

Minutes of the Monthly
Meeting of the
Lancaster County Prison Board
August 18, 2016

The meeting was called to order by Commissioner Joshua Parsons at 9:18 a.m. in the Public Meeting Room at the Lancaster County Administrative Office Building.

Members Present: Commissioner Joshua Parsons, Commissioner Dennis Stuckey, Commissioner Craig Lehman, President Judge Dennis Reinaker, Controller Brian Hurter, and District Attorney Craig Stedman.

Others Present: Cheryl Steberger, Alex Croci, Joe Shiffer, Arla Brown, Ashley Garcia, Charlie Douts, Robert Wolfe, Tom Zeager, Scooter Haase, Kim Reichenbach, Larry George, Todd Haskins, Claudia Shank, Terry Flinchbaugh, William Aberts, Michael Hersh, Andrew Gebhart, Sandy Heisey, Kent Kroehler, Ken Reidenbach, Barry Russell, Jonathan Fox, Lisa Colon, Mike Hansberry, Clinton Probst, Bernadette Rychalsky, Louis Chirichello, Greg Ritter, Trish Link, and Kathy Kunkel.

Sheriff Mark Reese was unable to attend the meeting.

Commissioner Parsons stated that the Prison Board met in executive session on Thursday August 18, 2016, at 8:30 a.m. to discuss labor negotiations, litigation, potential litigation, and personnel matters related to the discipline, suspension, and termination of employees. Specifically under litigation, the Board discussed the Abreu-Nicolas, Abrante, Kanney, Barney, and Ramos cases.

Commissioner Stuckey moved to approve the minutes of the June 16, 2016 Board Meeting. Commissioner Lehman seconded. The motion carried unanimously.

Cheryl Steberger, Warden; Alex Croci, Deputy Warden for Operations; Joseph Shiffer, Deputy Warden for Inmate Services; Arla Brown, Human Resource Manager, reporting on behalf of 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 that the Prison population on August 12, 2016 was at its lowest since 2003, at 881 inmates. She noted that this is an achievement in consideration that the population in March 2016 was 1,018 inmates. Several years ago, the Prison reached its highest population at 1,308 inmates. Warden Steberger wished to thank the Prison Reduction Committee headed by President Judge Reinaker as the key reason for the reduction in inmates. The committee includes staff from the Prison, Probation and Parole Department, the District Attorney's Office, and the Public Defender's Office. The committee works to process inmates out of prison

while also ensuring public safety. Judge Reinaker wished to thank Melanie Snyder and Christina Fluegel, Prison Records Officer, for their role in reducing the Prison's population. Judge Reinaker stated that District Attorney Stedman has also played a role in reducing the Prison population by being open to treating cases in different ways.

Warden Steberger recognized Prison Records Officer Christina Fluegel as the recipient of the 2016 Lock & Key Award and read a letter of commendation. Following congratulations from members of the Prison Board, Warden Steberger presented Ms. Fleugel with a plaque for her dedicated service to the County. She received a round of applause from those in attendance.

Warden Steberger reported that the 5th Annual Molly Curtis Benefit Softball Game at the Clipper Magazine Stadium was held on Saturday August 6, 2016. This year \$12,000 was raised for the Make a Wish Foundation.

Alex Croci, Deputy Warden of Operations, reported on the misconduct/use of force activity for May, June, and July 2016. He noted that while there was an increase in misconducts from June to July, the increase was due mainly to the actions of four inmates.

Joe Shiffer, Deputy Warden for Inmate Services, reported that the Prison Rape Elimination Act (PREA) audit by an outside auditor was completed on July 27, 2016. The audit went well and a report will be issued soon.

Warden Shiffer reported that the RMO Life Skills class of nine graduated on July 21, 2016.

Deputy Warden Shiffer reported that Danny Gonzalez was hired as the new Work Release Specialist and Loida Garcia was hired to fill the open Classification Specialist position. Both individuals were previously Corrections Officers at the Lancaster County Prison.

Deputy Warden Shiffer was pleased to report that 59 inmates were employed in July and 55 in June through the Work Release Program. He noted that this is the highest number of inmates employed since he has been in this position, over 5 1/2 years. He expects the employment numbers to continue to increase. He thanked Prison Records Officer, Christina Fluegel for her dedicated work in transitioning inmates from the Prison to appropriate service agencies.

Major Robert Wolfe, Security Operations, gave the training report for the months of June and July. 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 months of

June and July there were a total of 2,532 and 1,634.5 hours of training provided for staff in the following areas: New Correctional Officer Basic Classroom and On the Job Training, Orientation Training for Non-Security Staff, Mandatory OC (pepper spray) Training, Probation & Parole Training, Community Emergency Response Team (CERT) Training, Fire Emergency Response Team (FERT) Training, and K-9 Unit Training.

Major Wolfe reported that as of August 9, 2016, Correctional Officers are currently staffed at 200 with 165 males and 35 females. The allowable staffing is 206. There are an additional 7 Correctional Officers in training.

Major Wolfe reported the Officers of the Month for July: First Shift Officer, Ricky Gonzalez; Second Shift Officer, Bernadette Rychalsky. He and Warden Steberger congratulated Correctional Officer Rychalsky, who was in attendance. She received a round of applause from those in attendance.

Major Wolfe invited Deputy Warden Alex Croci forward to the podium to pin the recently promoted officers: Treatment Counselor, Clinton Probst was promoted to Sergeant; Correctional Officer Louis Chirichello was promoted to Corporal; and Training Corporal Michael Hersh was promoted to Training Sergeant. They received a round of applause from those in attendance.

In response to Commissioner Stuckey's question regarding the length of time needed for officer training, Major Wolfe stated that a new officer has three weeks of classroom training and three weeks of On the Job Training.

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

- Personnel
 - Five vacant full-time maintenance positions.
 - Two facilities non-prison employees report twice a week to assist with tool inventory and maintenance.
 - Two facilities non-prison employees are providing on-call after hours response.

- Maintenance Items
 - 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 the Co-Stars program, reported to work on July 5 and is currently undergoing three week security training.

- (Maintenance Items continued)
 - P.O. issued to convert existing supply area into new parts/equipment storage area near current maintenance shop, new partition completed August 16.
- Projects
 - General Fund 2016 Maintenance Projects
 - \$50,000 - Interior corridor door replacement, Purchase Order issued, doors being manufactured.
 - \$15,000 - Law Library cage, reviewing proposal.
 - \$6,000 - Fencing for female RHU, obtaining quotes.
 - \$20,000 - Magnetic access doors, Prison determining scope.
 - Third phase of bunk replacement in progress.

Mr. Douts reported that he met with Commissioner Parsons to discuss ideas on developing solutions to fill the vacant staff positions. Mr. Douts will work with the Chief Clerk and the County's HR Department to develop a plan.

Mr. Douts reported that the boiler in the Prison's high-rise has a leak in the heat exchanger. He stated that it should be repaired by the end of August and any cost could potentially be covered under warranty.

Arla Brown, Human Resource Manager, on behalf of Tammy Moyer, Director of Administrative Services, gave an update on the Prison's automated phone system that was not working properly. They disabled the Automatic Information System and reverted back to the previous phone tree system that allows a caller to connect with several departments and then takes them to a receptionist.

Ms. Brown reported that staff received a request to post the commissary menu on the Prison website. The menu is now accessible online so that friends and family can see the items available and their cost. They can then provide funds to the inmate's account for purchase of items from the commissary.

Ms. Brown reported that staff has now ended parallel data entry and the victim witness notification process is now running through the Unified Case Management (UCM) system. She noted that the database system created by the County Commissioners' Association of Pennsylvania (CCAP) allows Adult Probation & Parole and the Prison to share records without duplicative data entry. She noted that the next step is training for the line staff to use the system.

Ms. Brown noted that Lancaster County is the first county in Pennsylvania to have both the Probation Department and the Prison jointly using UCM. She reported that

Prison officials from Lackawanna County who are interested in converting to UCM, visited the Prison on July 8, 2016 to see the system. In addition, Franklin County has contacted the Prison to schedule an on-site visit.

Ms. Brown reported that the Controller's staff has completed the 2016 bi-annual report on the receipts and expenses of the Commissary Store Account and the Inmate General Welfare Fund (IGWF). She noted that the reports are included in the statistical section of this month's report.

Controller Hurter stated that his staff issued a report of findings and observations that resulted from the annual examination of the financial records for 2014. The audit tested the Commissary Account, IGWF, and the Capital Projects Account. He noted two findings: 1- Unapproved Inmate General Welfare Fund expenditures according to Policy which referenced the bar screen cleanout expenditures at the Prison; 2- Excess Monies Transferred for Capital Projects that went unused. Controller Hurter stated that the report includes recommendations to correct the two findings. He stated that he expects to complete the audit for 2015 by next month. He also plans to post them on the Controller's website.

Commissioner Parsons invited Larry George, Director of Behavioral Health/ Developmental Services to give a report on the Suicide Prevention Task Force. Mr. George reported that a Forensic Case Manager has been hired. He noted that Heather Pack will act as a liaison between BH/DS, the Prison, Adult Probation & Parole, the RMO, the District Attorney's Office, the Public Defender's Office, and any other entity working with the inmates. She will be working out of both the Prison and BHDS.

Mr. George reported on the Prime Care Initiative. He reported that Lindsey Hayes, a nationally renowned consultant, recently visited the Prison for two days for an assessment of its practices and protocols as they relate to mental health treatment and suicide prevention. (This was a follow-up to similar assessment Mr. Hayes had conducted in 2011.) On August 12, he met with Mr. George, Warden Steberger, Commissioner Parsons, and Todd Haskins, Vice President of PrimeCare. Mr. George felt that Mr. Hayes' overall summary was an affirmation of the direction we are headed at the Prison. He identified many of the positive changes that have occurred in the past year. Mr. Hayes recommended that in moving forward, there should be a unified approach between the Prison and PrimeCare to improve communication with Prison staff.

Mr. George reported on the Stakeholder meeting that was held for Lancaster General Health (LGH) to outline a hospital project that they are envisioning to the County agencies and providers representing the behavioral health and drug and alcohol

systems. LGH will be partnering with Universal Health Services to construct a 126 bed, free standing mental health facility. The County is asking LGH to accept inmates who require inpatient treatment, which would seem to be compatible with LGH's insistence that the facility will reflect the identified needs of the community. Further discussion between the County and LGH is planned.

Chief County Clerk Bob Still reported that the Prison Facility Task Force continues to meet monthly to review the various needs of facilities and capital projects at the Prison. He said they have been reviewing the critical short term and long term capital needs of the Prison, as well as the financial impact to the County. He stated they met with representatives from the architectural firm LR Kimball to review an updated report that was developed for the Commissioners and the Prison Board in 2009 concerning the Prison's capital needs. Mr. Still stated that they plan to review those projections and a more detailed report at next month's Prison Board Meeting.

Commissioner Parsons reported on the new initiative called PrisonStat which calls for regular public meetings where the Prison's performance is evaluated based on data. Commissioner Parsons stated that they implemented the program to improve efficiency, transparency, and accountability. The first meeting was held on August 10 and was very informative. Prison officials were available to respond to questions from the public. The assessment of the Prison was based on various factors including inmate misconducts, use of force by staff, employee injuries, staff training, staffing trends, overtime, videoconference use, Public Defender visits, and suicides. The goal is to establish trends and to then drive performance in the right direction. The next meeting is scheduled for September 22, 2016 at 9:00 a.m. in the Public Meeting Room at the Lancaster County Administrative Office Building.

Doug Hopwood, Director of Tabor Community Services, on behalf of Melanie Snyder, Executive Director of the Lancaster County Re-entry Management Organization (RMO), gave a statistical report, success rates, and RMO Re-entry Services/Program results for fiscal year 2015-16. He noted that for those individuals attending the RMO intensive program, the crime free rate since the RMO start-date is 96%.

Mr. Hopwood stated that the new RMO office at the County Offices at 40 E. King St. has been a great addition to their program. They are able to provide a greater number of reentry planning services and resource referrals at the new office.

Mr. Hopwood reviewed the monthly Re-entry Report, including statistics, success rates, and RMO Re-entry Services/Program results for June and July 2016. He reported that 41 re-entry clients were placed in employment at an average rate of \$11.64 per hour. He noted that 19 of these placements were in fulltime positions.

Kent Kroehler, Have a Heart, asked Controller Hurter if there was a written policy for the Commissary Store Account. Controller Hurter stated that he thought there was a policy and would get back to Mr. Kroehler.

Mr. Kroehler thanked the Board for their efforts in reducing the inmate population and for the many improvements made at the Prison in recent years. In addition, he presented a white paper on Have a Heart's recommendation to enhance the culture and operations of the Lancaster County Prison and criminal justice system. He highlighted ten goals for the Prison Board and the executive staff of the Prison to focus on. He emphasized the first goal, which is to create an action plan by December 31, 2017 for a 10 year plan to replace the Prison. He stated that since planning for a new facility requires many years the Board would be remiss in not working on a plan that is 10 years looking out. Other items include reducing the population and improving services to women and the mentally ill. See attached.

Tom Zeager, Justice & Mercy, stated that he is amazed with the progress of the Board, especially in the last year. He said to keep up the good work.

Trish Link from the IU13 reported that the new high school equivalency testing program, HighSet, was piloted at the Prison in place of the standard GED exam. She noted that there were 11 participants and they are waiting to see if they passed. She wished to thank Inmate Services Supervisor Tony Haws and Prison staff for allowing the testing.

Commissioner Lehman moved to adjourn at 10:35 a.m. Commissioner Stuckey seconded. The motion carried unanimously.

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

Respectfully submitted,

Brian K. Hurter
Secretary

Enhancing the Culture and Operation of Lancaster County Prison and Criminal Justice System

A White Paper

by

*Have a Heart for Persons
in the Criminal Justice System*

Jean Bickmire, President



Lancaster PA
August 2016

RECOMMENDATIONS TO ENHANCE THE CULTURE AND OPERATIONS OF LANCASTER COUNTY PRISON AND CRIMINAL JUSTICE SYSTEM

Executive Summary: Have a Heart for Persons in the Criminal Justice System (Have a Heart Group) is a collaboration of organizations and individuals of Lancaster County with the goal of helping Lancaster County Prison (LCP) attain optimal levels of correctional management. The group formed in mid 2009 to prompt positive changes at LCP.

Major objectives of the group are:

- 1. Changing the LCP culture by reducing overcrowding, increasing public interaction-with-accountability, and partnering with the District Attorney (DA), Lancaster County Prison Board (LCPB) and the Warden.*
- 2. Raising LCP operational standards to be the best in similar Pennsylvania county jails/prisons.*

We encourage the Lancaster County Prison Board and the Executive staff of the LCP to focus on these goals:

- 1. Create a 10 year plan for Replacing LCP*
- 2. Further Reduce the Average LCP Population*
- 3. Improve the Prison Culture*
- 4. Improve the Governance of LCP Board*
- 5. Improve Services for Returning Citizens*
- 6. Improve Services for Mentally Ill Persons in the Criminal Justice System*
- 7. Improve Support for COs from LCP Leaders, LCPB, and our Community:*
- 8. Expand Services to Women at LCP*
- 9. Improve the Understanding of and Advocacy for LCP by County Citizens*
- 10. Evaluate LCP Annually Based on Best Practices*

Significant change always requires a team effort. Each constituent in our county criminal justice system must accept both the responsibility for LCP's deficiencies and the opportunity to make a difference. Constituents include: advocacy groups, citizens, COs, County Commissioners, County agencies (esp. Adult Probation and Parole Services and Behavioral Health and Developmental Services), the District Attorney's Office, the Defense Bar, Judges, Prison Board, and the Warden and LCP staff. We believe the principal assets for making more positive changes at LCP are: management vision, community values, the will to act, and money. The *Have a Heart Group* wants to bring new energy to the problem-solving tasks and serve as partners with these principals in the criminal justice system. Our recommendations include:

1. Create an Action plan by Dec. 31, 2017, for Replacing LCP:

The Kimball Report (2009) showed that "much of the "infrastructure" was sized for an inmate population of 658. Today, LCP remains a functionally obsolete facility for our County's future. Since 2009, new leadership and processes have brought the average monthly population consistently to about 1000 persons. The assumptions about a new prison have changed.

During the past five years, the County has rapidly increased the money spent for Capital Expenditures at LCP, exceeding \$2M in 2015. The County remediated mold, improved the chronically inadequate HVAC systems, fixed plumbing, replaced roofs, bunks, windows and floors, replaced kitchen equipment, and upgraded the fire alarm system. Yet, LCP is not up to basic standards nor does it provide for all services required by the PA Code and prison norms.

Under Commissioner Parsons' initiative, the LCPB has identified a minimum of \$26M of deferred maintenance that must be addressed immediately. LCPB Minutes report these repairs can extend the life of the prison for "about ten years." We note that Commissioner Parsons' report does NOT include the deficiencies related to required space for Women's Medical beds, Women's Mental Health beds, outdoor recreation, and ADA requirements.

Since planning for a new prison facility requires many years, we ask the Prison Board create and adopt, by the end of 2017, a 10-year plan to replace LCP.

2. Further Reduce the Average LCP Population:

- a. Reduce prison population by 15% or 150 people over three years.
- b. Convene a panel of MDJs, the DA or one of his staff, and some members of the community to explore more alternatives to and diversions from incarceration. Training of MDJs and others should follow the panel's work.
 - 1) Our judges send too many non-violent, materially-poor, pre-trial persons to prison. The average number of arrests has been stable for 15 years, but the incarceration rate rose by 15%. Sentenced inmates at LCP still number about 250 persons, but the average number of pre-sentenced inmates (especially parole violators) remains too high. The Average Length of Stay (ALOS) remains above 110 days for the past five years. The Median Length of Stay (MLOS) is 67 days, with a five year range of 67-78. MDJs incarcerate persons who have not paid child support, spousal support, or restitution (a modern "debtor's prison"?). We incarcerate non-violent persons who do not have enough money to make modest bails.
- c. Increase the caseload of existing alternate Treatment Courts to divert persons from unneeded incarceration. Increase the number of persons who move through Mental Health Court and Drug and Alcohol Court. There are now more non-incarceration techniques for persons charged with low-level drug and alcohol offenses. We press for increased use of Restorative Justice methods.
- d. Improve the effectiveness of the Probation/Parole Violation Review Committee so that fewer persons with Parole Violations are incarcerated at LCP.

3. Improving the Prison Culture:

We recognize movement toward our recommended goal of *Improving Lancaster County Prison (LCP) to meet optimal rather than minimal levels of correctional management* continues, but there is much yet to be done. We encourage . . .

- a. Adoption of the "28 Beliefs About the Treatment of Inmates" used by award-winning (now retired) Federal Warden Dennis Luther.
(http://www.oregon.gov/doc/OC/docs/pdf/Summer_2013_%20Issue.pdf)
 - b. Increase the use of the Code of Ethics (adopted 2009) -
 - 1) The Code is built on the values of the American Correctional Association.
 - 2) Current training on the Code of Ethics leaves too many staff, COs, inmates, LCPB members, visitors, and citizens unable to verbalize the Code's values.
 - c. Review the *Inmate Handbook* every 3 years, with community input, and adopt updates publicly at the Prison Board meeting. Provide the Handbook in English and Spanish. Permit inmates to keep the Handbooks while incarcerated and return them upon release. If a Handbook is damaged, charge a fee from the inmate's account before release.
 - d. Strengthen the reporting of the Suicide Prevention Committee to the LCPB.
 - e. Permit spiritual advisors to visit when inmates are in the disciplinary block (currently they are not permitted such visits).
 - f. Streamline the process for clergy approval and renewal for visitation privileges.
 - g. Review the disciplinary block procedures with the LCPB bi-annually.
 - h. Train COs and inmates on the PA Rape Elimination Act (PREA). Post information on the Prison website similar to York County Prison. (<https://yorkcountypa.gov/courts-criminal-justice/prison/inmate-rules-and-policies/prison-rape-elimination-act-information.html>)
 - i. End the extraction of money from inmates' families, congregations, and friends to pay exorbitant local phone charges and the vendor's "commissions" returned to the County.
 - j. End use of Solitary Confinement and its look-a-likes.

Although LCP does not use long-term solitary confinement, some LCP inmates are kept in solitary cells with no social contact for suicide prevention, mental health evaluation and control, or administrative/punitive segregation. In these cells, inmates experience sensory deprivation. Social psychologist Craig Haney (see <http://www.pbs.org/wgbh/frontline/article/craig-haney-solitary-confinement-is-a-tried-and-true-torture-device/>) research indicates it takes 4-6 weeks to produce degenerative behavior in solitary confinement and 6 months for severe symptoms to develop, such as:

 - a) intolerance for social interaction, affecting their successful adjustment to release to the general prison population and to our communities as neighbors.
 - b) Inmate insubordination as an effect of isolation and psychotic symptoms.
 - c) Inability of many mentally ill prisoners to understand and follow prison rules.
 - d) Provoking reaction by COs to get external stimulation and prove they exist.
- We recommend:
- a) Classification and segregation of persons diagnosed with mental illness in men's and women's mental health units, but NOT in solitary cells.
 - b) A therapeutic environment that uses daylight and controlled sound to de-stress.
 - c) Review of Lehigh County Prison's use of case managers on the blocks.
- k. Improve food quality and quantity to meet and exceed adequate nutritional standards, while giving attention to individual inmate needs.
 - l. Improve medical/dental care. Note that the recent survey by the Suicide Prevention Task Force revealed low confidence in the ways PrimeCare offers medical services.
 - m. Eliminate the unsanitary sharing of men's razors
 - n. Minimize or eliminate the use of for-profit businesses in the core operations of the prison and criminal justice system.

- o. Warden create a Community Liaison Officer to respond effectively to community and family questions and concerns.

4. Improving the Governance of LCP Board

We commend the use of PrisonStat by Warden Steberger and Commissioner Parsons as a leadership model for improving LCP. We encourage the Warden and Commissioner to add a knowledgeable citizen to the review team. Sharing/publishing the metrics and actions for improvement is an excellent way of expanding transparency in the community.

- a. Increase transparency by:
 - 1) Posting contracts for prison services on the prison website. Post both existing contracts and those being considered.
 - 2) posting all Board-level and Warden-level policies on the website (e.g., Code of Ethics, Inmate General Welfare Fund Policy, Personnel Policy, Inmate Handbook, and more)
- b. Appoint three (3) Citizen Members to the Board with voice but not vote
 - 1) Ask Lancaster County state legislators to amend the state code to permit non-elected citizens to serve on the county Prison Board with both voice and vote.
 - 2) Create readiness for the County Commissioners to make Lancaster a Class 2A County following the 2020 Federal Census.
- c. Conduct semi-annual unannounced inspections of the prison.

5. Improve Services for Mentally Ill Persons in the Criminal Justice System:

- a. Broaden the current criteria used in Mental Health Court to increase the number of persons who do not need to be incarcerated.
- b. Adopt a measurable action plan such as encouraged by the *Stepping Up Initiative*. Divert more people from prison to treatment. About 30% at LCP are taking psychotropic medication. More than 10% of inmates are seriously mentally ill.
 - 1) Increase use of Mental Health Court (or other diversion courts) as alternatives to incarceration for persons diagnosed with mental illness.
 - a) Train MDJs in CIT-type case management to increase their skill at recognizing how some persons with mental illness have "acted out" with illegal behavior.
 - b) Encourage their use of the to-be-broadened criteria of Mental Health Court.
 - 2) Use more residential treatment facilities for those experiencing mental illness versus prison as a first response.
 - 3) Provide more interceptors in the criminal justice system.
 - 4) Insure inmates at release have at least seven days' supply of prescription medication. Funds these costs from the Inmate General Welfare Fund.
 - 5) Empower Warden Steberger to negotiate an agreement on acceptable procedures for involuntary mental health commitments to area hospitals.
- c. Partner with Lancaster General Health to provide and support a forensic mental health unit in their proposed mental health hospital.
- d. Explore "out-of-the-box" ideas for better mental health treatment facilities, like:
 - 1) Changing the under-utilized Youth Intervention Center to a forensic mental health facility. Move youth shelter and holding to another venue.

6. Improve Support for COs from LCP leaders, LCPB, and our Community

- a. End the problem of some CO Supervisors receiving lower compensation than the COs they supervise.
- b. Use better discretion in mandating overtime. Unwanted overtime produces fatigue, negatively impacts temperament, and produces poor decision-making.

- g. Approve "Ban the Box" on employment applications for County jobs. Encourage the Lancaster County Chamber of Commerce to recommend *Ban the Box* for Chamber members and non-member employers.
- h. Support elimination of housing discrimination toward persons who have been convicted of crimes and/or been inmates at LCP.
- i. Eliminate non-judicial fees placed on returning citizens, making LCP a debt-producer (ALOS of 105 days means automatic non-judicial debt of \$1050+ in fees).
- j. Research how often persons are incarcerated for failure to pay, and end the practice.
- k. Support suspension rather termination of medical benefits during incarceration.
- l. Assume that every LCP inmate has experienced trauma and that this trauma influences drug offenses, mental health, and criminal activity. Create "Trauma Awareness Training" for the criminal justice system (COs, staff, judges, DA's office, Public Defenders, Probation/Parole, police, etc.). See SAMSA's "Six Principles" at <http://www.samhsa.gov/nctic/trauma-interventions>.

Conclusion

We commend the actions taken in the past three years by our leaders in Lancaster's criminal justice system. We affirm the demonstrable differences in the administration and culture achieved by thoughtful, creative measures by the Warden(s), Prison Board, President Judge, District Attorney, and others. And, we believe our criminal justice system and the LCP can significantly improve both the living conditions for inmates and the working conditions for COs. We want to see LCP function as a model prison among its peer county prisons in PA. In pursuing that goal, our criminal justice leaders will further improve the culture of the LCP and move LCP to fulfill *Best Practices* that more fully embody the DNA of our County. We offer our help in gaining community support to take these steps.

Disclaimer: This White Paper is not meant to be an exhaustive description of the problems our community faces in the operation of LCP. We hope the conversations stimulated by this paper add to the conversations and changes stimulated the leadership of Lancaster County Prison and Lancaster County Prison Board.

<https://sites.google.com/site/haveaheartgroupiancasterpa/home>

7. Expand Services to Women at LCP:

- a. Provide more treatment and life skills programs for women. In the last 30 years, the number of women in prison has increased 800% according to the Institute on Women & Criminal Justice. Women bring different character and motivation factors for crime. As many as 50% have been physically, sexually, emotionally or mentally abused by key influencers in their lives. Training can be facilitated in such key areas as:
 - 1) Drug Use
 - 2) Child care: As many as 70% of the population have children.
 - 3) Healthy partnership counseling: Many crimes by women include significant partners' influence.
 - 4) "Trauma-Informed Care" (see #10, 1 below)
- b. Increase work release for women.
- c. Provide outside community programs as available for men (e.g., gardening).
- d. Provide separate Medical and Mental Health Units for women. (The difficulty in achieving this recommendation leads HaH to support building a new prison with a separate Medical and Mental Health Unit for women.)

8. Improve the Understanding of and Advocacy for LCP by the County Citizens:

The public accepts the same sub-standard conditions that our leaders do. Most county residents are unaware of the functional obsolescence of LCP and the disappointing effectiveness of some criminal justice processes. Though we experience declining crime rates and increasing costs, many county residents prefer incarceration to alternatives. Few people distinguish between detention for pre-sentenced persons and incarceration for sentenced persons. In addition, some elected officials choose to support "tougher" practice in order to win re-election. This kind of thinking is contrary to the highest values affirmed by most County residents.

- a. LCPB can provide multiple tours each year by community members.
 - 1) *Have a Heart* will sponsor two tours of LCP annually.
 - 2) *Justice and Mercy* brings community members to LCP multiple times annually.
 - 3) Other stake-holders (*LCPB, Support for Prison Ministries, PrimeCare, RMO, Chamber of Commerce, School District of Lancaster, Downtown Ministerium, Lancaster Co. Council of Churches*, and more) can sponsor an annual tour.

9. Evaluate LCP Annually Based on *Best Practices*:

- a. Ask the PA DOC Office of County Inspections and Services improve inspections so that LCP does not receive a 100% compliance rating in spite of obvious deficiencies.
- b. Ask the County Commissioners Association of Pennsylvania (CCAP) to describe *Best Practices* for county prisons. CCAP provides awards for county prisons based on the county prison's self-description of a *Best Practice*, a practice of limited value.
- c. Adopt and apply a set of *Best Practices* based on values of the *American Corrections Association* standards, Warden Luther's *28 Beliefs*, and *LCPB Code of Ethics*.

10. Improve Services for Returning Citizens

- a. Name the Lancaster County Re-Entry Management Organization as the principal county re-entry resource.
- b. Improve notification to families and others.
- c. Change the current system of "rolling releases" (all day and evening) to a scheduled release time period as used by York County Prison.
- d. Insure each released person is met by someone who cares and can help.
- e. Provide "release packages" to returning citizens based on what they need.
- f. Support expungement services and sealing records.