and two staff members have retired in the last six months. He noted that John Collins was hired in March as the Director of Work Release and the staff just finished the interview process for the Assistant Director of Work Release. They are hoping to offer the position to an individual and move forward with their programs.

In response to Commissioner Lehman's question on the status of the Prison gardens, Deputy Warden Shiffer stated that the D-block garden for females is functioning very well. Deputy Warden Shiffer noted that volunteers from Penn State Extension assist the inmates every Wednesday. He stated that work on the Lancaster County Park garden originally scheduled to start in May, has been delayed until the Prison Work Release Department is fully staffed.

Tammy Moyer, Director of Administrative Services, introduced Arla Brown, as the new Human Resources Specialist who will be at the Prison full-time. Ms. Moyer noted that

two vacancies remain in the department for the Prison Auditor and a part-time Mail Clerk.

Ms. Moyer reported that on June 8, 2016, personnel from the Berks County Prison were onsite to meet with the Prison Staff to discuss Lancaster County's transition to the Unified Case Management (UCM) system. In addition, the County Commissioners Association of Pennsylvania (CCAP) visited the Prison to answer questions we had about the new system. Ms. Moyer noted that we have been very successful in matching our records to UCM and the information is accurate.

Ms. Moyer reported that the Prison developed a UCM Governing Committee for oversight and consistent decision making as it relates to the shared data in the UCM system. Representatives from the Prison and Adult Probation have been selected as voting members. The committee will meet on a monthly basis.

Ms. Moyer reported that she has scheduled meetings with all the Prison Department heads to discuss the 2017 budgetary needs.

Ms. Moyer reported that CCAP is developing a report to provide a detailed breakdown of inmates awaiting trial and sentenced. Information will include numbers of those held under parole violations, those with charges, and those who are completely sentenced. Ms. Moyer stated that the report can be sorted by a date range, or a specific date and will include a breakdown by gender. District Attorney Stedman stated that this is important information for him. Tammy hopes to have the report available within the next week or two.

Commissioner Lehman asked about the status of placing computers out on the block. Ms. Moyer stated that later today she will have the second meeting with the officers and supervisors to review the next steps to take. She noted that right now the only officer to have access to the database is the officer in commitment. The goal is to enable block officers and counselors to look at the database and have the ability to answer questions for the inmates. The inmates will get a quicker response in lieu of waiting a couple of days to get answers through a written request.

Major Robert Wolfe gave the training report for the month of May. He stated that in addition to basic and other training, shift line-up and briefing trainings were held to review policies and procedures. During the month of May, a total of 3,692 hours of training for staff was provided in the following areas: New Correctional Officer Basic Classroom and On the Job Training, Correctional Emergency Response Team (CERT) Training, Mandatory Refresher Training, Orientation Training for Non-Security Staff, and K-9 Unit Training.

In response to Commissioner Parson's question on how these training numbers compare with past months and years, Major Wolfe said that the Prison is having more training. He noted that CERT training prior to December of last year was minimal and now the number of CERT members has almost tripled. He reported that three CERT members were sent to hostage negotiator training three weeks ago. There is a total of four hostage negotiators. Major Wolfe noted that the FERT program has been here for the past five years and they train every other month. Commissioner Parsons stated that the increased training makes everyone in the facility safer and better prepared for emergencies. District Attorney Stedman stated that Prison CERT team members are welcome to train with the County SERT team.

Major Wolfe reported that as of June 3, 2016, Correctional Officers are currently staffed at 199 with 165 males and 34 females. The allowable staffing is 206. There are an additional 11 Correctional Officers in training.

Major Wolfe reported the Officers of the Month for May: First Shift is Officer, Elizabeth Reeves; Second Shift Officer, Destiny Bell; and the Third Shift Officer, Dean Parmer.

Major Wolfe presented chevrons to the two newest Supervisors, Corporal Jana Martin and Corporal Adam Walker. They received a round of applause from those in attendance.

Charlie Douts, Director of Facilities Management, reported on several projects:

- Personnel
  - Five vacant full-time maintenance positions posted, no applicants.
- Maintenance
  - Staff members are working overtime to address maintenance issues.
  - Preventative maintenance behind schedule.
  - Continue to work on tool inventory and reduce accumulation of non-essential replacement parts/equipment stored on site.
  - Heim will provide one dedicated maintenance employee for three months under Co-Star program.
  - Obtaining proposals to replace control panel in Medical Housing Unit.
  - Scheduling masonry contractor to repair G-2 urban yard.
  - Assisting with the installation of new antennas for radio communication.
  - Seeking quotes to convert existing supply area into new parts/equipment storage area near current maintenance shop.
- Projects
  - General Fund 2016 Maintenance Projects

- Projects - continued
  - \$50,000 - Interior corridor door replacement, purchase order issued, contractor will be scheduling repairs.
  - \$15,000 - Law Library cage, Prison staff redesigning a plan.
  - \$6,000 - Fencing for female Restrictive Housing Unit obtaining quotes.
  - \$20,000 - Magnetic access doors, Prison staff determining specific locations.
  - Third phase of bunk replacement scheduled to start June 27.

Mr. Douts reported that the Facilities Management Department will have a dedicated employee starting July 5, 2016 from an outside contractor. The individual will be here full-time and the emphasis will be preventive maintenance and repairs. This employee was contracted through the Co-Star program which is a state-wide cooperative program. He will be here for approximately 3 months.

Commissioner Parsons stated that we did this to get critical items fixed that required skilled labor. He thanked Mr. Douts for thinking outside the box. He requested that Mr. Douts provide the Board with updates on the arrangement.

Under new business, Larry George gave an update on the Suicide Prevention Task Force. He focused on three domains.

1. Review of other facilities practices and protocol: There are two offsite visits scheduled: On June 22, approximately ten individuals consisting of LCP staff, Have a Heart Group, Public Defender's Office, and Behavioral Health/Developmental Services, will visit Lehigh County. On July 7 a group will visit the York County Prison. Mr. George is also attempting to coordinate a visit to Rock View State Correctional Institute. Rock View is considered to have among the most progressive Mental Health treatment programs within the State Correctional Facility system in Pennsylvania.
2. Case Reviews: Review root cause analyses that have been conducted on completed suicides, as well as suicide attempts. Mr. George thanked PrimeCare Medical for their willingness to share information.
3. Staff Satisfaction Survey: Mr. George complimented Warden Steberger and stated that she is far too humble and modest to tout the fact that the responses received so far give her a 90% approval rating. He stated that the survey is completely anonymous and felt the public needed to know about this favorable rating.

Commissioner Parsons stated the reason for this survey is that the leadership needs to know the facts as to what is going on in the facility. He noted that if we can figure out the issues we can make improvements to the facility. Part of that is having informal talks with staff as he, the Warden, and other leaders have done. The survey is the more comprehensive look at what is really taking place.

Bob Still, Chief Clerk, gave an update on the Prison Working Capital Group. He stated that a meeting was held on June 14, 2016 and Charlie Douts and his staff were asked to put together a long range review of capital needs for a 10-year plan. In addition he has asked the Warden and Major Wolfe to drill down in terms of immediate, mid-range, and long term goals relative to capital needs and projects. The Group will also look at the funding side with the County recognizing a need both at the Prison and other buildings within the County. Controller Hurter and Mike Sload from Budget Services are reviewing options for how they can be funded and the impact that has on the County's financial situation.

Melanie Snyder, Executive Director of the Lancaster County Reentry Management Organization (RMO), distributed her monthly report with the RMO Intensive Program. The RMO reports are available on the website at [www.lancastercountyreentry.org](http://www.lancastercountyreentry.org) or search LinkedIn groups for "Lancaster County Reentry". Ms. Snyder stated she will present her annual report at the August Prison Board meeting. This report will have comparison data to show the profile of the people being served in the RMO and how they compare nationally to people in similar circumstances. She noted that referrals to this program have been escalating significantly since the RMO has added an office at Adult Probation. It has raised a general awareness and thought process with the Parole Officers. Ms. Snyder noted that the majority of people coming into this program have a history of homelessness. The RMO provides transitional housing and intensive case management to get people stabilized. In addition, they work to move individuals as quickly as possible into employment through the Career Link Reentry Employment Program.

Ms. Snyder stated that new pocket-sized guide "Roadmap to Successful Reentry" has been well-received. She noted that that Prison staff provides a copy to every individual upon intake. Ms. Snyder stated that all 1,500 copies have been distributed and a reprint of another 2,500 was delivered to the Prison last week. The response from the inmates has been very appreciative.

Commissioner Parsons asked if she heard from any outside organization about the inmates being better directed. Ms. Snyder responded that they have not heard anything on that front. She said they will continue informally surveying and gathering information from provider agencies and inmates.

Ms. Snyder reported that the RMO Reentry course run at the Prison, had a graduation of 10 men in the May session. She noted that there has been a total of 200 graduates of the RMO program. Ms. Snyder stated that the program is run entirely by volunteer instructors with 14 volunteer instructors from 11 different partner agencies. Those instructors have totaled 2,500 free hours of instruction to the inmates at the Prison.

Trish Nabors, Director of New Choices, provided an update on the New Beginnings program at the Prison. Ms. Nabors noted that the program is in its second year ending June 30, 2016. She reported that in the past year, they served 45 students with six sets of two week classes. Two of the 45 students have entered into training and 13 have entered into employment with 7 hired to fulltime jobs with benefits and 6 students having part-time jobs. Ms. Nabors stated the average wage is \$10.00 an hour. She reported that due to the State budget impasse last year, she is just now receiving monies from the State for scholarships for people to go back to school.

Tom Zeager, Justice & Mercy, stated that his group really likes what is happening with the RMO and Career Link and would like to see the programs expanded to a greater number of people. He stated it would be helpful if some type of funding could be established. Mr. Zeager stated that he is pleased with the information the Prison Board is reporting and providing to the public. He said this will increase public awareness and get more people involved in a positive way. Mr. Zeager stated that a new report showing those awaiting trial and who has already been sentenced is a good idea. He asked if that report will be available to the public and he requested a copy.

Commissioner Parsons commented that he and the Warden are working on something to provide more information and numbers at the Prison Board meetings. He said that could result in another public meeting where he and the Warden talk about more details at the Prison. He stated that he may be announcing more information about that in the weeks to come.

Barry Russell, a citizen of Lancaster, stated that the work he does is focused on the gay/lesbian community. He was attending the meeting because of the changes to the ethics policy he thought the Lancaster County was making. He stated that he would like to offer sensitivity and diversity training specifically regarding the LGBT Community to this Board, County Employees, and Prison staff.

Commissioner Parsons thanked him for his comments and stated that the ethics manual was not changed. There was discussion in the past regarding changing the manual but that did not occur. He stated that the Board is concentrating on and attempting to deal with the huge issues at the facility to fix them. He stated that they want to do it collaboratively with everyone and not be divided.

Warden Steberger added that the Prison has training that covers all of Mr. Russell's concerns for staff and supervisors. Warden Steberger stated that the Prison must provide this training every 2 years.

Kent Kroehler, Secretary from Have a Heart, stated that with respect to the goal of transparency, he made the suggestion that policies like the ethics policy be posted on the County website. He suggested that the Inmate General Welfare Fund policy and inmates' handbook be posted, as well as other policies that are approved at the Board level. He stated that he would encourage the inmate handbook to come before the Board periodically.

Mr. Fox thanked Mr. Russell for his presentation. Mr. Fox stated that just so there is a complete understanding on this issue, they did receive documentation from Andrea McCue that the Code of Ethics had been revised, specifically the sexual orientation protection within number 8 of the Code of Ethics with the wording of sexual orientation being removed.

Commissioner Parsons stated that this topic was covered last month and many times with Mr. Fox. He said that it was his understanding that maybe it was a draft that was forwarded to Mr. Fox and the arguments were discussed. Commissioner Parsons said that he gets frustrated because we are trying to fix this organization and Mr. Fox constantly wants to go back.

Commissioner Lehman stated there was an impression provided to the public that the Code of Ethics changed, which was then reversed. He stated that Commissioner Parsons is correct in that he did address, at the last Board Meeting, that the Code of Ethics has not been changed. Commissioner Lehman's understanding is based on where we are right now: There is no proposal to change the Code of Ethics and the current Code of Ethics remains in the same form and content that it was previously.

Commissioner Parsons stated that at some point we will go over everything and it will be public and transparent. We will go over all policies. Mr. Fox accepted the explanations.

District Attorney Stedman stated that he thought the bigger issue is that you not discriminate against anybody - regardless of policy. He stated that Commissioner Parsons is correct in saying that we are focused on the really big issues. He is confident in the Prison staff that they will lead themselves, if there is any evidence whatsoever of discrimination against anybody for any reason.

Mr. Fox, on behalf of Mr. Bob Cooper, stated that a question still remains regarding the phone system's monthly commission from the vendor. He wanted to know their

percentage on the contract. Mr. Fox asked if the contract has been renewed and what is the cost of intrastate calls. He also stated that his group is hearing reports that callers to the Prison are often sent into an endless loop. He asked what is being done to improve the issue.

Commissioner Parsons stated that he did not know what the phone commissions are, but that he would get back to Mr. Fox with that information. He noted that this was the first time he was hearing about the endless loop issue. Tammy Moyer reported that they are working with the phone vendor to resolve that issue. Phone calls are not being directed correctly through the phone menu.

Commissioner Lehman stated that there was a vote in December 2014 on the new phone system contract by the Board of Commissioners, not the Prison Board. There was a flat rate for both interstate and intrastate. That contract addressed the FCC interstate issue and the intrastate issue was still percolating at that time. There was a delay in implementing the new contract because technology with the old vendor and the new vendor were not necessarily compatible. In the meantime, the FCC has ruled in intrastate but Commissioner Lehman thought there was an injunction that had been requested on the implementation of the imposition of those intrastate calls. He believes our contract is as it was when approved by the Board of Commissioners by a vote of 2-1 back in December 2014.

Mr. Kroehler asked if the Probation/Parole Committee that Judge Reinaker put in place is active. He also asked if we could expect to have some kind of report from that committee like the Suicide Prevention Committee. Commissioner Parsons stated that since Judge Reinaker is not in attendance today, authorization for that report would come from Judge Reinaker.

Mr. Fox stated that part of Have a Heart's mission is to have more of a citizen/resident voice on the Prison Board. He asked if the Prison Board could be revised if/when Lancaster becomes a Class 2A County.

Commissioner Lehman wanted to clarify that he has done some additional research. If/when Lancaster becomes a 2A County, the structure of the Prison Board will not change because State Law does not provide for that. That is the opinion of our County Solicitor's Office and CCAP's interpretation of current law. A 2nd class county has two public members on their Prison Board but it does not apply to 2A counties.

Mr. Fox requested that the Prison Board seek two residents of the County to become inner working members of the Prison Board. He said it is the County's decision on whether they become voting or non-voting members.

Commissioner Parsons stated that there are legal problems because of executive session. Commissioner Lehman stated that he did send a letter to the Legislative delegation asking for a state law change to allow only Lancaster County to have two members from the public on the Prison Board. Commissioner Lehman stated that he heard from Representative Zimmerman's Office and Representative Sturla's Office. They were going to talk about it and one of them was going to introduce it. He stated that he has not heard anything back.

Mr. Kroehler asked for an update on serving meals outside the inmates' cells. Deputy Warden Shiffer clarified that inmates within the general housing units are separated into tiers. Each tier is permitted to eat all three meals outside of their cells on an alternating daily basis. One day the lower tier will eat all three meals outside their cell and the upper tier will eat in their cells. The following day the upper tier will eat all three meals outside their cells and the lower tier will eat in their cells. There are some classifications of inmates that are permitted to eat all meals out of their cells.

Mr. Kroehler asked if inmates' release times are at 6:00 a.m. and 6:00 p.m. His concern was that inmates are being released at times when the servicing agencies are not opened to give them assistance. He stated that Have a Heart wants to advocate for attention to release times to provide more advantages to inmates to seek help after being released.

Warden Steberger stated that the times vary and people are being released all day long. There are also situations called time release. If you come into the Prison on a Friday night at 8:00 p.m., you get out on Sunday night at 8:00 p.m. The Prison needs to follow the Court's orders when releasing inmates. Commissioner Parsons stated that the Warden has brought this up as an issue for discussion and we are aware and trying to address these situations.

Mr. Fox expressed his appreciation to the Prison Staff for the success of the last concert. He stated that Mike Straub from WGAL Channel 8 provided excellent coverage on the concert, which included interviews with the Warden and an inmate. Mr. Fox hoped everyone had viewed this report on the WGAL website.

Commissioner Lehman moved to adjourn at 10:40 a.m. Controller Hurter seconded. The motion carried unanimously.

The next meeting of the Lancaster County Prison Board will be August 18, 2016 at 9:15 a.m. in the Public Meeting Room at the Lancaster County Administrative Office Building.

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Respectfully submitted,

Brian K. Hurter,  
Secretary