

## OFFICIAL ENTRY FORM

Entrants must complete all sections for the entry to be considered by the Committee. A copy of this official entry is available at [www.pacounties.org](http://www.pacounties.org)

County Lancaster County  
County Class 3  
Address 625 E King Street  
City, State, Zip Code Lancaster PA 17602  
Primary Contact, Title Warden Cheryl Steberger  
Contact Phone 717-299-7803

### PROJECT INFORMATION

**Title PrisonStat: an active leadership strategy to achieve transparency, accountability, and efficiency at the Prison, drive real measurable results, and help turnaround the organization.**

Project Start Date **12/01/2016 through present.**

### PROGRAM NARRATIVE

Enter program narrative that addresses each of the following subject areas, and does so in the order presented below. Entries must be submitting using this form. All sections must be complete. Entries submitted without the required information may be disqualified.

**Problem Discussion** - Enter comments on the identified need and the background including what programs were in place before the current project, if any, and how it led to this effort. This section is worth 10 points.

#### **Background on the Lancaster County Prison:**

Lancaster County Prison had for a long time faced serious and well documented challenges. In fact, it was an organization that has been challenged on almost every level – the physical plant and lack of maintenance, leadership, morale, transparency, and accountability.

The physical condition of the Prison is very challenging. It is an old facility. There has been little major maintenance done in many years. The conditions make the already tough job of staff even tougher. The original building was built in 1851. Additions and renovations have been made in the 1960s, 1970s, and 1980s. The latest renovation was completed in 1991.

***Refer to Article "Aging Lancaster County Prison limps along as commissioners divide on need for new jail".***

There had been a poor relationship between Prison staff and County leadership and poor morale among employees. This is in part because of a long history of litigation between the employees and County, which resulted in the County losing and paying nearly \$5 million in back wages and interest to employees in 2013. One example of the animosity was the over 50 union grievances that were pending against the County at the beginning of 2016. These grievances are costly both financially and in terms of time/effort.

Upon taking office, in 2016 Commissioner Parsons became chairman of the Prison Board. Shortly after that Warden Steberger became the new Warden. Commissioner Parsons met privately with any and all Prison employees who wished to talk. He sought to learn their issues and what they thought we could do better. He talked with around 50 of the 200 or so employees. He asked them on a scale of 1-10 how they would rate the organization and then what they would do to make it a 10. The average response was a 2.5 – a clear indication of an organization in turmoil. Much of the feedback centered on a perceived lack of leadership, poor morale, and perceived lack of support for the staff.

Further, the average inmate suicide rate leaped around 450% in 2010-2015 compared to the previous decade. Each suicide at the Prison is a personal tragedy for the inmate and the family and it takes a heavy toll on the staff. Suicides also result in much taxpayer money spent on litigation. A well-functioning, professional organization should be able to reduce this trend.

Also, early in 2016, shortly after Commissioner Parsons and Warden Steberger took over, the Prison disclosed that an inmate had been released 17 months late. Releasing prisoners on time is obviously a core function of the Prison, and such a failure is utterly unacceptable.

In short, the Prison has been a challenged organization on every level and had a reputation as one of the most troubled in Pennsylvania.

**Background** – Enter history of the project, including any evidenced-based approaches to divert individuals from further penetration into the juvenile or adult justice system, community involvement strategies, formation of stakeholder groups, county- wide planning strategies, etc. This section is worth 20 points.

Prison Stat is modeled on the Performance Stat idea which is an active leadership strategy to achieve transparency, accountability, and efficiency and to drive real measurable results in government.

It is a leadership model that uses an ongoing series of regular meetings during which the chief executive and/or leadership team uses current data to analyze aspects of an organization's performance. This continuing analysis of predetermined metrics produces results by pushing the organization toward performance targets. It also provides leaders with the ability to articulate to the organization and public what improved results need to be demonstrated.

Each department head is assigned a metric pertaining to their job description, and are responsible for oversight of a specific area. They are held accountable during the public meeting scheduled every two months and their performance is transparent for the public to see whether positive or negative. The presentation form is done by Power Point (see attached). The public has the authority to interrupt at any time giving LCP feedback, advise, and their opinion.

It is essentially a four step process of improvement. 1.) Define productivity/effectiveness – i.e. what does success look like. 2.) Organize to create pressure to improve productivity/effectiveness. 3.) Identify the most effective drivers of productivity/effectiveness. 4.) Secure sustainable transformation of the organization – this ensures the organization does not slip backwards.

### **PrisonStat Concept for Lancaster County:**

We began to hold regularly scheduled, integrated meetings where key data is reviewed by Commissioner Parsons, Warden Steberger, and/or other members of the Prison leadership team. These meetings are open to the public and press. We felt that transparency was important after the well documented problems, including the inmate who was released 17 months late. We essentially “opened up the books” on the Prison.

The detailed review of the key metrics allows for a deeper dive into the data than the regular monthly Prison Board meetings. This provides transparency to the public and helps to drive performance in the right direction as data trends are identified and members of the Prison team are questioned and held accountable for results. The metrics are sometimes changed or modified as we identify new issues or problems.

***Refer to Prison State Power Point and Articles: “ How a focus on data may change Lancaster County Prison’s troubled history of assaults” and Lancaster County Prison Board announces new program aimed at transparency, efficiency.”***

### **Initial Set of Metrics:**

**Metric 1.** Inmate misconducts – Analyze major and minor inmate misconducts and assess trends in negative inmate behaviors with goal of reducing misconducts.

***(See Prison Stat Power Point pg 3)***

**Metric 2.** Use of Force – Study incidents of use of force by staff, analyze trends and look for ways to deescalate/reduce these occurrences. ***(See Prison Stat Power Point pg 4)***

**Metric 3.** Employee Injuries – Study trends in employee injuries and type of injuries in order to drive down the number of these incidents down. ***(See Prison Stat Power Point 19-20)***

**Metric 4.** Staff Training – Analyze amount and type of staff training to ensure we are sustaining and creating the professional workforce that the organization needs.

***(See Prison Stat Power Point pg 5-8)***

**Metric 5.** Staffing Trends – Examine ups and downs of employee staffing with goal of maintaining a full and stable complement of employees.

***(See Prison Stat Power Point pg 12-18)***

**Metric 6.** Overtime – Examine use of mandatory overtime with the goal of reducing the burden on employees. ***(See Prison Stat Power Point pg 9-11)***

**Metric 7.** Video Conference Use and Public Defender Visits – Examine whether we are using video conference capability to fullest potential to cut down on transportation of inmates. Ensure Public Defenders are meeting with clients in order to bring cases to conclusion in a timely fashion. ***(See Prison Stat Power Point pg 20-22)***

**Metric 8.** Inmate Services - Examine GED/diploma, RMO, community services, work release employment, chaplain visits, to ensure services that have the potential to reduce recidivism are being fully utilized. ***(See Prison Stat Power Point pg 23-27)***

**Metric 9.** Suicides - Examine Prison suicide trends with goal of eliminating Prison suicides.

Each meeting was several hours long. The review process and the process of holding leaders within the Prison accountable for results led to wide ranging discussions about how to improve as an organization. As those improvements were implemented and tracked we began to get impressive results across the organization. ***(See Prison Stat Power Point pg 27-28)***

**Soundness of approach** – Enter a description of the ways the project conforms to either program themes or goals as established in the criteria. This section is worth 20 points

Prison Stat is aimed at transparency, efficiency, and accountability based on pre-established measurable metrics. The Warden and her team continually review areas for potential improvement which include a transparent focus on 1. Suicide Prevention, 2. Serious Mental Illness and Substance Abuse, 3. Reducing Recidivism, 4. staff training.

1. **Suicide Prevention Approach-** The Reinvigorated Suicide Prevention Committee was used to provide reviews and suggestions. Suicide Prevention Committee is a collaboration between various departments to include but not limited to Behavioral Health, Lancaster General Hospital, County Commissioners, Professor from Millersville University, Prime Care Medical Contractor. Suicide hotline was derived off this

collaboration which created an alliance with County 911 and Correctional Supervisors. Prison Stat tracked important metrics and provided insights into better ways to deal with inmates who were seriously mentally ill. Those inmates also present the highest risk for suicide. The Warden implemented new training for all staff and rewarded staff for proactive actions, including lifesaving awards for heroic officers. There was better coordination between security and medical staff. We conducted outside reviews by nationally recognized experts in the field to suggest changes. We made physical changes to the Prison to make suicide attempts harder. Prison Stat and the Warden kept the entire staff laser focused on preventing suicides.

***Refer to the following attachments: Prison Stat Power Point pgs. 24, 25,27,28; Article "Lancaster County Prison marks year without suicides" and "Lancaster County Prison officials are making sound decisions to prevent inmate suicides"***

- 2. Seriously Mental Illness Approach-** The County negotiated and signed an agreement with Lancaster General Hospital to treat seriously mentally ill inmates on their Behavioral Health Unit (BHU.) Also, under the direction of Deputy Warden Joe Shiffer the Prison launched a new MISA (Mental Health Sustenance Abuse) Team. The Team meets monthly with collaborating efforts with Board of Commissioners, Lancaster County Prison Staff (Deputy Warden of Inmate Services, Deputy Warden of Security, Treatment Service Supervisor, Records Department, Executive Assistant, Prime Care Medical), Lancaster County Adult Probation, Public Defenders Office, Behavioral Health Developmental Services, Lancaster Drug and Alcohol Commission, district attorney, public defender's office. MISA goal is to ensure inmates with serious mental illness receive the appropriate direction and services while navigating the legal process. Some outcomes may involve continued incarceration with a detailed treatment plan while others may access services from our community partners. Additional expectation and goals decreased the number of Misconduct/ Incidents related to inmates with mental illness, All MHSR level D inmates are reviewed and a plan is developed, decrease recidivism.

***Refer to Prison Stat Power Point pgs 24-25***

- 3. Reducing Recidivism Approach-** Another successful collaboration resulting from Prison Stat is the Prison Reduction Committee. This collaboration includes Prison Records Officer, Adult Probation and Parole Services, President Judge, District Attorney, Common Plea Judge, Bail Administration, Court Administration, and Public Defenders Office. A list is compiled of all new commitments highlighting Name, PBN, DOB, Date of commitment, Committing Authority, Charges, Docket Number, Sentenced, Detainers, bail, and number of prior incarcerations. This information is submitted to members once a week, and they meet to review once a month. The prison identifies any cases or individuals, that are problematic for a variety of reasons.

A result of Prison Stat, and the Prison Reduction Committee was increased video

conferences, decreased **population by 42%**, and created a more efficient means for Public Defenders and Attorneys to visit their clients within Lancaster County Prison. The prison provided security trauma for public defender and attorney's allowing that to move through unescorted throughout the jail. In addition, the prison coordinated with our courts to purchase updated video equipment which increased video conferences, and decreased prison transports. Overall creating a more efficient process, and safe process. In 2017 1864 video conferences were conducted vs 2016 we had only 1355 which is a 27.3% increase . Video Conference and reduction in Population is one of the key metrics of Prison Stat.

Additionally, our Inmate Services Department has a strong emphasis on reentry management and coordinating with community resources in providing our inmate population direction and support upon release.

***Refer to Prison Stat Power Point pgs. 20-22; Article "The new way Lancaster County Prison is helping 6,000 inmates released each year plan for going home" and "Lancaster County inmate population trending in the right direction"***

4. **Staff Training Approach-** Training Hours increased in 2017 by 24.8%. Increase in Training and reconstruction of the Curriculum. Over the years, we had limited training for our correctional and support staff. Our training has evolved to include all Lancaster County Prison Employees, contractors, and County Departments that conduct business within the prison. Additionally, training hours have significantly increased (see attached). Training has increased to include PATH Training (practical and tactical handcuffing), Use of Force, Defensive Tactics, Suicide Prevention, Trauma, Stress for employee's, PREA (Prison Rape Elimination Act), Weapon's Qualification, Created Transport Team with Training, CERT (Correctional Emergency Response Team), and others.

***Refer to Articles: " Trauma-informed training for Lancaster County corrections and parole officers seek less use of force."***

**Program Elements** – Enter a description of the elements of the project, utility, adaptability, strategies used, community and stakeholder involvement, evidence-based approached. This section is worth 20 points.

The best description of the utility and adaptability of the project is a description of the many problems attacked and the unprecedented results achieved.

1. **Problem: Inmate suicides in the Prison were at an all-time high. The average inmate suicide rate had leaped 450% in 2010-2015, widely considered the worst in the state. Taxpayers were paying huge amounts to defend and settle lawsuits as LCP was continually sued over suicides.** From 1985-2010, the inmate suicide rate in Lancaster County Prison was 0.4 per year. From 2010 – 2015, it went to 1.8

per year. This is a 450% percent increase. Clearly something went very wrong. Each suicide is a tragedy for the inmate and the family and is also hard on LCP staff. But even if you do not care about those issues, this was costing taxpayers millions of dollars in litigation. Every institution has inmate suicides periodically, but this pattern was evidence of a serious problem.

**Method used to attack the problem:** Through the use of Prison Stat we focused on the causes and trends. We had in depth conversations that led to recalibrating and reinvigorating our Suicide Prevention Committee. The reinvigorated Suicide Prevention Committee was used to provide reviews and suggestions. Suicide Prevention Committee is a collaboration between various departments to include but not limited to Behavioral Health, Lancaster General Hospital, County Commissioners, Professor from Millersville University, Prime Care Medical Contractor. The suicide hotline was derived off this collaboration which created an alliance with County 911 and Correctional Supervisors. Prison Stat tracked important metrics and provided insights into better ways to deal with inmates who were seriously mentally ill. Those inmates also present the highest risk for suicide. The Warden implemented new training for all staff and rewarded staff for proactive actions, including lifesaving awards for heroic officers. There was better coordination between security and medical staff. We conducted outside reviews by nationally recognized experts in the field to suggest changes. We made physical changes to the Prison to make suicide attempts harder. Prison Stat and the Warden kept the entire staff laser focused on preventing suicides. The entire staff had an openness to new suggestions and problem solving.

**Results: In 2016 and 2017 and LCP had zero inmate suicides. Last time LCP went two calendar years suicide free was 2001, 2002. The last time LCP went three calendar years suicide free was 1995, 1996, 1997.**

It took hard work by the Prison leadership and staff, including some heroic actions by Correctional Officers.

- 2. Problem: No focus on data and results. Little transparency.** No one was systematically looking at Prison operations and figuring out what LCP can do to get different and better results. There was a feeling of despondency within the organization and that staff were fighting a lost cause.

**Method used to attack the problem: Prison Stat opened the books on the Prison and held leaders accountable for their results.** At regular public meetings, which last up to three hours, the Warden and Commissioner Parsons review key metrics and data in detail to see what is working, what is not working, and what we

need to change. Key leaders from the Prison are held publically accountable for what is occurring within the organization. The public is invited and regularly gets involved with detailed questions of their own. All areas of operations are scrutinized for improvements. Metrics include everything from use of force to number of inmate misconducts to number of employee injuries.

**Results: Marked improvement in metrics including use of force, mandatory overtime and others.**

- Misconduct Breakdown  
2015- Total Misconducts 1064  
2016- Total Misconducts 893  
2017- Total Misconducts 789
- Misconducts 8.89% decrease
  - 2015= 1046
  - 2017= 953
- Use of Force 27.6% decrease
  - 2015= 1046
  - 2017= 953
- Physical Assaults 10.2% decrease
  - 2015= 127
  - 2017=114
- Warden, Deputy Warden of Operations, Major will meet with all staff involved in an assault and gather information to see if there are any deficiencies.
- Implementation of Informal Resolution. Allowing Correctional Officers to have additional input into the inmate disciplinary process.
- Use of Force will continue to be reviewed by our internal investigator and County Detective.
- Coordinating with Adult Probation to give information to Probation Violation hearings to include recommended set back information.



- Procedure relating to charges and contraband review has been changed to more efficient tracking.
- Reduced overall mandatory overtime. From 12-26-16 through 12-24-17 5,685hours.

***Refer to Articles: "Extra hours for correctional officers are creating dangerous situation at Lancaster County Prison" and "Overtime at Lancaster County Prison costs \$2million-plus; extra hours come amid staffing shortage. "***

- Training Hours increased in 2017 by 24.8%. Increase in Training and reconstruction of the Curriculum.

**3. Two years ago: No options to deal with seriously mentally ill inmates. Not safe for LCP staff or the public.** Seriously mentally ill inmates were housed in LCP for long periods of time with no other options and little review. This creates a danger to LCP staff and to the public when the inmate is ultimately released at the end of their sentence. Prison Stat reviews indicated that many of our use of force incidents and employee injuries stemmed from seriously mentally ill inmates. This caused us to come up with new programs to address this root cause.

**Method used to attack the problem: The County negotiated and signed an agreement with Lancaster General Hospital to treat seriously mentally ill inmates on their Behavioral Health Unit (BHU.) Also, under the direction of Deputy Warden Joe Shiffer the Prison launched a new MISA (Mental Health Sustenance Abuse) Team.** The agreement with LGH provides the Prison with more tools to treat seriously mentally ill inmates. They can now be sent out to the BHU and released from their or returned to LCP in better condition. MISA is ensuring inmates with serious mental illness are reviewed regularly and receive the appropriate direction and services while navigating the legal process. Each MISA inmate is reviewed by the team to determine the status of the case and what can be improved or changed. Some outcomes involve continued incarceration with a detailed treatment plan while other inmates may access services from our community partners. The Prison has also started a Vivitrol program after recognizing the need to keep heroin/opioid addicts free to addiction upon leaving the facility.

**Results: Reduction in assaults by seriously mentally ill inmates. Low recidivism rate for MISA inmates. Data?**

- Total of 9 Seriously Mentally Ill inmates went to Behavioral Health Unit (LGH) for treatment in 2017. Compared to none in 2016 for this collaboration was initiated in 2017.
- MISA Recidivism Rate 26% - 2017
- MISA Reviewed 89 Level D IM monthly
- 125 out of 789 misconducts are caused by SMI
  - 16% of misconducts
- 7 inmates received the Vivitrol Injection- newly implemented as of October 2017

**4. Problem: Poor working relationships. There were poor relationships between Prison staff and County leadership and poor morale among employees. Huge number of grievances. There were 50 pending employee grievances against the County by Prison staff.** This is in part because of a long history of litigation between the employees and County, which resulted in the county losing a court case and paying nearly \$5 million in back wages and interest to employees in 2013. This litigation resulted in not just poor relationships, but hundreds of thousands of dollars of legal costs. The grievances are another indicator of a dysfunctional organization, where employees believed they were not being heard by leadership. Each grievance has to be litigated and takes time, energy, and money away from the Prison's core functions.

**Method used to attack the problem: Through open and wide ranging discussions at Prison Stat the Warden has emphasized communication with the employees and hearing and solving their problems. Commissioner Parsons went to the Prison many times on all shifts to meet with any employee who wished to be heard. The Warden worked through the grievances to resolve them.**

**Results: In 2016 the County completed two separate amicable and reasonable contracts with the Prison employees. These were approved by employees and unanimously approved by the Board of Commissioners. By talking with staff and working out problems in a collaborative way, the Warden and her team worked that number down to zero.** These results began to restore relationships

and reduced potential legal fees that would have been spent in arbitration and litigation. This is another indicator that the culture is turning around and a team atmosphere is building. There will likely always be a small number of grievances here and there, but there never again should be the huge numbers seen a year ago.

- 5. Problem: LCP was seriously understaffed. The Prison staff had a high vacancy rate for Correctional Officers. Huge number of “mandatories.”** Understaffing created the need for large amounts of staff overtime. Staff were often “mandatoried,” meaning they were told they had to work another eight hour shift at the end of their first or face disciplinary action. This was a huge morale problem.

**Method used to attack the problem: Detailed analysis by Warden and her team of manpower usage. Reporting on overtime at Prison Stat. Focus on core missions, eliminating extraneous. Focus on recruiting.** Eliminating extraneous staff tasks and stepped up recruitment efforts filled many of the vacancies. It should also be noted that former staff have sought to come back, and some who were planning to leave have changed their plans due to the improving environment and culture. LCP is now building up a list of potential recruits so that we can remain fully staffed into the future. This should reduce overtime requirements, which bolsters morale.

**Results: Virtually ended use of “mandatories” and reduced overall overtime.** Conducted 122 interviews, hired 45 staff, and maintained a 97% staff rate throughout the year.

- 6. Problem: Regular maintenance not being done, and physical appearance was messy and disordered.** There had been little major maintenance done in many years. Halls, common areas, and maintenance areas were not cared for, unpainted, and disordered. Many maintenance problems plagued the staff.

**Method used to attack the problem: Increased focus on maintenance. RFP for maintenance contract.** At the Warden’s request, the Board of Commissioners allocated approximately \$3 million to much needed facility upgrades. The overall appearance and upkeep of LCP is much better than it was a year ago. The Warden had a lot of painting done by inmates. Additionally an RFP for an outside maintenance contractor provided more regular, skilled maintenance workers for the facility.

**Results: Better, safer facility for staff and inmates.**

- 7. Problem: Slow court system and too many inmates. In 2012 LCP population hit a high of 1309. The facility was built for 670.**

**Method used to attack the problem: Major changes in court system, specifically a shift to individual dockets, caused dramatic increase in efficiency. Population reduction committee. Work by Courts and Adult Probation and Parole to use different methods for violations and incarceration. We had the Public Defender participate at Prison Stat to discuss video conferencing use to move inmates through the system faster. The Warden provided increased access to public defenders and private attorneys by opening up more space for them to meet. This means inmates are better prepared when they get to court and are ready to resolve their cases.**

**Results: More focus on expedited processing of defendants through the system. In 2018 LCP population hit a low of 760. This is a 42% reduction in Prison population. This is probably the largest reduction in Prison population of any County Prison in the state.** Approximately 75% of LCP inmates are awaiting some court action rather than serving their sentence. So it is beneficial to LCP and the entire criminal justice system, including police and victims, if they are moved through in an efficient manner. We have worked hard to make the entire criminal justice system in Lancaster County more efficient. We have increased meeting space and access for public defenders and private attorneys so defendants are more prepared for their day in court. This reduces the amount of withdrawn or incomplete guilty pleas because defendants are now prepared when they get to court. Additionally, the Prison has upgraded video conferencing equipment, which allows for more remote proceedings and for cases to move more rapidly. Further, we have looked at other safe options to incarceration for inmates deemed appropriate by the court.

Expectations and Measurable Goals – Enter a description of the costs of the project, how it was funded, projected impact, number of inmates diverted or assisted, utilization of risk assessment, impact on recidivism. This section is worth 20 points.

There is no funding need for the Prison Stat project; however, there is the time that is expected from staff to create their data-driven management tools, collect the data and then prepare to share that data in a public forum. Prison Stat allowed us to pinpoint problem areas, and in turn, create a metric where we could gather data and statistics to make much needed improvements and changes. We also identified areas where personnel were meeting or exceeding goals and provided positive recognition

More focus on expedited processing of defendants through the system. In 2018 LCP population hit a low of 760. This is a 42% reduction in Prison population. This is probably the largest reduction in Prison population of any County Prison in the state.

MISA Recidivism Rate 26% - 2017. Additionally, MISA reviewed approximately 89 inmates per month with a focus on common problems amongst Corrections such as:

- Those inmates with SMI up for release with no address. We work with parole and probation, Public Defenders Office, Homeless Coalition, Community base programs such as (TTC) Transition to Community
- Focus on inmates who causes disruption, misconducts, and those who medically and mentally are declining. With these inmates, a behavioral, security, and medical plan are derived resulting in placement with Behavioral Health Unit (LGH), Norristown, or in house improvements with a rise in inmate behavior. Often a result of inmate agreeing to take medication, increase performance / behavioral plan with incentives, family involvement, and collaborating efforts with county Behavioral Health.

Addressing these concerns during incarceration directly impacts recidivism.

**In 2016 and 2017 and LCP had zero inmate suicides. Last time LCP went two calendar years' suicide free was 2001, 2002. The last time LCP went three calendar years' suicide free was 1995, 1996, 1997.**

After further review of our 2017 statistics, combined with the rising opioid epidemic we added two additional metrics 1) Vivitrol Program 2) Prevention of Contraband.

- 1) The goal for the Vivitrol program implemented on October 2017 was initiated in the attempt to assist with the country's effort to fight opioid dependency. Through Prison Stat statistical data will consist of a) how many individuals referred to the program b) how many individuals denied due to medical contraindication or release stipulations c) How many individuals received the injection. Thus far, 7 individuals received vivitrol injections. This is a collaborative effort to include but not limited to, Drug and Alcohol Commission, TWPonessa, Lancaster County Prison Inmate Service Department, and PrimeCare Medical (contracted medical service provider). It is expected that this program will not only address the opioid epidemic but reduce recidivism as well.
- 2) Additional measures to assist with the opioid epidemic is to enhance gathering statistics on the type of contraband entering the facility, the means it entered the facility, and any effect it caused if applicable. Increased security and safety measures for visitors, and staff.

Before 2016, Lancaster County Prison was complacent with fear of real transparency with respect to conflicts within. Continuing Prison Stat will not allow Lancaster County Prison to become complacent again. It is projected that Prison Stat will continue to provide transparency to the public and help drive performance in the right direction as data trends are identified and members of the Prison team are questioned and held accountable for the results. Metrics will change or be modified as new issues or problems are identified

**Evaluation/Sustainability** – Enter details describing the process for evaluating success including assessment methodologies, data reports, continuation, and determination of success. This section is worth 10 points.

Success of Prison Stat is tracked by tracking detailed statistics of the key metrics which allow for a deeper dive into the data than regular monthly meetings. Prison Stat is a four-step process of improvement 1.) Define productivity/ effectiveness-ie what does success look like. 2) Organize to create pressure to improve productivity/effectiveness. 3) Identify the most effective drivers of productivity/effectiveness. 4.) Secure sustainable transformation of the organization which ensures the organization does not slip backwards or become complacent. The success of Prison Stat includes a transparent focus, efficiency, and accountability based on the pre-established measurable metrics that may be changed or altered at any time.

The statistics and data are collected and placed on a Power Point. The PowerPoint systematically goes through the Key Metrics and graphs are created to better visualize trends over time, compare data to track trends over time, portraying qualitative and quantitative data (as it relates to Treatment Statistics, Overtime, Budget etc). Charts are an excellent way to show cumulative compositions over time with data visualization to help avoid pit falls if you will.

Thus far, the data shows the following successful results:

- In 2016 and 2017 and LCP had zero inmate suicides. Last time LCP went two calendar years' suicide free was 2001, 2002. The last time LCP went three calendar years' suicide free was 1995, 1996, 1997.
- Taxpayers were paying huge amounts to defend and settle lawsuits as LCP was continually sued over suicides. From 1985-2010, the inmate suicide rate in Lancaster County Prison was 0.4 per year. From 2010 – 2015, it went to 1.8 per year. This is a 450% percent increase.
- 42% reduction in Prison population
- 26% MISA recidivism rate
  - 16% Misconduct caused by SMI

- 7 inmates received Vivitrol Injection- New Metric as of October 2017.
- Reduced overall mandatory overtime. From 12-26-16 through 12-24-17 5,685hours.
  - **Virtually ended use of “mandatories” and reduced overall overtime.** Conducted 122 interviews, hired 45 staff, and maintained a 97% staff rate throughout the year.
- Training Hours increased in 2017 by 24.8%. Increase in Training and reconstruction of the Curriculum.
- Misconducts 8.89% decrease
  - 2015= 1046
  - 2017= 953
- Use of Force 27.6% decrease
  - 2015= 1046
  - 2017= 953
- Physical Assaults 10.2% decrease
  - 2015= 127
  - 2017= 114

Some additional highlights of the 2017, as a result of Prison Stat, are articles published by the news, media, and local media

***(see referred articles attached)***

Prison Stat is geared on statistical data. We confident to see a more significant change in 2018. Prison Stat allows Lancaster County Prison to be firm on the goals we want to achieve with each evaluation, and adjustments with each metric. We will continue to remain focus on the ultimate goal at hand and that is to be the best.

## **SUPPORTING DOCUMENTS**

Please include any supporting documentation to demonstrate the impact of the project in cost or population outcomes, or other data to demonstrate the considerations utilized in determining the scope or design of the project. Scoring will be based on factors including the entrant’s description of the problem, the soundness of the approach, and success in meeting goals and objectives. Award submissions will receive consideration for outcomes or best practices supported by data. **SUPPORTING INFORMATION SHOULD BE COPIED AND PASTED**

**DIRECTLY INTO THE FORM USING THE BOX BELOW.**


**See attached**

Prison Stat Power Point January 4<sup>th</sup>, 2018- to include 2017 Statistics

Articles

- "Aging Lancaster County Prison limps along as commissioners divide on need for new jail" (Lancaster News Paper October 2 2017)
- "How a focus on data may change Lancaster County Prison's troubled history of assaults" (Lancaster News Paper August 21, 2017)
- "Lancaster County Prison Board announces new program aimed at transparency, efficiency" (Lancaster News Paper August 13, 2016)
- "Lancaster County Prison marks year without suicides" (Lancaster News Paper January 9, 2017)
- "Lancaster County Prison officials are making sound decisions to prevent inmate suicides" (Lancaster News Paper January 10, 2017)
- "The new way Lancaster County Prison is helping 6,000 inmates released each year plan for going home" (Lancaster News Paper April 24, 2016)
- "Lancaster County inmate population trending in the right direction" (Lancaster News Paper August 25, 2017)
- "Trauma-informed training for Lancaster County corrections and parole officers seeks less use of force" (Lancaster News Paper April 25, 2017))
- "Extra hours for correctional officers are creating a dangerous situation at Lancaster County Prison" (Lancaster News Paper September 29, 2016)
- "Overtime at Lancaster County Prison costs \$2million – plus; extra hours come amid staffing shortage" (Lancaster News Paper September 26, 2016)
- "Contact visits end at Lancaster County Prison after 13 cases of drug smuggling this year" (Lancaster News Paper August 2, 2017).

**All forms must contain at least one signature.** Signatures can be entered electronically, or submitted via fax using a separate form. To sign, right-click on the signature line, select "Signature Setup" from the drop down, and follow the prompts. If submitting signatures on a separate form, enter "FAXING" on the signature line.

X 

County Chief Executive Officer

X 

Chair of Board of Commissioners

**SUBMITTING YOUR ENTRY – To submit the entry, save a copy of this completed form**



after all information, including signatures and supporting materials have been added. When saving the form, please assure that the document name includes the county name, the type of project and the year – (i.e. FranklinJailAward2018). Address an email to [bpenyak@pacounties.org](mailto:bpenyak@pacounties.org) and attach the award submission.



**Commissioner Josh Parsons-** Chairman of the Lancaster County Prison Board  
**Warden Cheryl Steberger-** Warden of the Lancaster County Prison

January 4<sup>th</sup>, 2018

# ASSESSMENT TEAM

<b>Robert Wolfe</b>	<b>Joseph Shiffer</b>	<b>Tammy Moyer</b>
<b>William Aberts</b>	<b>Toni Warfel</b>	<b>Gregory Ritter</b>
<b>Arla Brown</b>	<b>Robert Barley</b>	<b>Ashley Garcia</b>
<b>Michael Hersh</b>	<b>Christina Fluegel</b>	

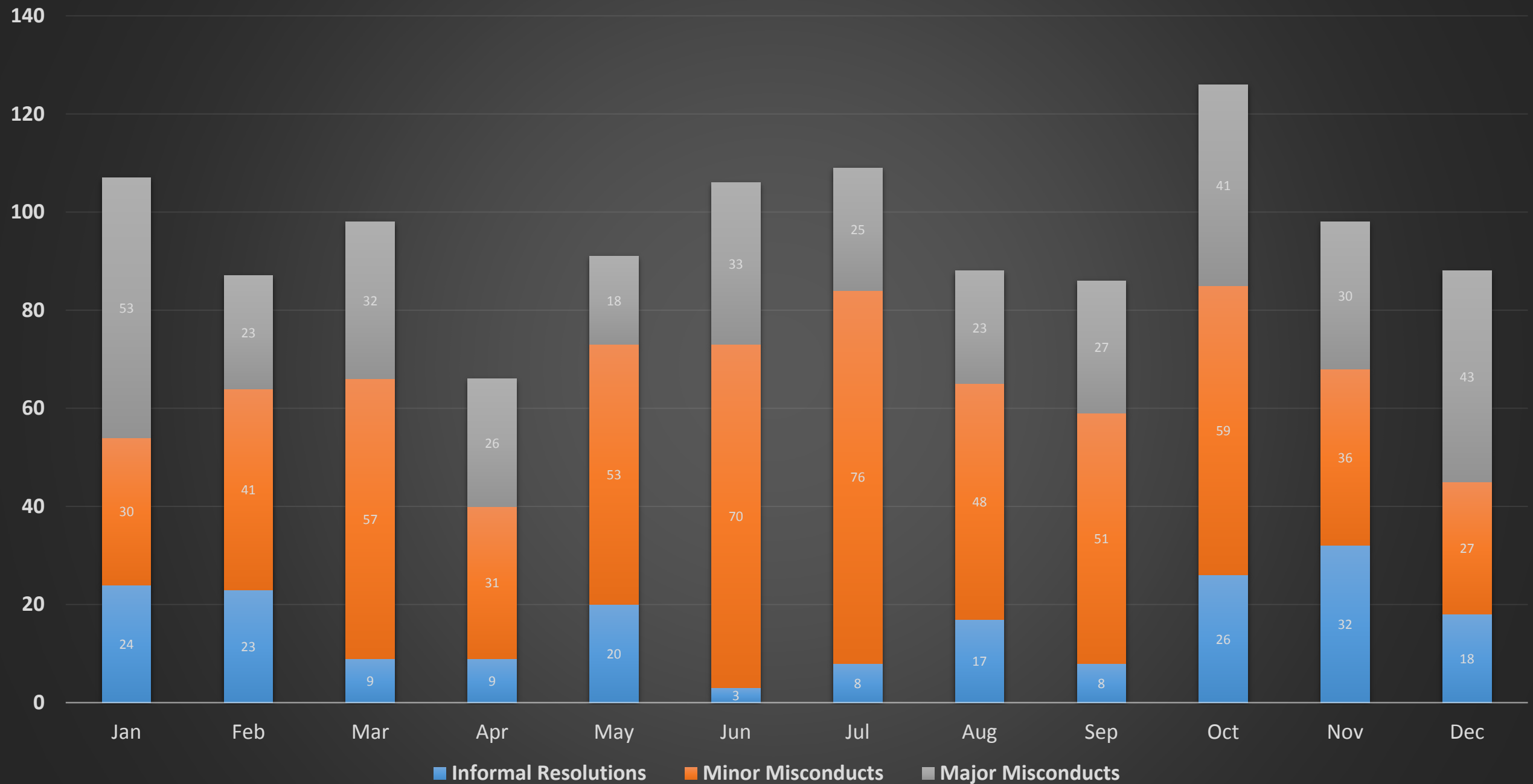
# OPERATIONAL STATISTICS

Informal Resolutions, Misconducts, Assaults, Use of force

# 2017 CHANGES AND GOALS

- Reduce number of misconducts based on the new policy COMPLETED
- Have a panel review assaults every month to see if there is anything we can do to prevent them. COMPLETED
- Track inmates with multiple misconducts to see what effect it has on the totals. COMPLETED
- Track the Informal Resolutions totals for future comparisons. COMPLETED
- Be more vigilant with handing down setbacks to see if this helps to decrease the Major Misconducts to start January 1<sup>st</sup>, 2017. COMPLETED
- Coordinate with APP to give info prior to PV hearings to include recommended set-back information. – TRANSFERRED TO 2018 GOAL

# Informal Resolution and Misconducts



#### January

- 12 IM with 2 or more misconducts – 34 – 40%
- More than 3 misconducts -4- misconducts – 18 – 21%
- Juveniles – 2 individuals – 8 misconducts – 9.75%

#### February

- 5 IM with 2 or more misconducts – 16-25%

#### March

- 13 IM with 2 or more misconducts – 31 – 35%

#### April

- 5 IM with 2 or more misconducts – 11 – 20%

#### May

- 11 IM with 2 or more misconducts – 27 – 38%

#### June

- 16 IM with 2 or more misconducts – 42 – 40%

#### July

- 11 IM with 2 or more misconducts – 31 – 31%

#### August

- 8 IM with 2 or more misconducts – 18 – 25%

#### September

- 7 IM with 2 or more misconducts – 21 – 33%

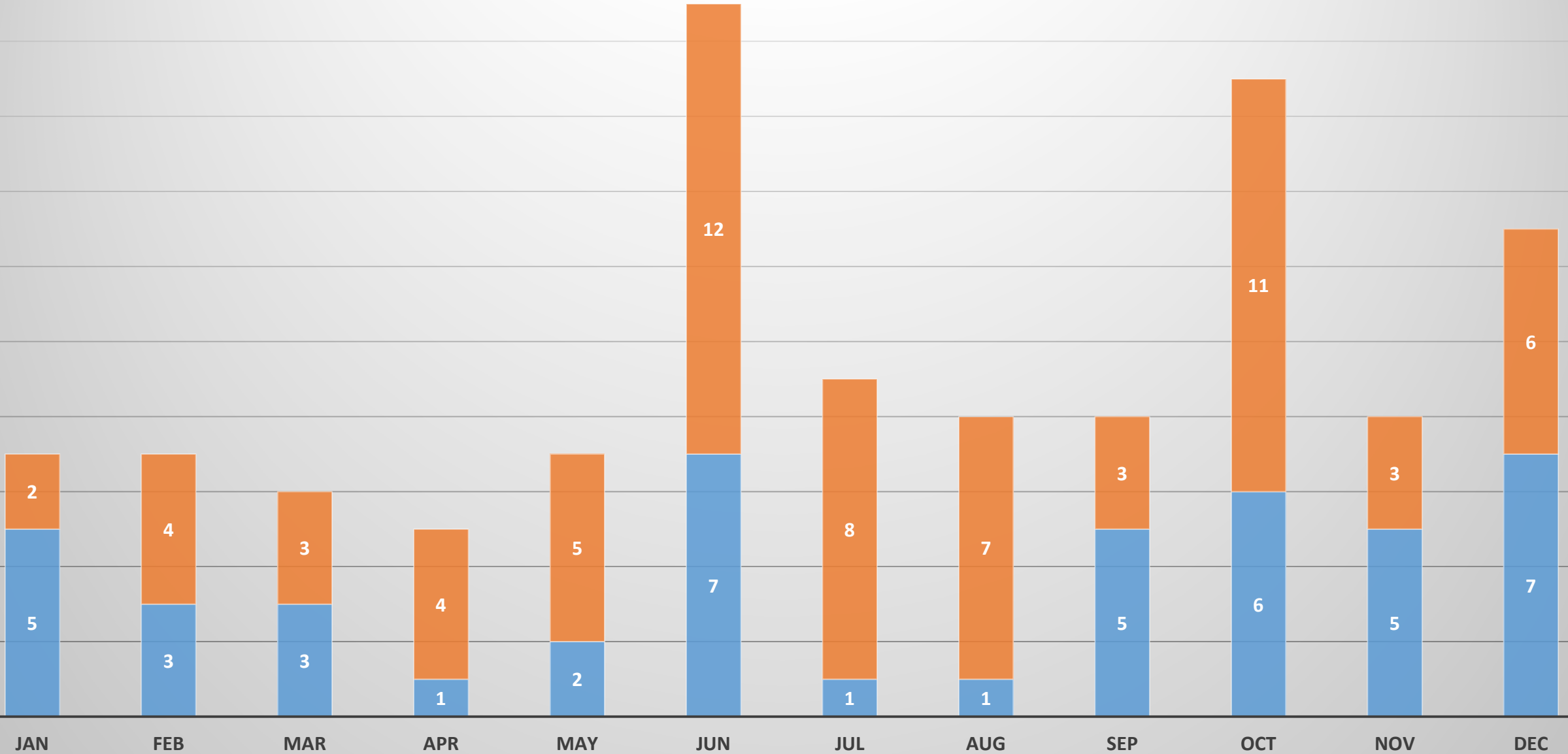
#### October

- 11 IM with 2 or more misconducts – 41 – 41 %
  - 5 IM had a total of misconducts – 26

#### November

- 6 IM with 2 or more misconducts – 14 – 21%

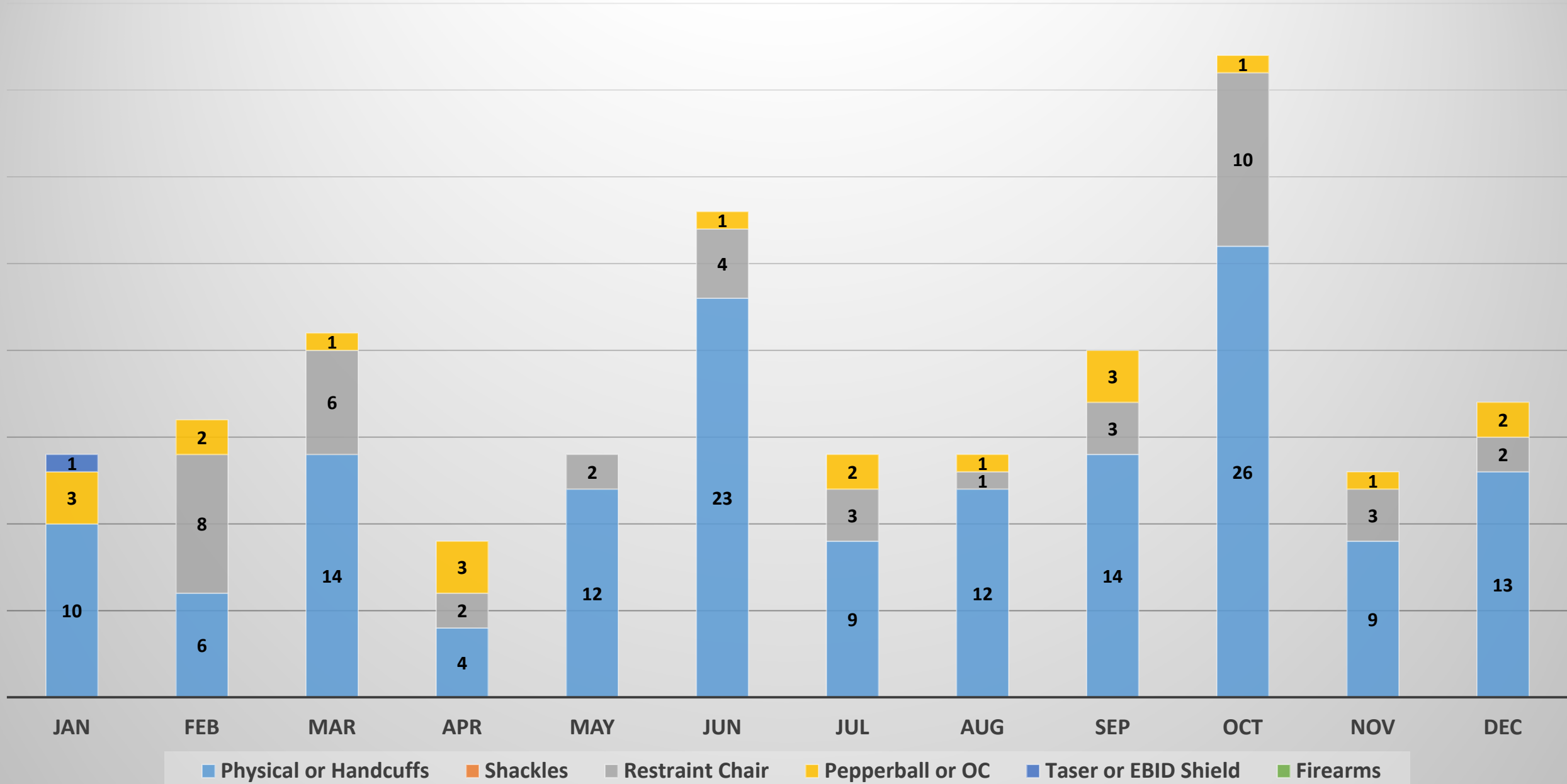
# Assualts



■ Inmate on Staff ■ Inmate on Inmate



# Use of Force

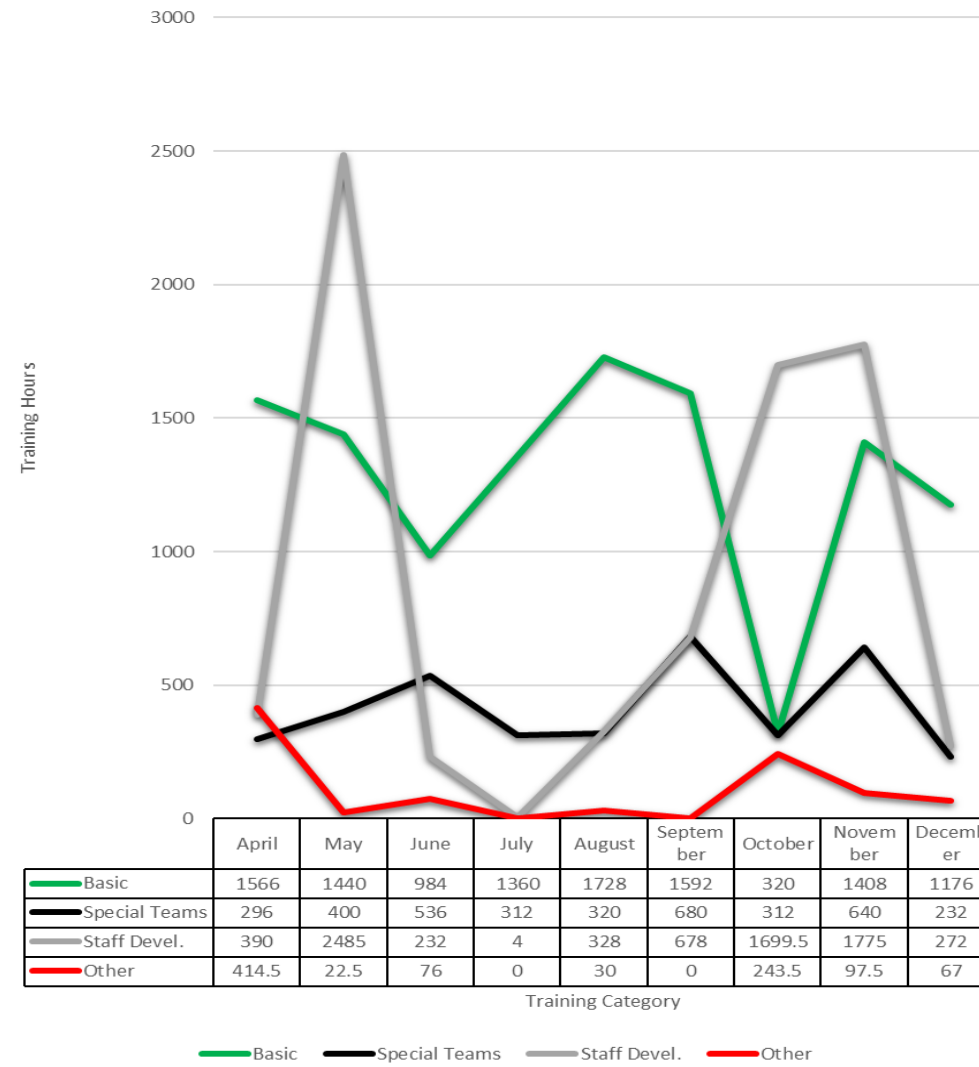


# 2018 GOALS

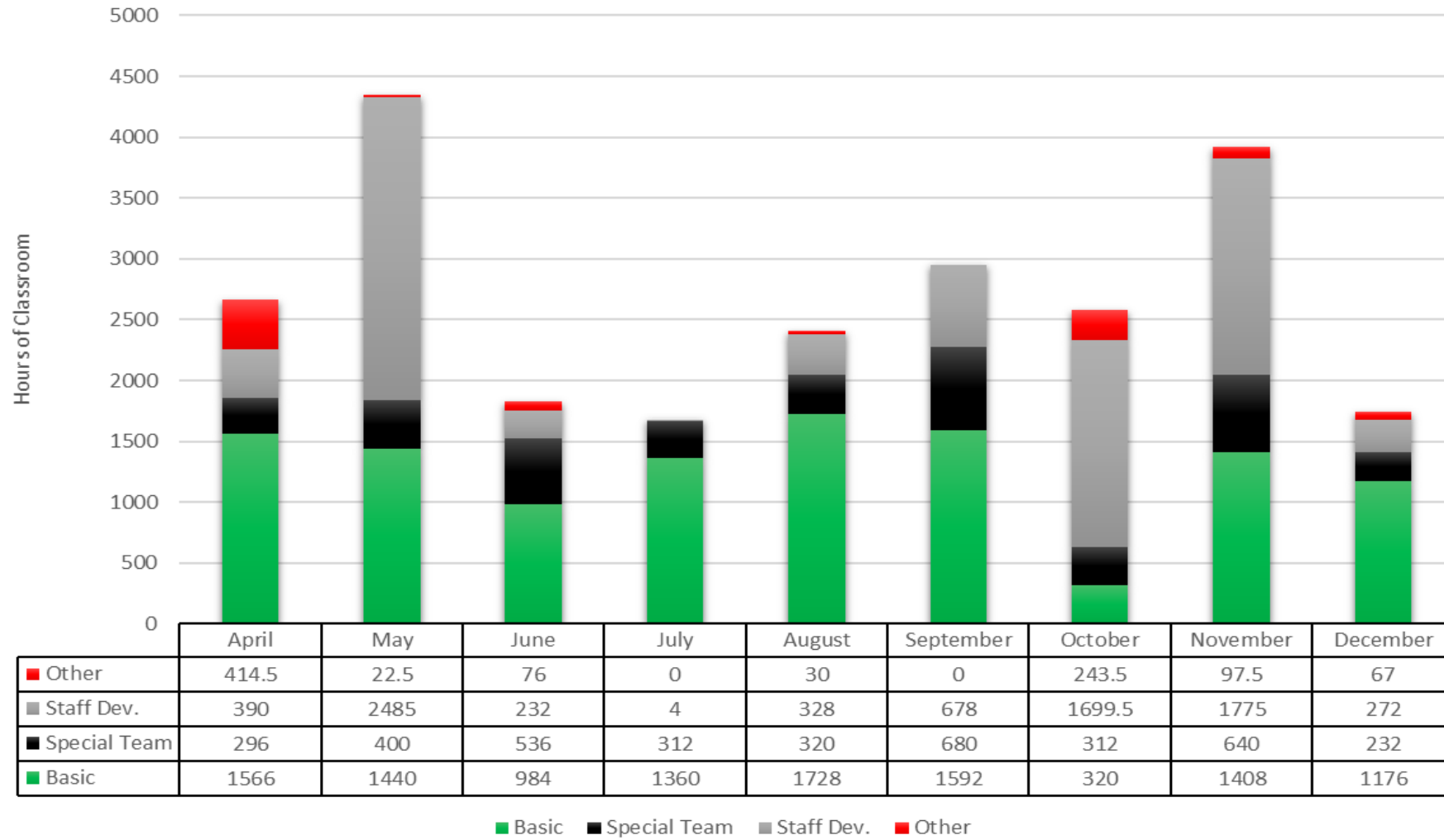
- **CHANGING THE PROCEDURE RELATING TO CHARGES SO WE KNOW WHAT THE TYPE OF CONTRABAND IS. THERE WERE SEVERAL CHARGES IN 2017 THAT WERE VAGUE.**
- **WORK ON EFFICIENCY WITH GRAPHS**
- **CONTINUE TO BE MORE EFFICIENT WITH I.R. SO STAFF IS MORE CONSISTENT IN USING THEM.**
- **MAJOR ASSAULTS WILL BE SENT TO MAJOR ABERTS FOR HIS REVIEW.**
- **COORDINATE WITH APP TO GIVE INFO PRIOR TO PV HEARINGS TO INCLUDE RECOMMENDED SET – BACK INFORMATION.**

**TRAINING**

### 2017 Training Stats



## 2017 stats for Training Hours



**October:** Fall mandatory training Suicide Awareness & Prevention, D&A T.W. Ponessa, S-drive UCM, range  
3 PA DOC CIT Instructor Certifications, TOURS: Judge Ashworth, LS School, Lanc. Child & Youth

**November:** finish Fall mandatory training P.A.T.H. certification for CERT & Transport Teams, supervisor TASER re-certifications,  
TOURS: Millersville Univ., Lanc. Bible College

**December:** P.A.T.H., Glock transition course w/ LCSD, TOUR: Justice & Mercy Christmas

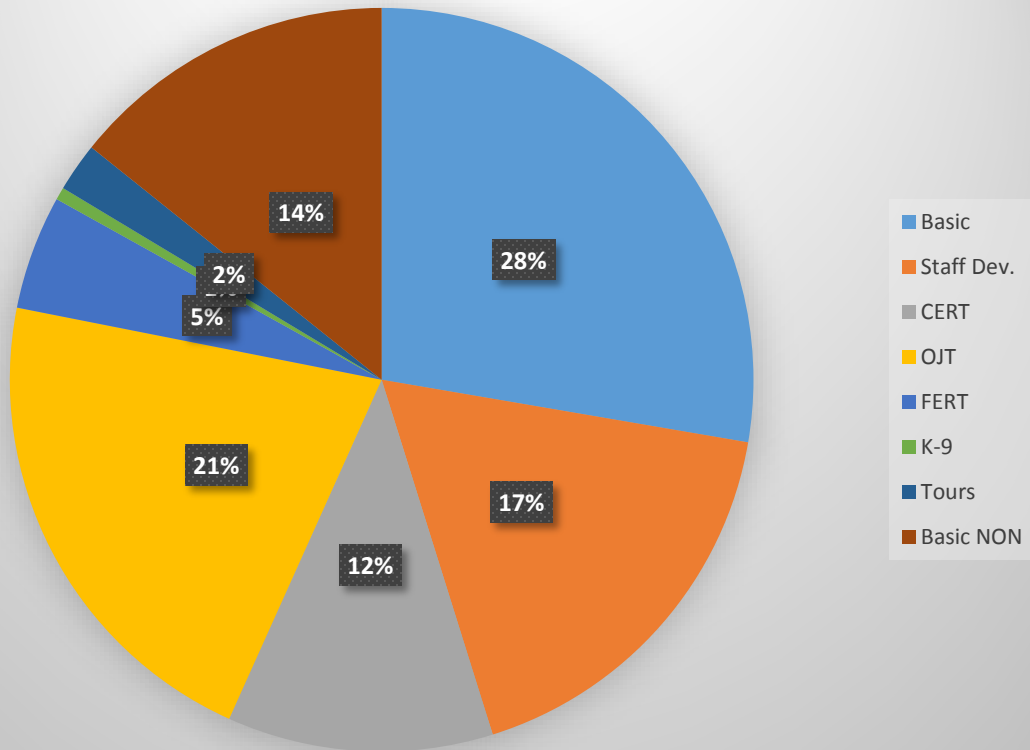
**BASIC** – Basic Training for security & non-security staff, OJT (On the Job Training)

**STAFF DEVEL.** – Supplemental or mandatory training

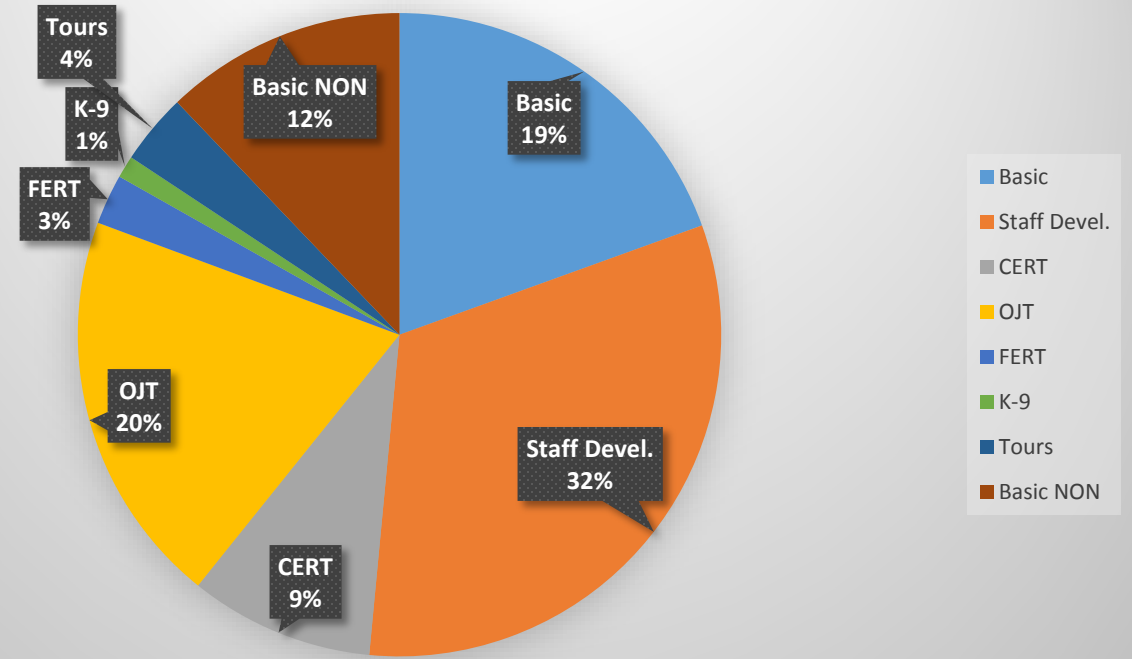
**SPECIAL TEAMS** – CERT, FERT, K-9, Honor Guard

**OTHER** – Tours, community involvement, county facility trainings

## 2016 Training Hours



## 2017 Training Hours



2016

Basic	7192
Staff Development	4538
CERT	3001
OJT	5553
FERT	1289
K-9	142
Tours	552
Basic Non-Security	3702
TOTAL HOURS	25,969

Basic	6558
Staff Development	10778
CERT	3120
OJT	6696
FERT	848
K-9	376
Tours	1198
Basic Non-Security	4088
TOTAL HOURS	33,662

2017

# 2017 ACCOMPLISHMENTS

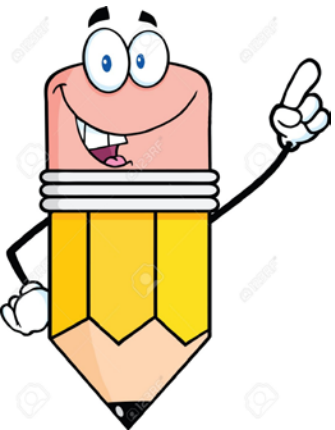
- We have updated the post orders for the cell blocks.
- Continued to track our training hours for accuracy and accountability.
- Started the transition to Glock program
- Have mandated that all staff that work within LCP attend all trainings.
- Initiated the 5, 10, 15 days of basic training in regards to job classification.
- Started to review and update lesson plans thru the adjunct instructors.
- The FTO program materialized and has over 50 participants.
- 4 staff have become PA DOC Certified CIT Instructors
- There are currently 2 female officers involved with basic training, who also come and speak to the new female staff in regards to female personal working within corrections.
- We have cross trained w/ SERT, LCSD and Northwest Regional PD.
- More schools took interest in tours of our facility and raising awareness to our young generations, also have been invited to HACC, Solanco and Cocalico schools.





# 2018 GOALS

- Maintaining that all employees will attend training.
- Update our lesson plans for the basic training program.
- Hold a TST course (Train the Staff Trainer) to open more diversity and personnel in our training.
- Transport Team Training to be held monthly.
- Glock 17 transition course and implement new firearm program.
- Implement CIT (Crisis Intervention Team) into the basic training program.
- Certify all staff in P.A.T.H. (Practical & Tactical Handcuffing).
- Recruiting female officers into the Instructor Program
- Continued training w/ other departments in regards to CERT, FERT, Transport Teams, and CNT.
- More involvement with schools and PASP Camp Cadet.
- Update our DT (Defensive Tactics) with the PA DOC program and implement weapon retention.
- Have all instructors maintain a course diary, and training portfolio.



# **CORRECTIONAL OVERTIME**

# GOALS 2017-2018

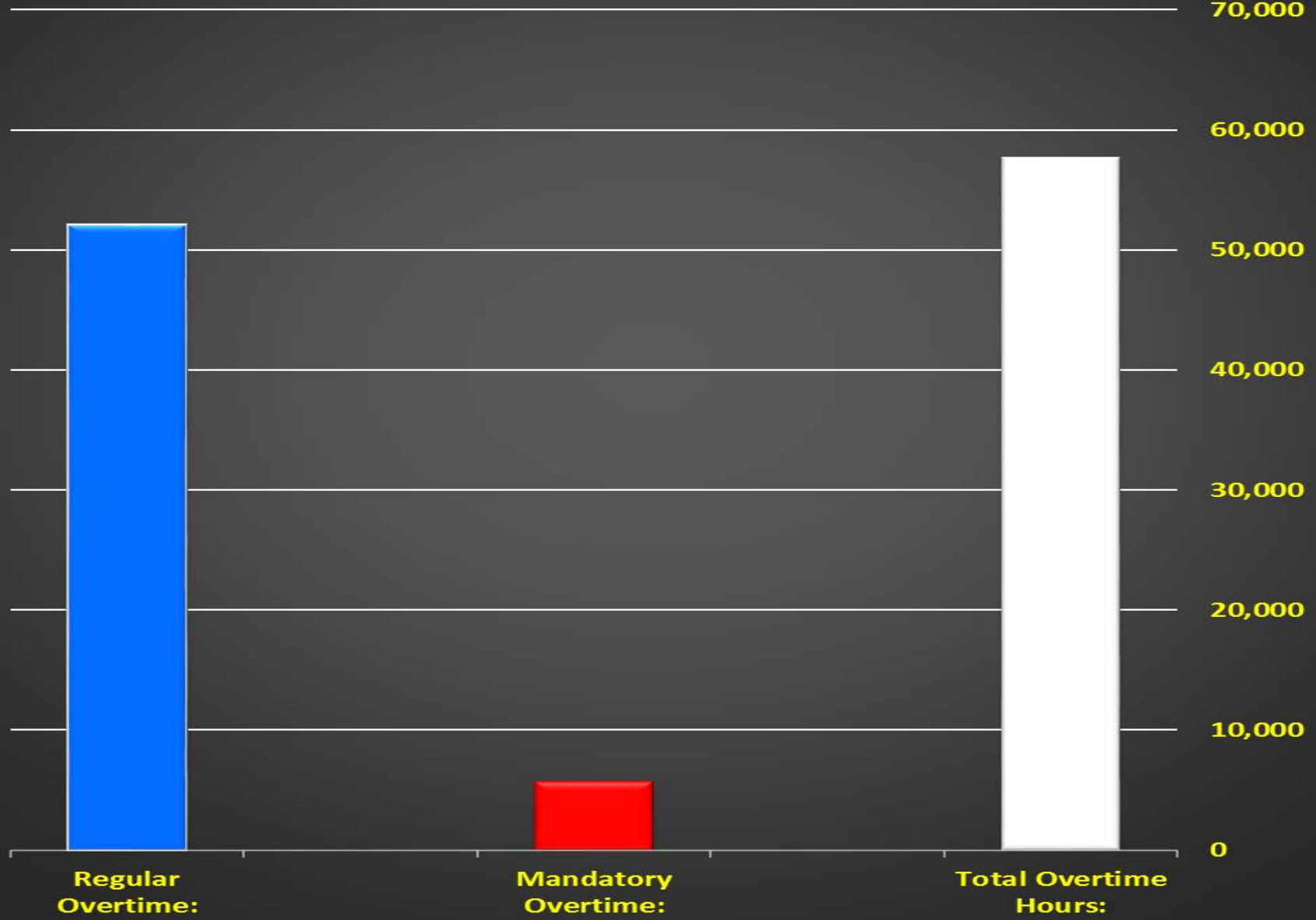
- Reduce overall OT due to staffing
- Reduce mandated OT due to voluntary OT diminishing

# 2017 Overtime Breakdown (12/26/16/-12/24/17)

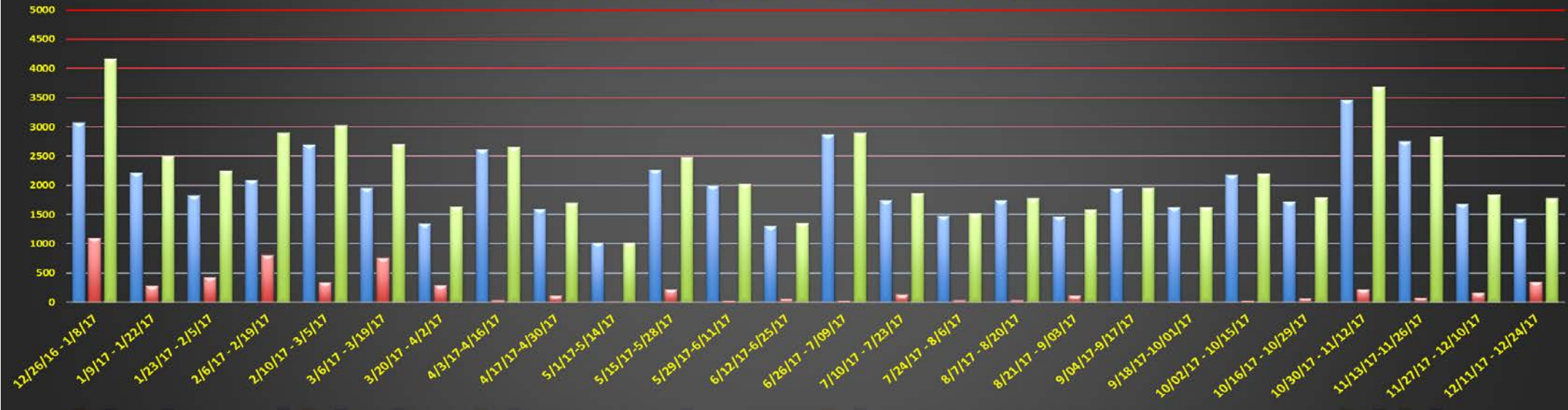
## Overtime Breakdown: 12/26/16 through 12/24/17

### Yearly

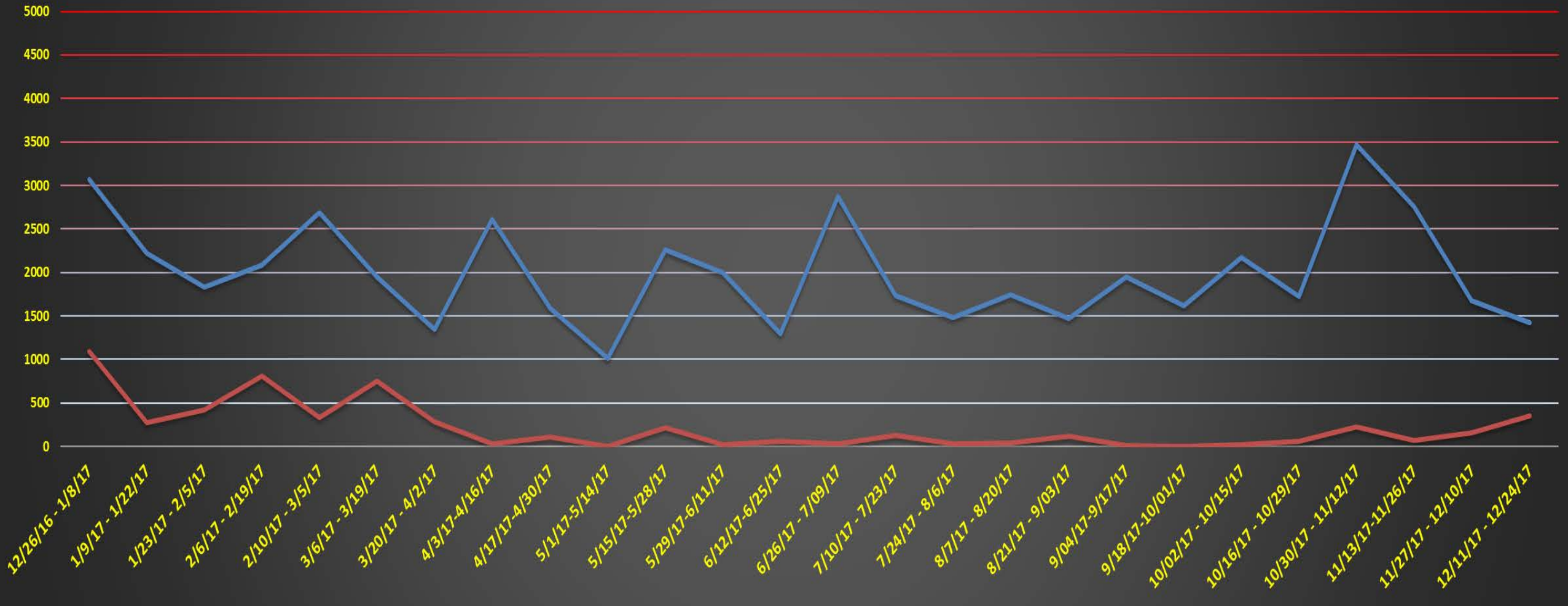
Regular Overtime:	52,061
Mandatory Overtime:	5,685
Total Overtime Hours:	57,746



### 2017 OT by pay period (Year to date)



# 2017 OT by pay period (Year to date)



**Regular OT** **Mandatory OT**

**Totals:** 52060.75

5685.25



# CONTRIBUTING FACTORS IN DECREASE IN OVERTIME

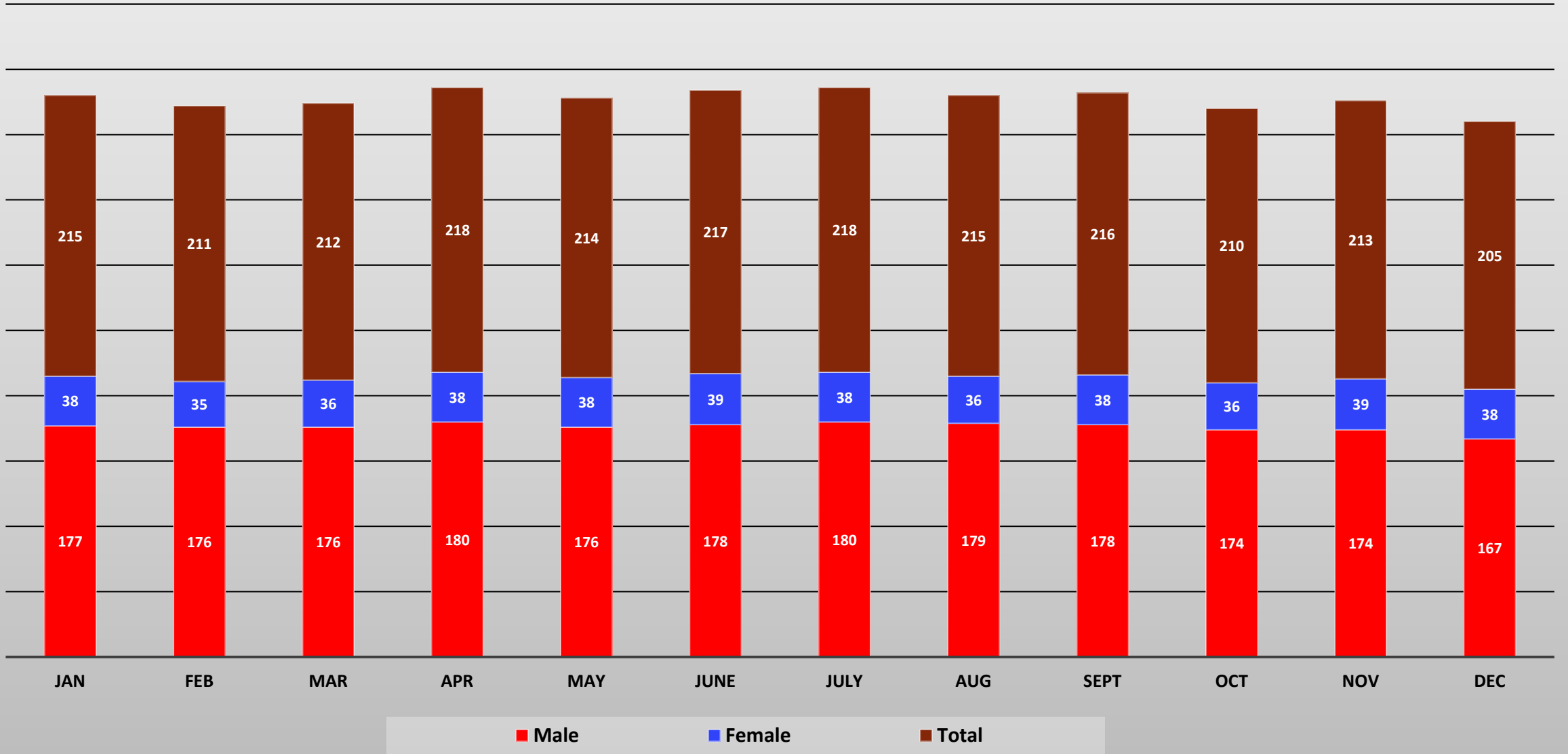
- STAFFING COMPLIMENT
- SUPERVISOR'S E MAILING THE DAILY SCHEDULE WHICH HOLDS THEM ACCOUNTABLE
- TREATMENT SCHEDULE CHANGES
- RELIEVING OVT
- POPULATION DECREASE
- VOLUNTARY OVT
- STAFF MORALE
- NEW PAYROLL SYSTEM
- DECREASE IN MED RUNS
  - METHADONE
  - OUTSIDE CONSULTS



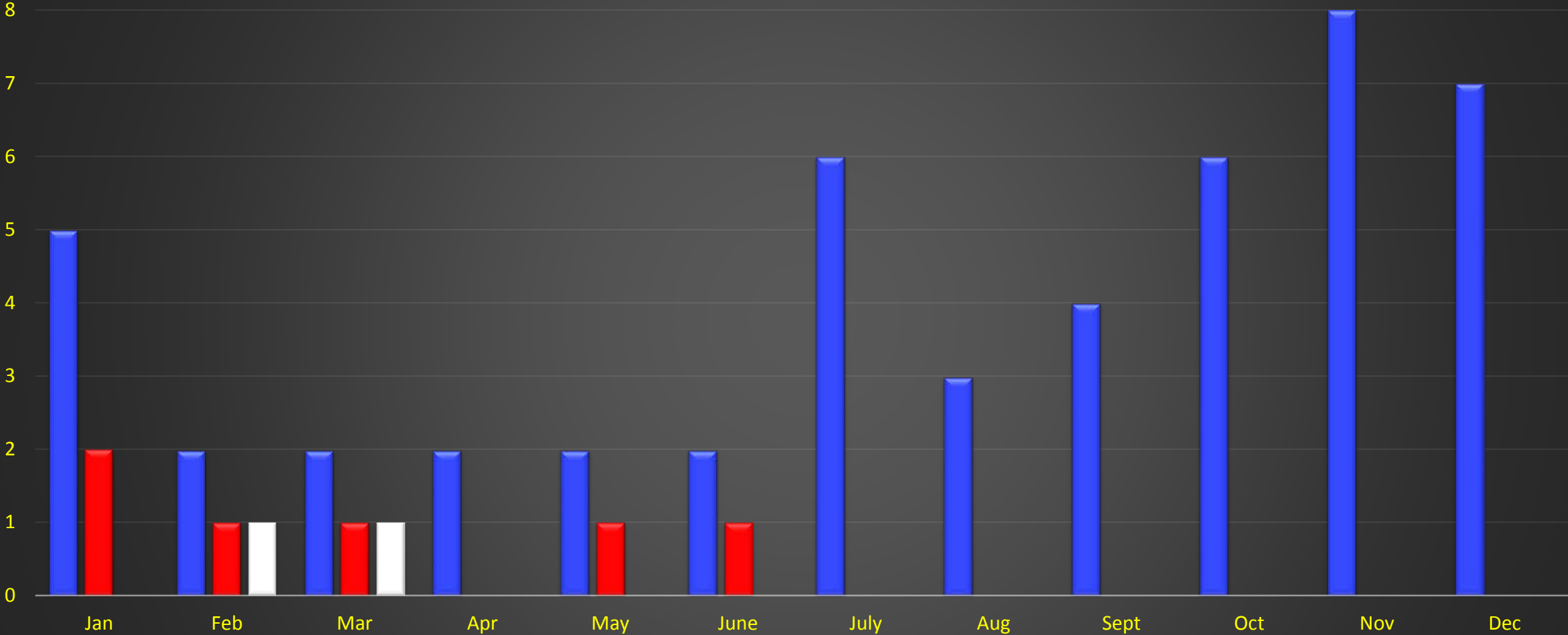
# **CORRECTIONAL COMPLIMENT STAFFING TRENDS**



# 2017 Male Vs. Female



# Separations Vs. Promotions Vs. Lateral Changes



■ Separations   
 ■ Promotions   
 ■ Lateral Changes

Type	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Trend
Separations	5	2	2	2	2	2	6	3	4	6	8	7	
Promotions	2	1	1	0	1	1	0	0	0	0	0	0	
Lateral Changes	0	1	1	0	0	0	0	0	0	0	0	0	

# ACCOMPLISHMENTS 2017

- Conducted 122 interviews
- Hired 45 staff
- 14 staff pending to start on February 5, 2018
- Maintained a 97% staff rate throughout the year



# **CONTRIBUTING FACTORS**

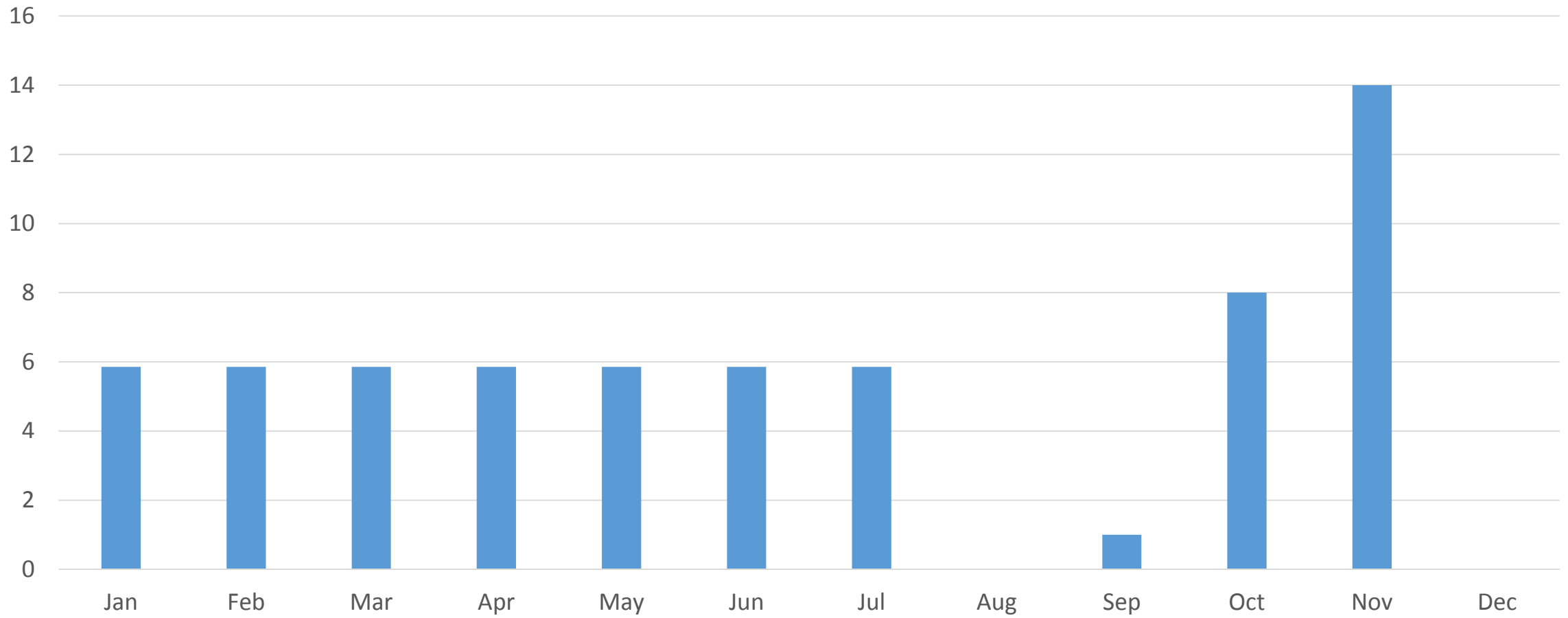
- **JOB FAIRS**
- **POSTED JOB DESCRIPTION ON MULTIPLE SITES**
- **FACILITY TOURS**

# GOALS 2018

- Recruiting
- New Application Process
  - Equipment
  - Coordinate with other Departments
- Interview Process
- Maintain Full Compliment
- Interview Training

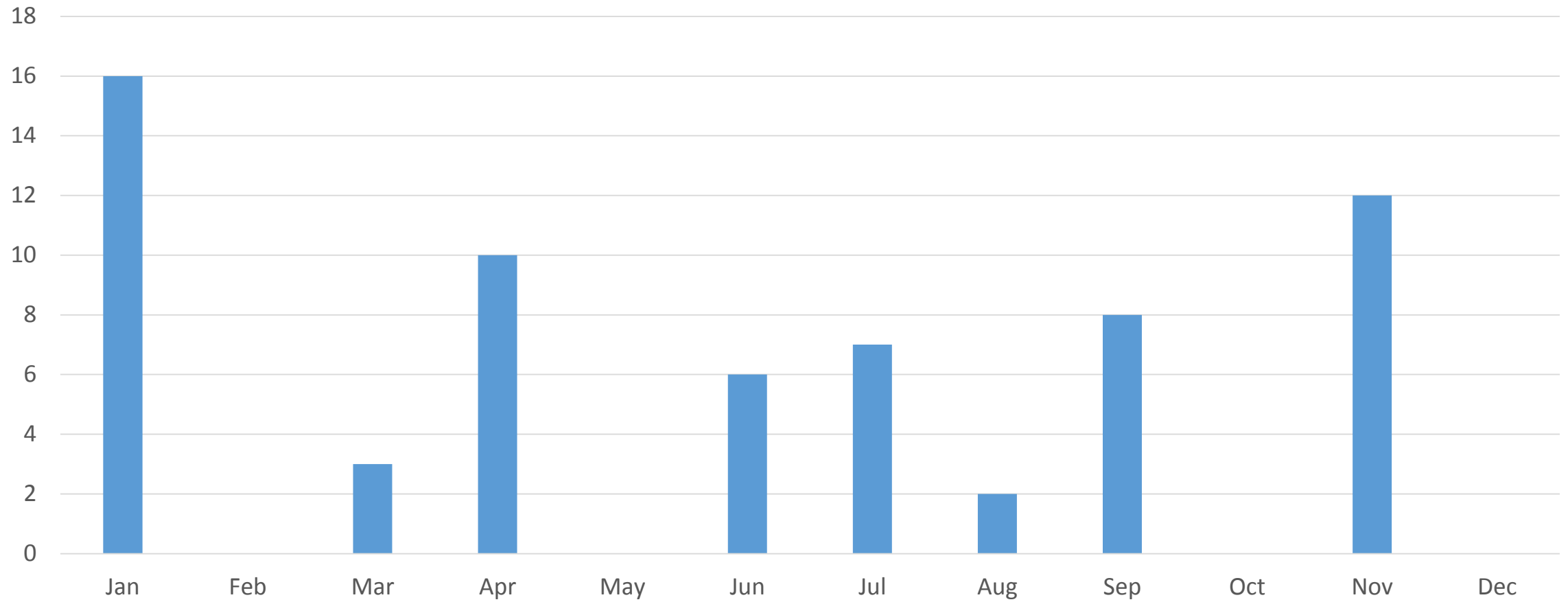
# OVERALL STAFFING

# 2016 New Hires



Total = 64

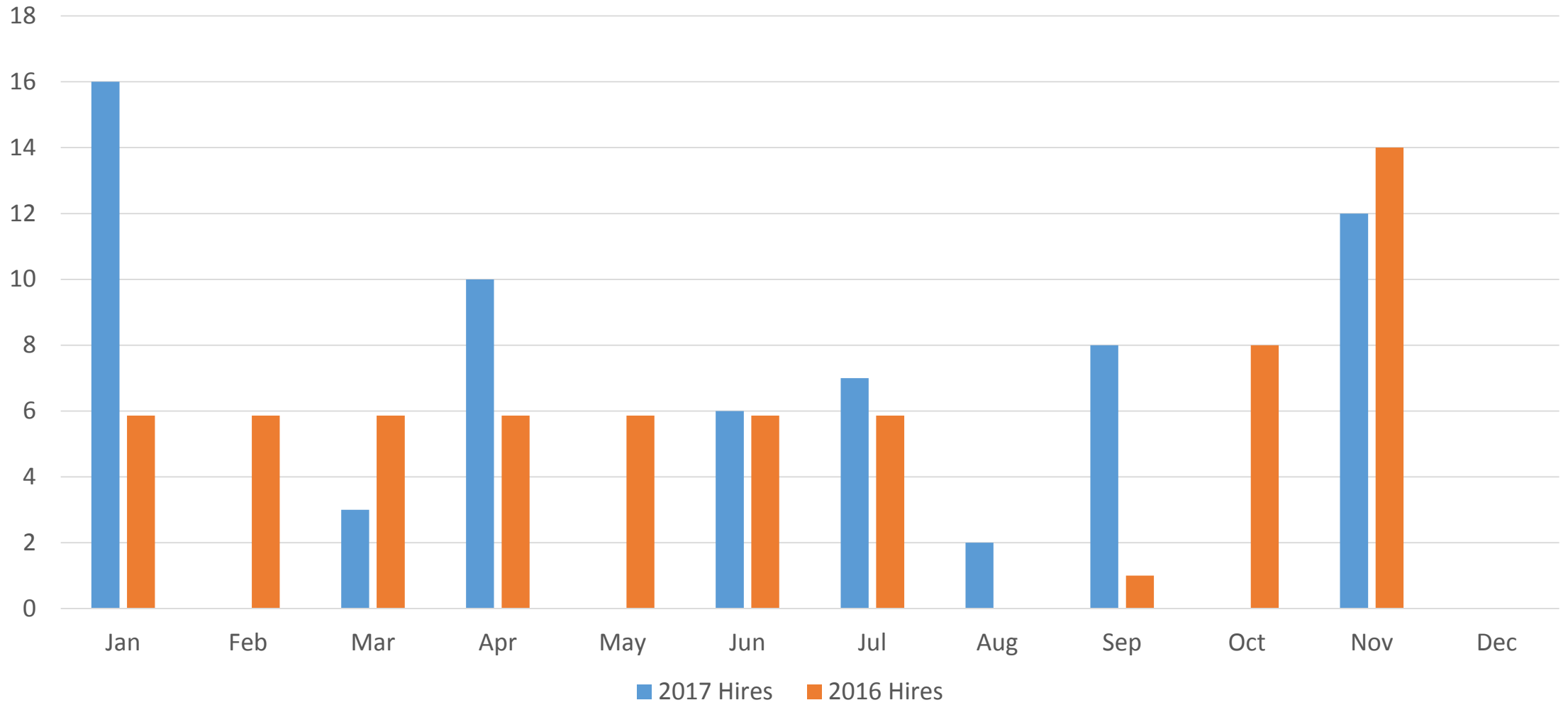
# 2017 New Hires



Total = 64

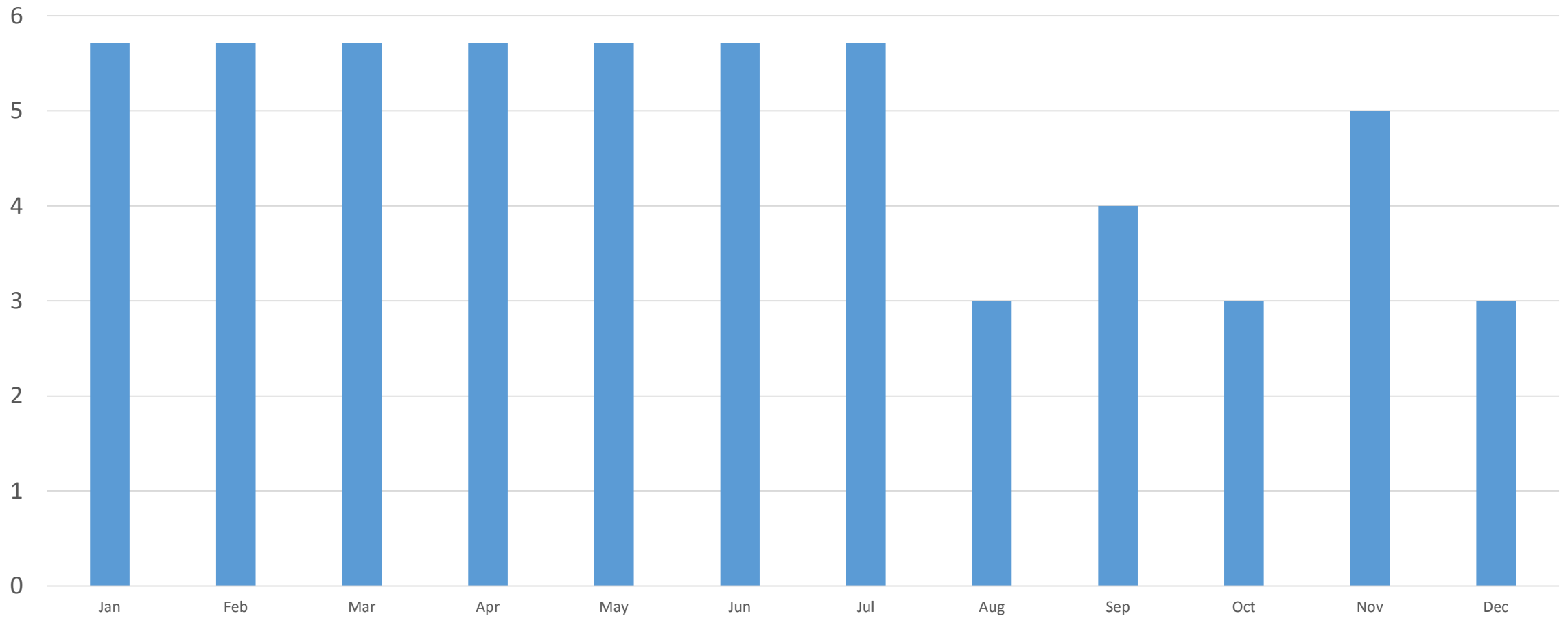


## 2016 vs. 2017 Hires



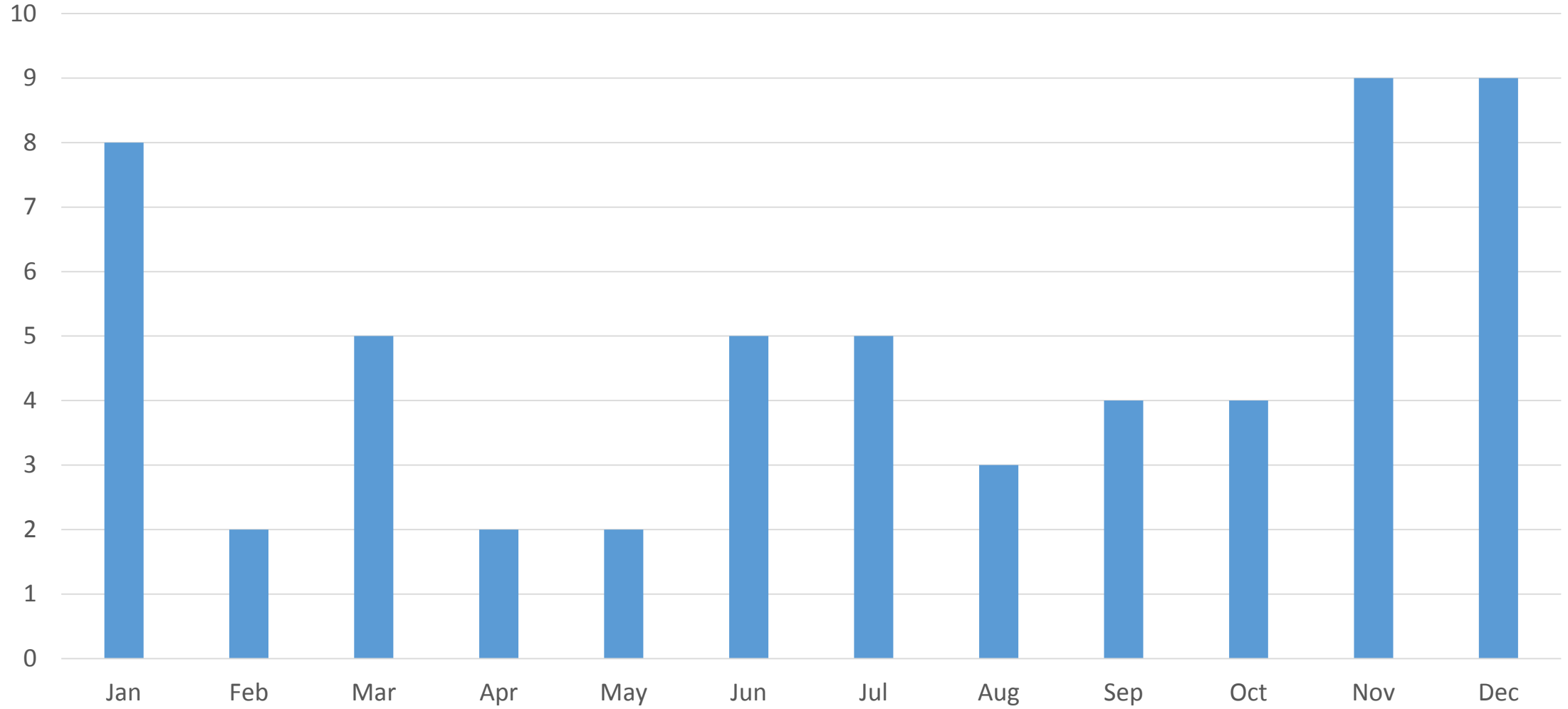
Total 2017 = 64 2016 = 64

# 2016 Separations



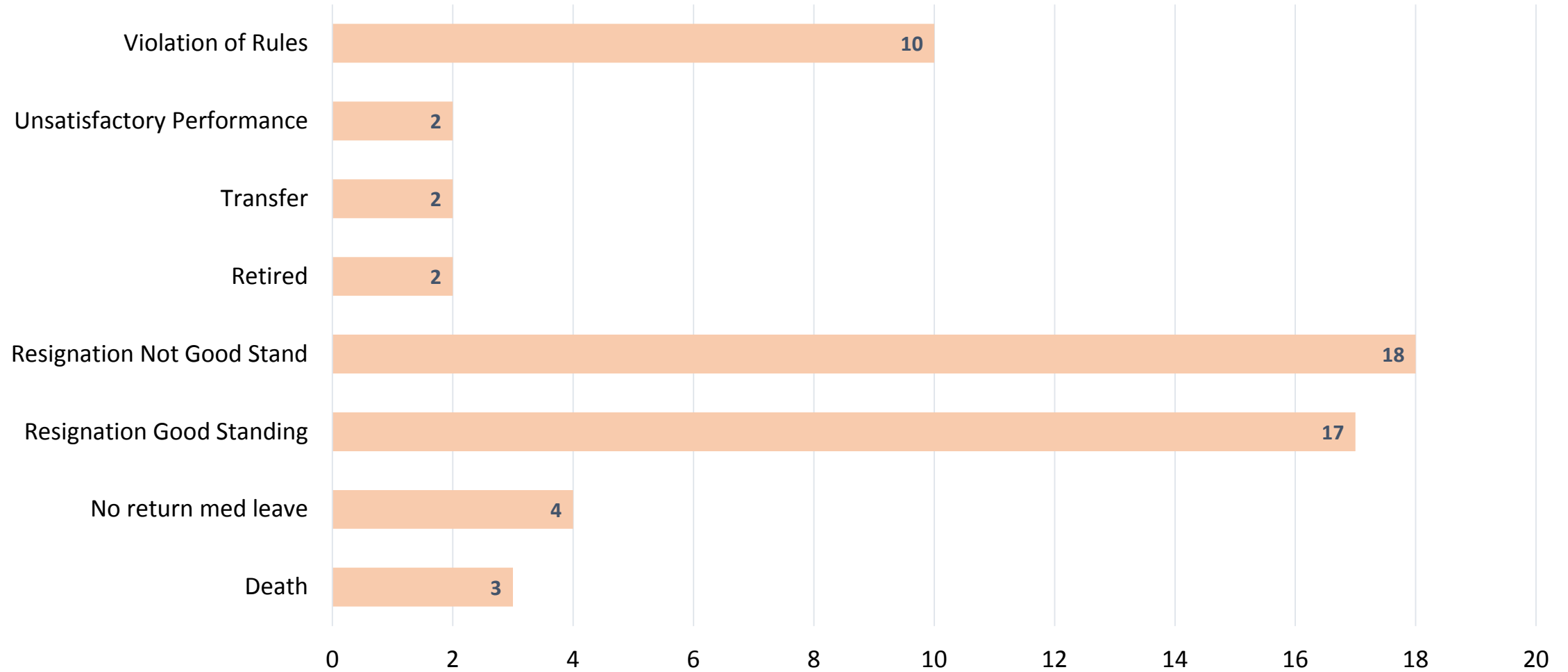
Total = 58

# 2017 Separations



Total = 58

## 2017 - Separation Reasons



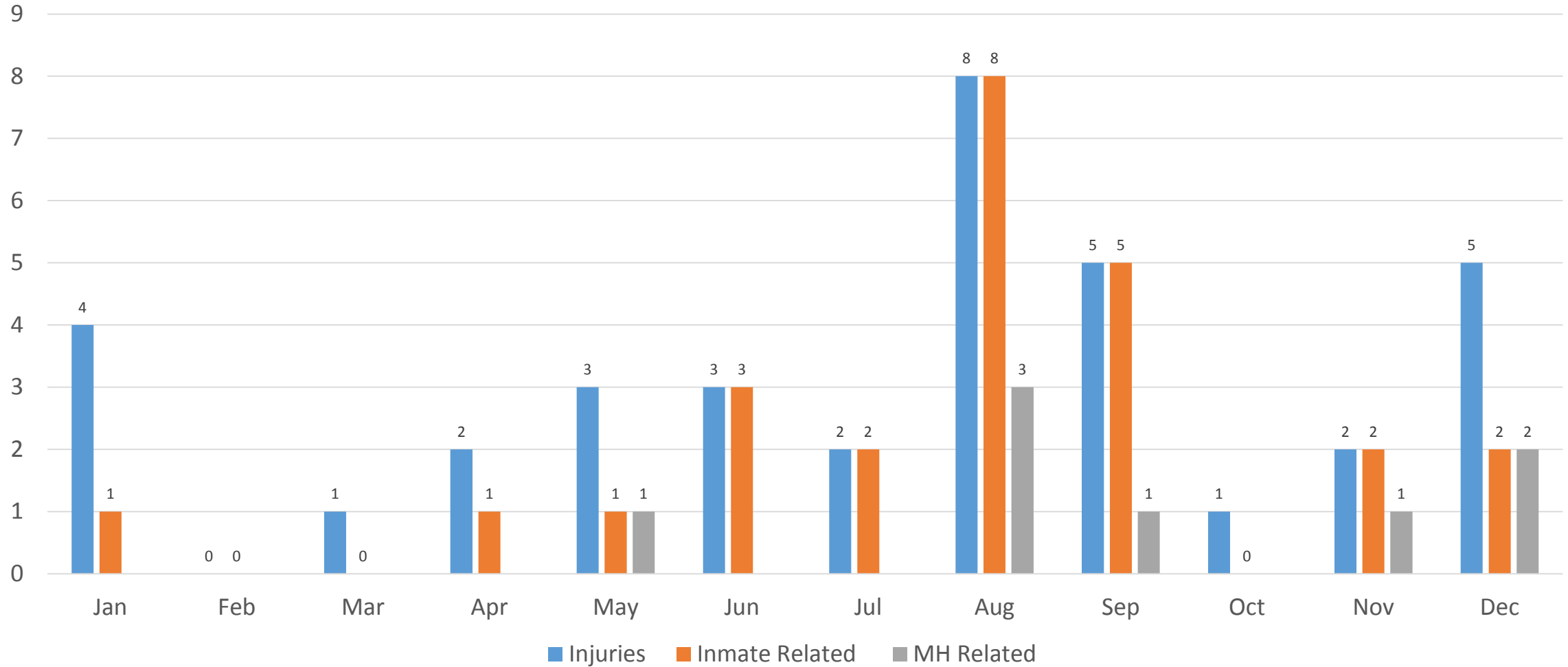
Total = 58

## OVERALL STAFFING

295	TOTAL COMPLIMENT
23	TOTAL VACANCIES
1	SUPERVISORY VACANCIES
15	CORRECTIONAL OFFICER VACANCIES
1	TREATMENT
2	SUPPLY
4	RECORDS VACANCIES

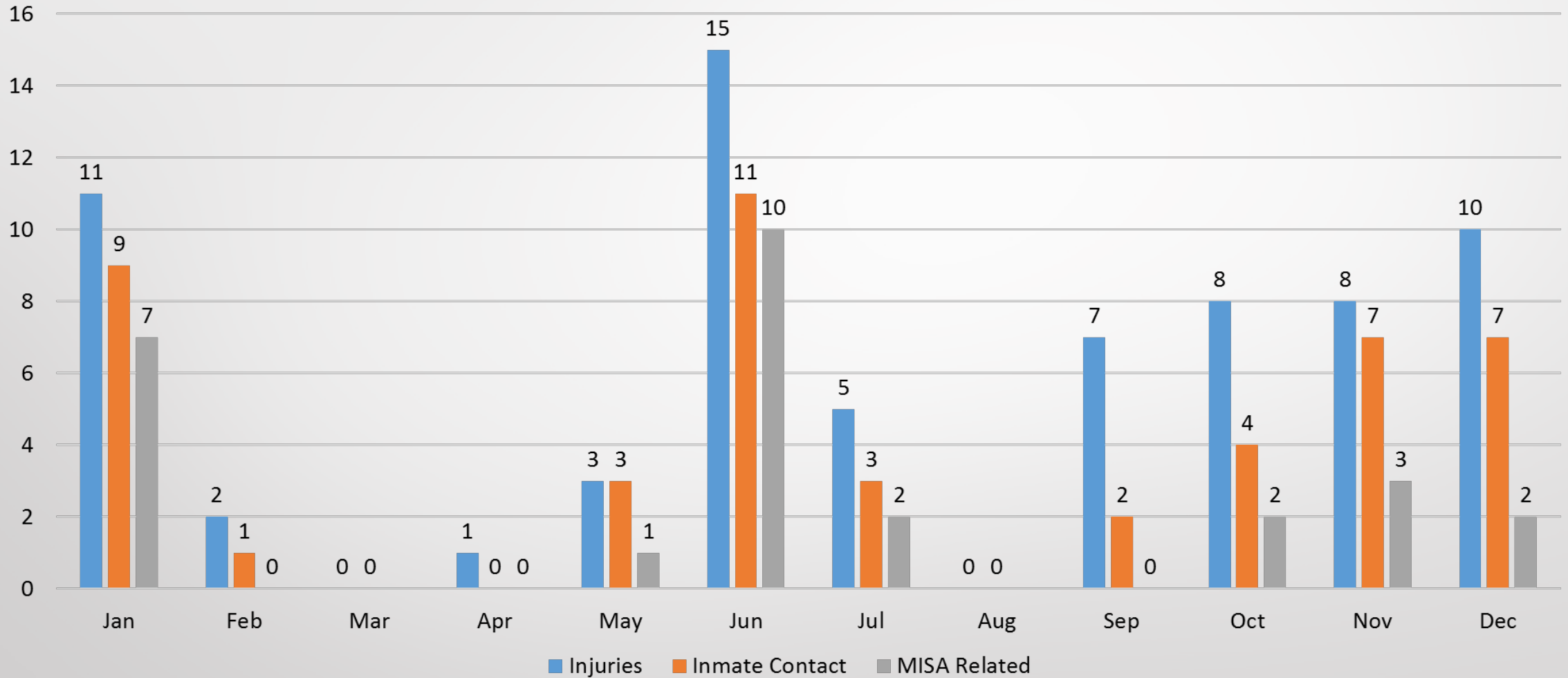
# EMPLOYEE INJURIES

# 2016 Employee Injuries



TOTAL - Injuries = 36 Inmate Related = 25 MH Related = 8

## 2017 Employee Injuries



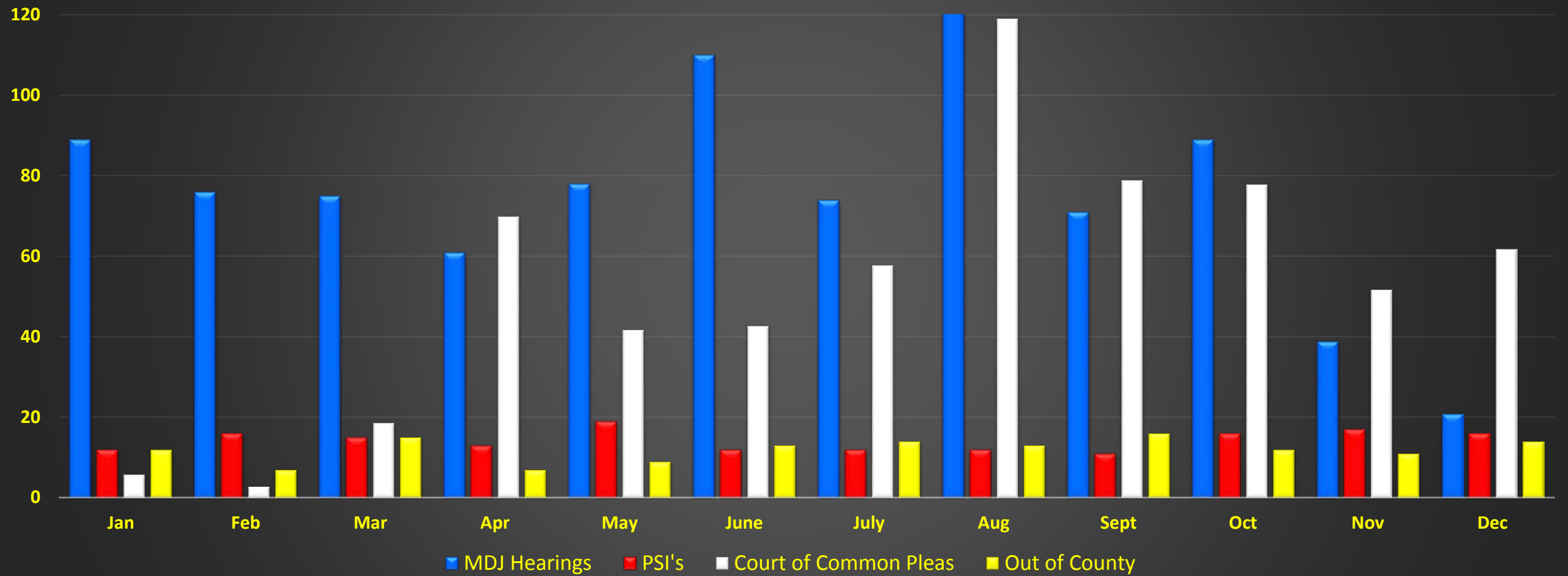


**VIDEO CONFERENCE**

# GOALS

- **Trying to expand the amount of video hearings we conduct while maintaining the standard**
- **Utilizing the system and schedule to its capacity.**

# 2017 Yearly Snapshot



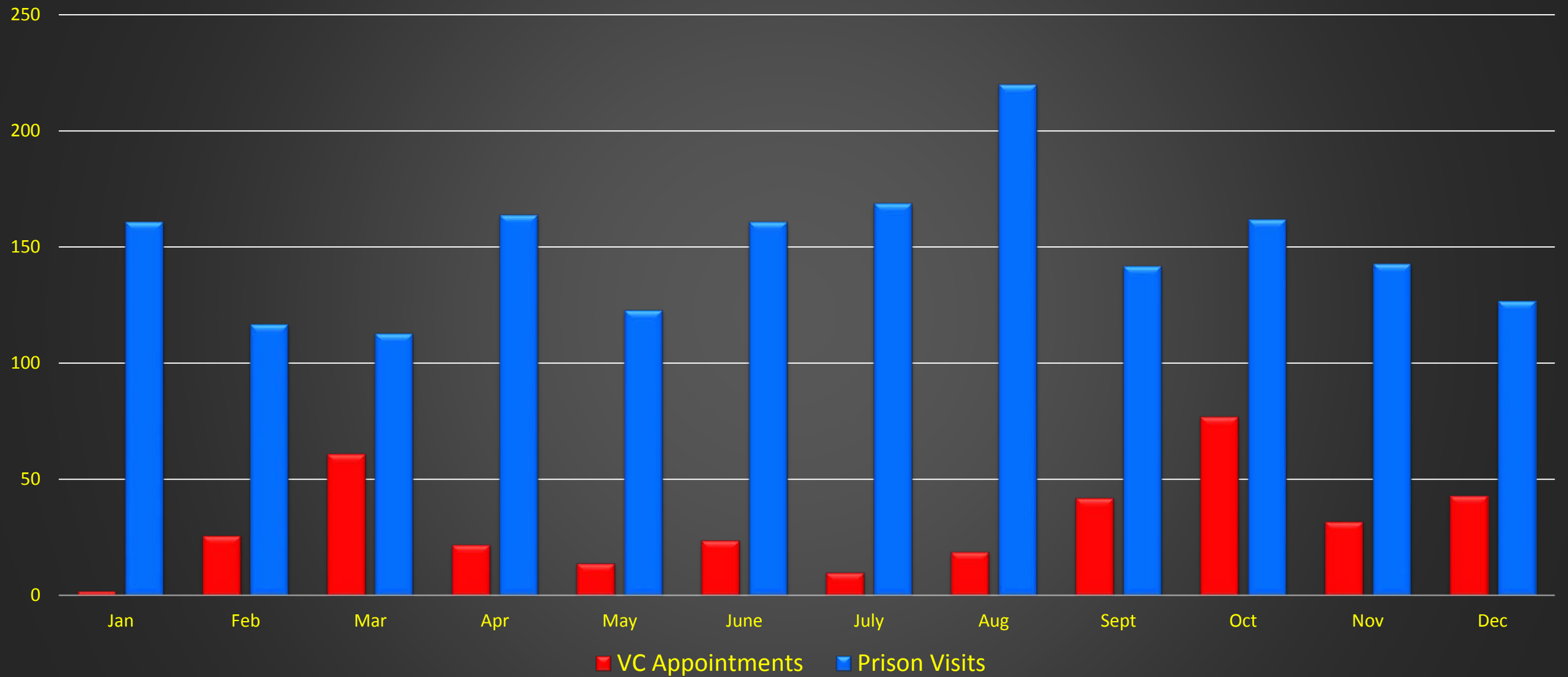
Video Conferencing	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total	Trend
MDJ Hearings	89	76	75	61	78	110	74	136	71	89	39	21	919	
PSI's	12	16	15	13	19	12	12	12	11	16	17	16	171	
Court of Common Pleas	6	3	19	70	42	43	58	119	79	78	52	62	631	
Out of County	12	7	15	7	9	13	14	13	16	12	11	14	143	
<b>Total</b>	<b>119</b>	<b>102</b>	<b>124</b>	<b>151</b>	<b>148</b>	<b>178</b>	<b>158</b>	<b>280</b>	<b>177</b>	<b>195</b>	<b>119</b>	<b>113</b>	<b>1,864</b>	

# PUBLIC DEFENDER

## GOALS

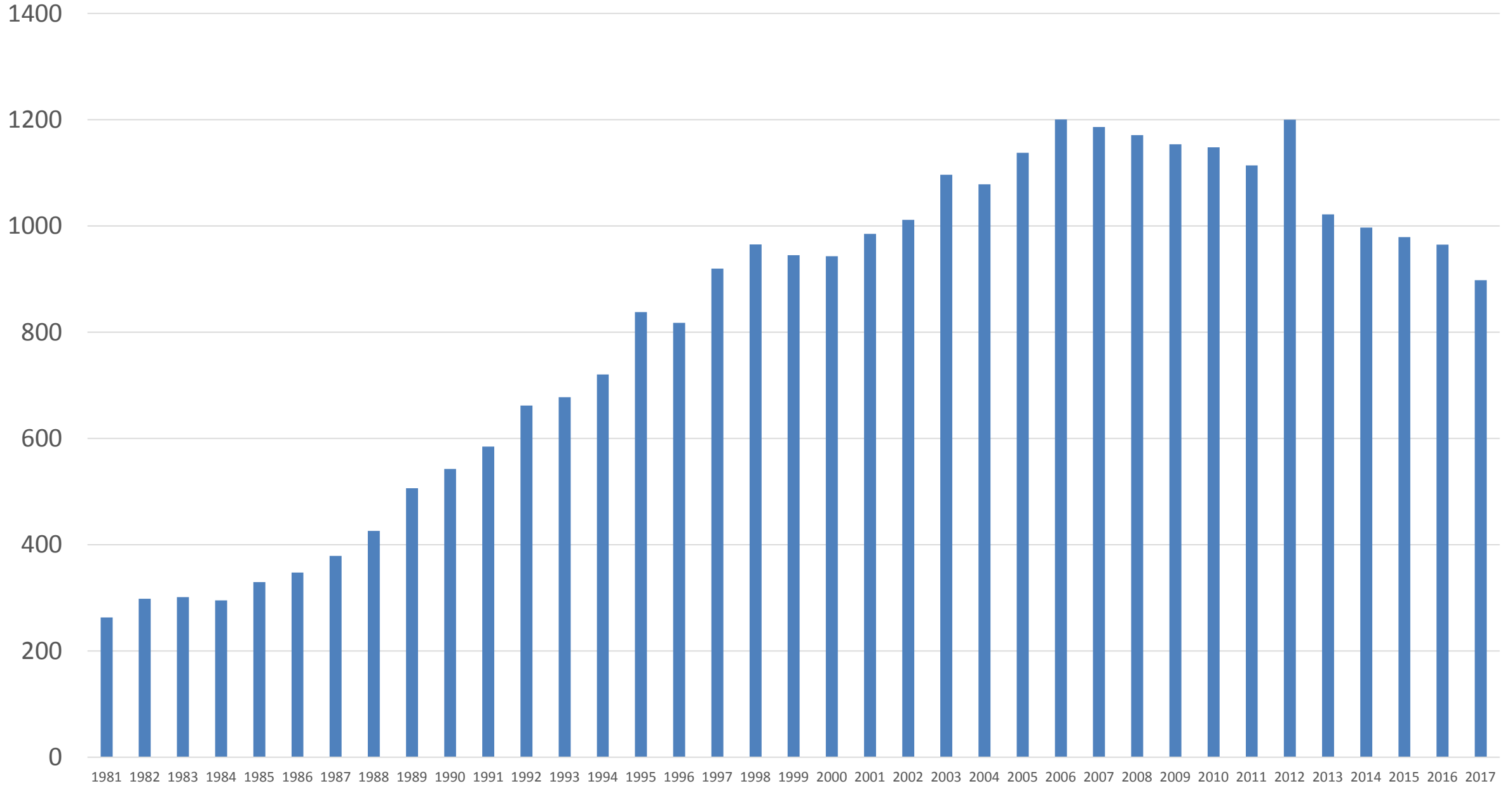
To see if the numbers increase since improvements, additional spaces and trainings have taken place

# 2017 Yearly Snapshot



Public Defender	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
VC Appointments	2	26	61	22	14	24	10	19	42	77	32	43	372
Prison Visits	161	117	113	164	123	161	169	220	142	162	143	127	1,802
<b>Total</b>	<b>163</b>	<b>143</b>	<b>174</b>	<b>186</b>	<b>137</b>	<b>185</b>	<b>179</b>	<b>239</b>	<b>184</b>	<b>239</b>	<b>175</b>	<b>170</b>	<b>1,050</b>

# Avg. Monthly Pop.



# INMATE SERVICES

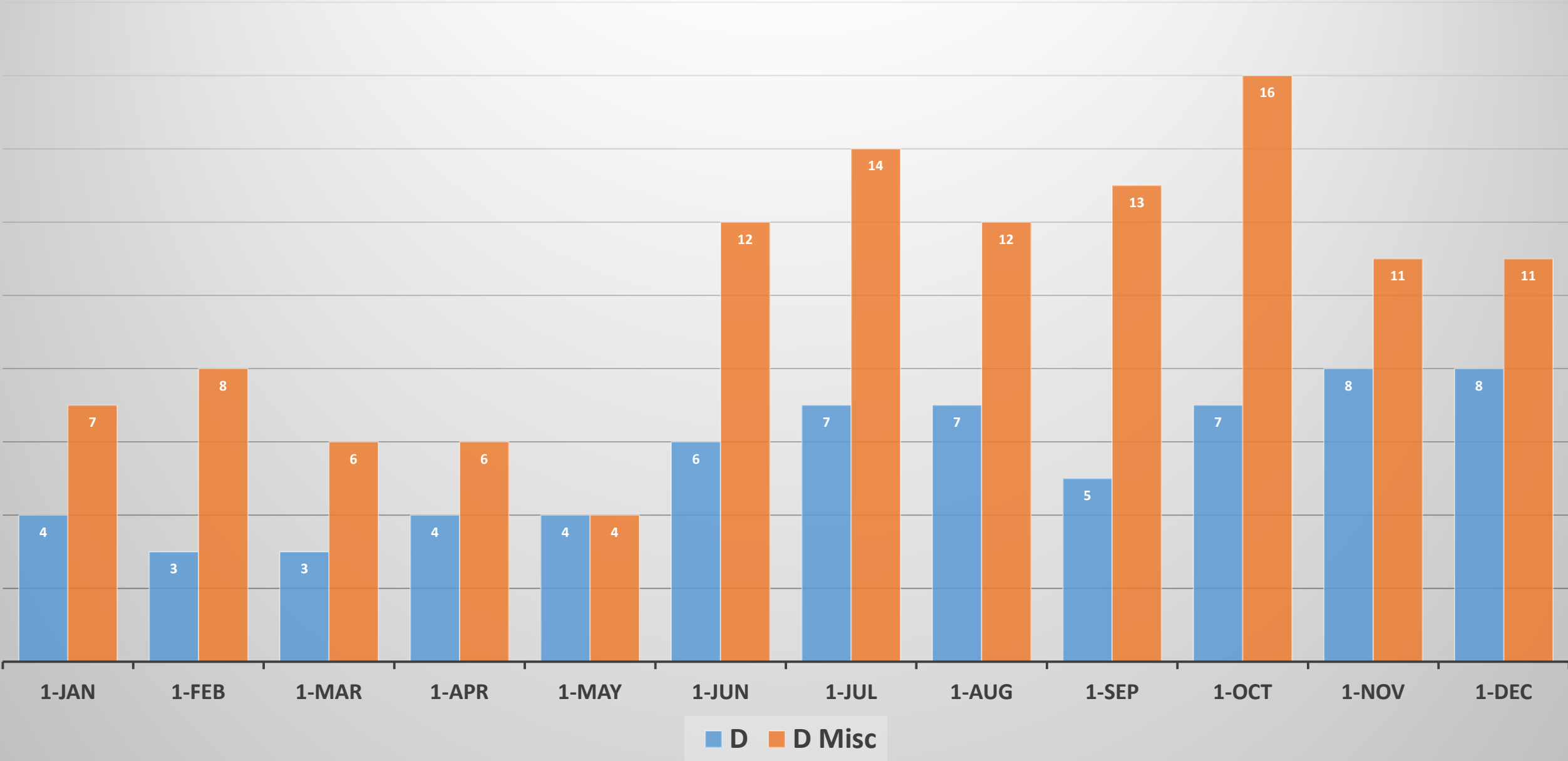
MISA, EMPLOYMENT, SUICIDE TRENDS

# MISA

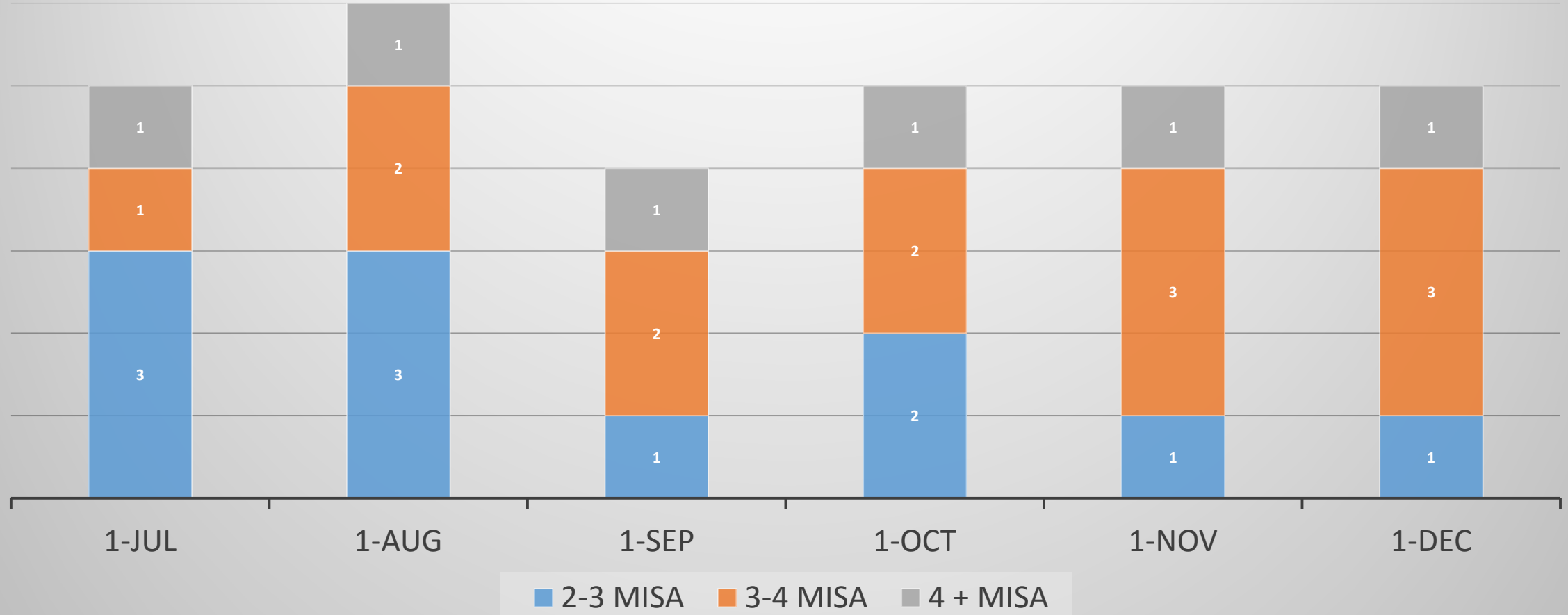
- DECREASE IN INCIDENT AND MISCONDUCTS BY LEVEL D INMATES
- DECREASE IN RECIDIVISM
- DECREASE ASSAULTS ON STAFF



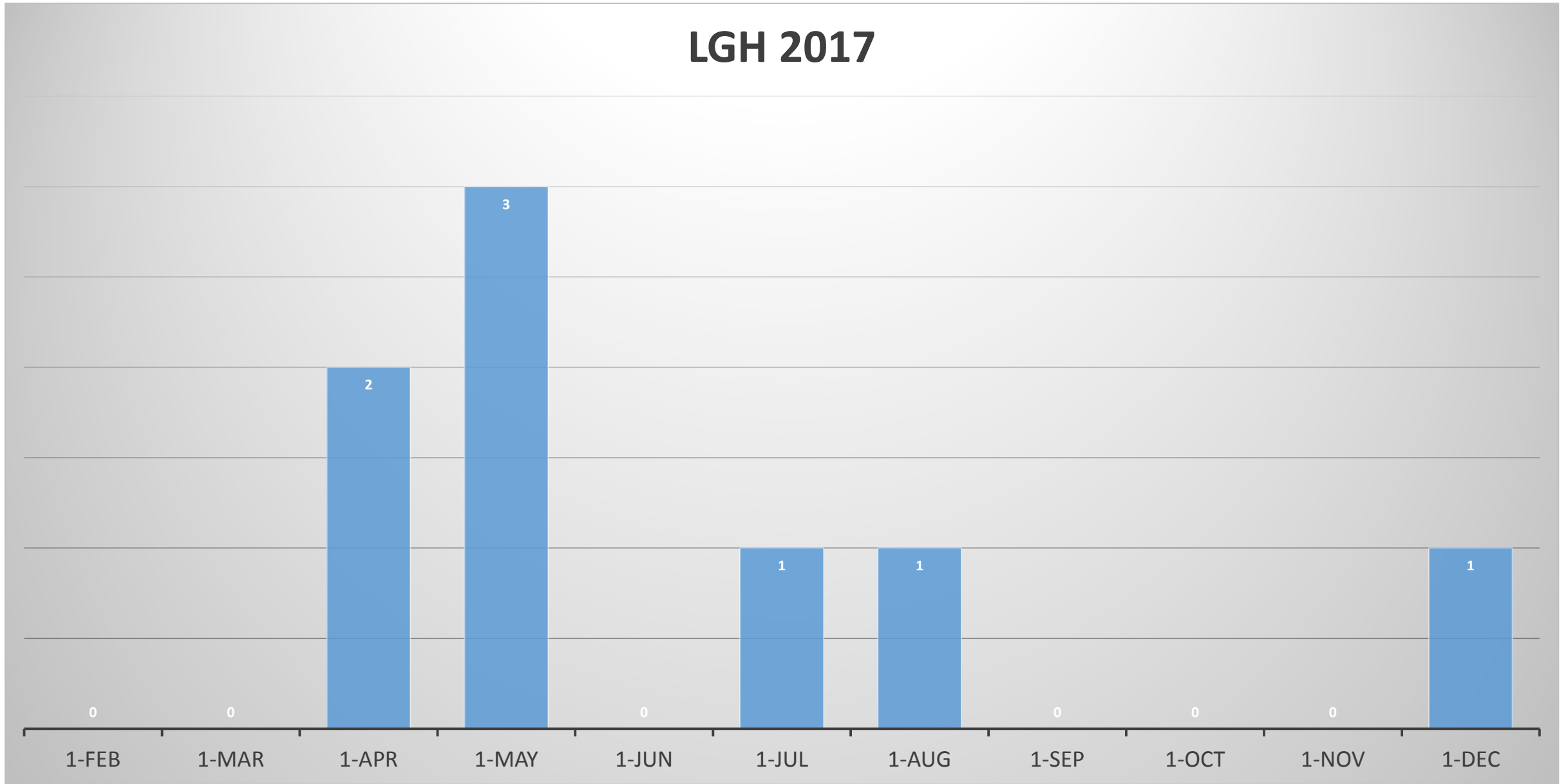
# Level D Inmates vs. Misconducts 2017



# LONGEST STAY 2017



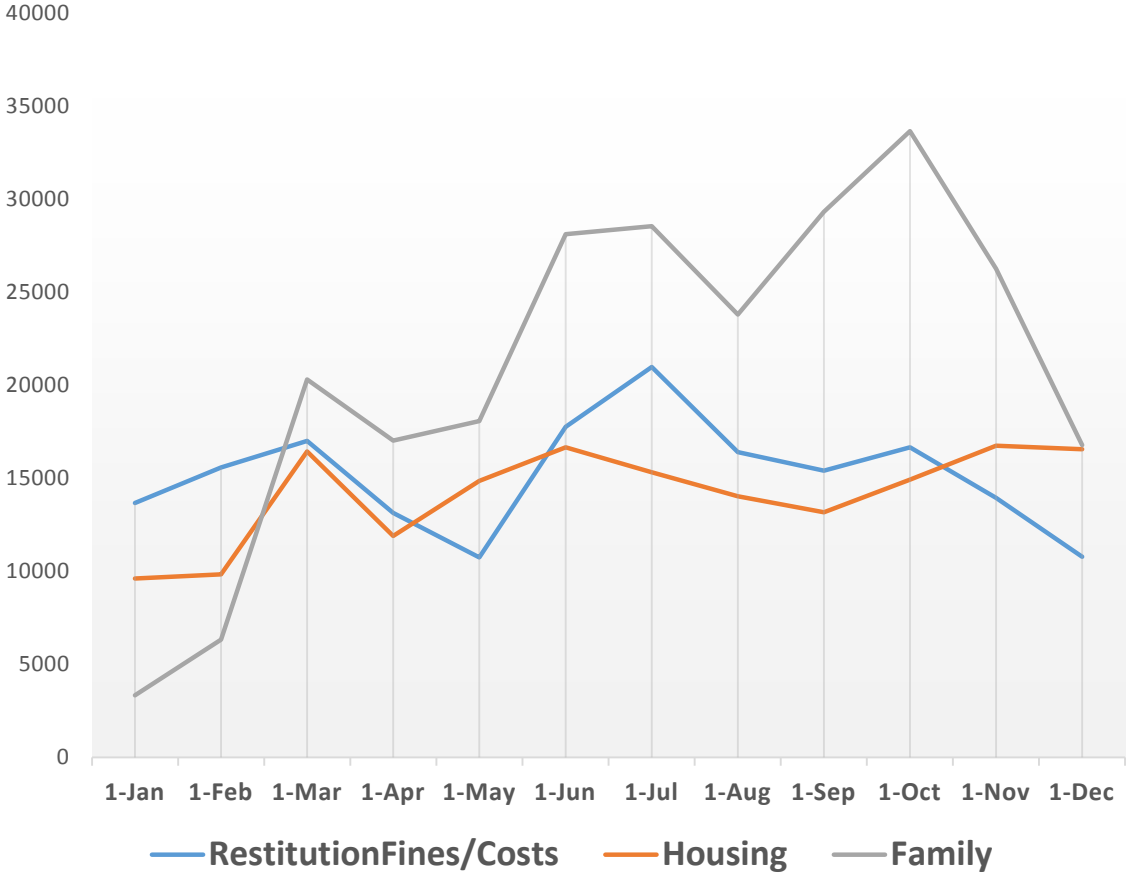
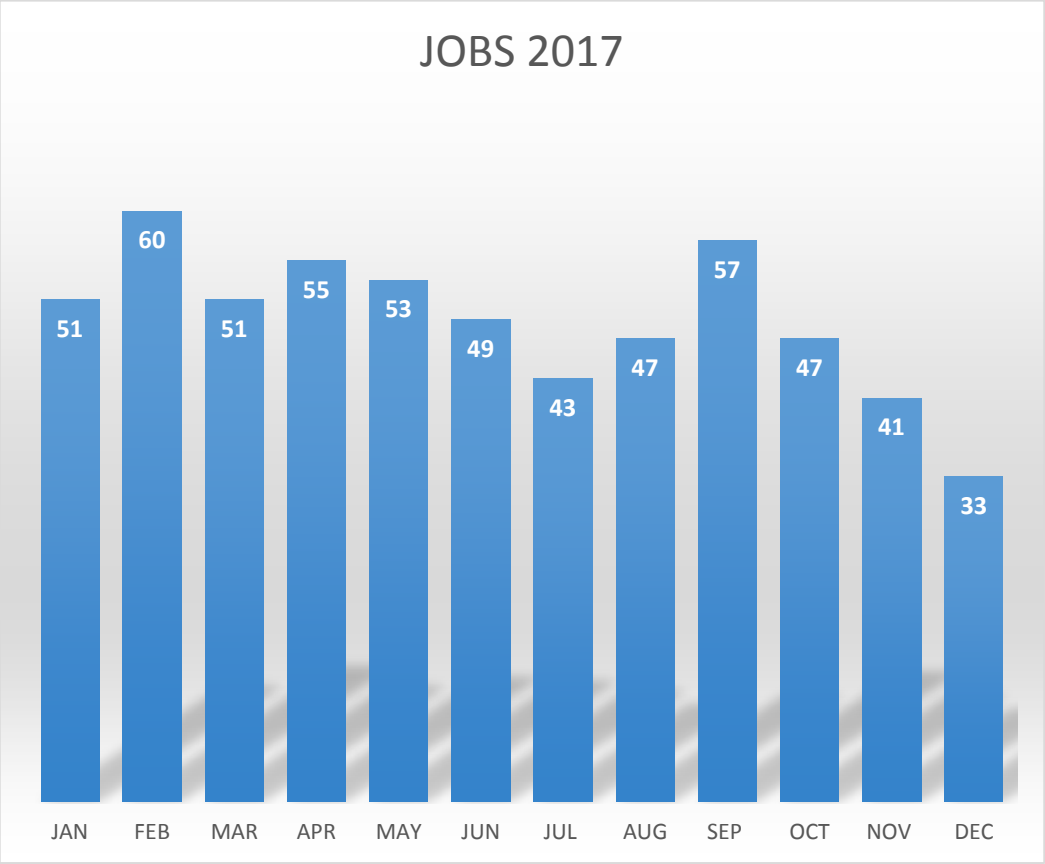
# LGH 2017



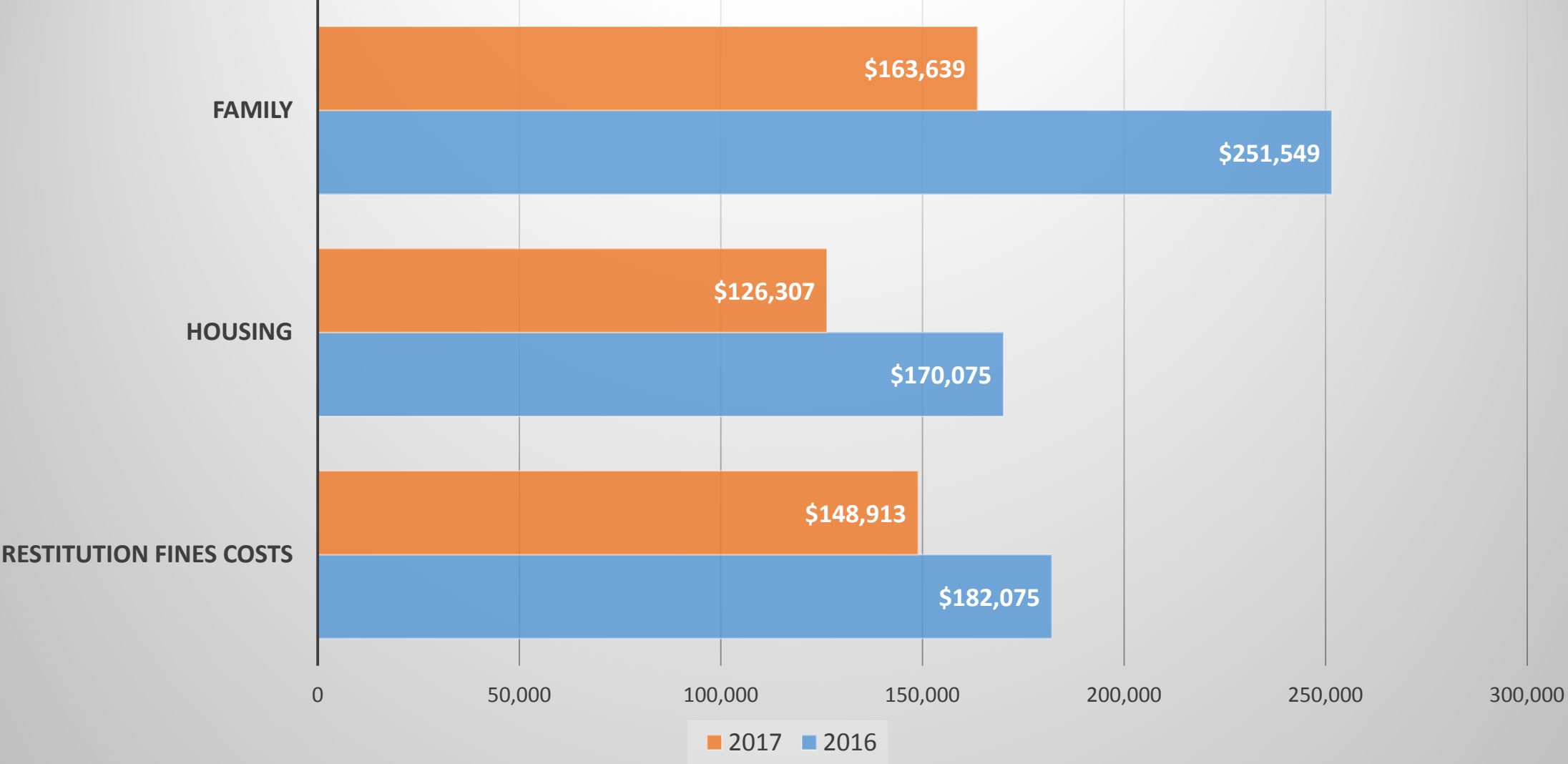
# EMPLOYMENT GOALS

- INCREASED COLLECTION OF RESTITUTION, FINES AND COSTS
- INCREASED EMPLOYMENT IN WORK RELEASE
- DECREASE IN RECIDIVISM

# WORK RELEASE EMPLOYMENT



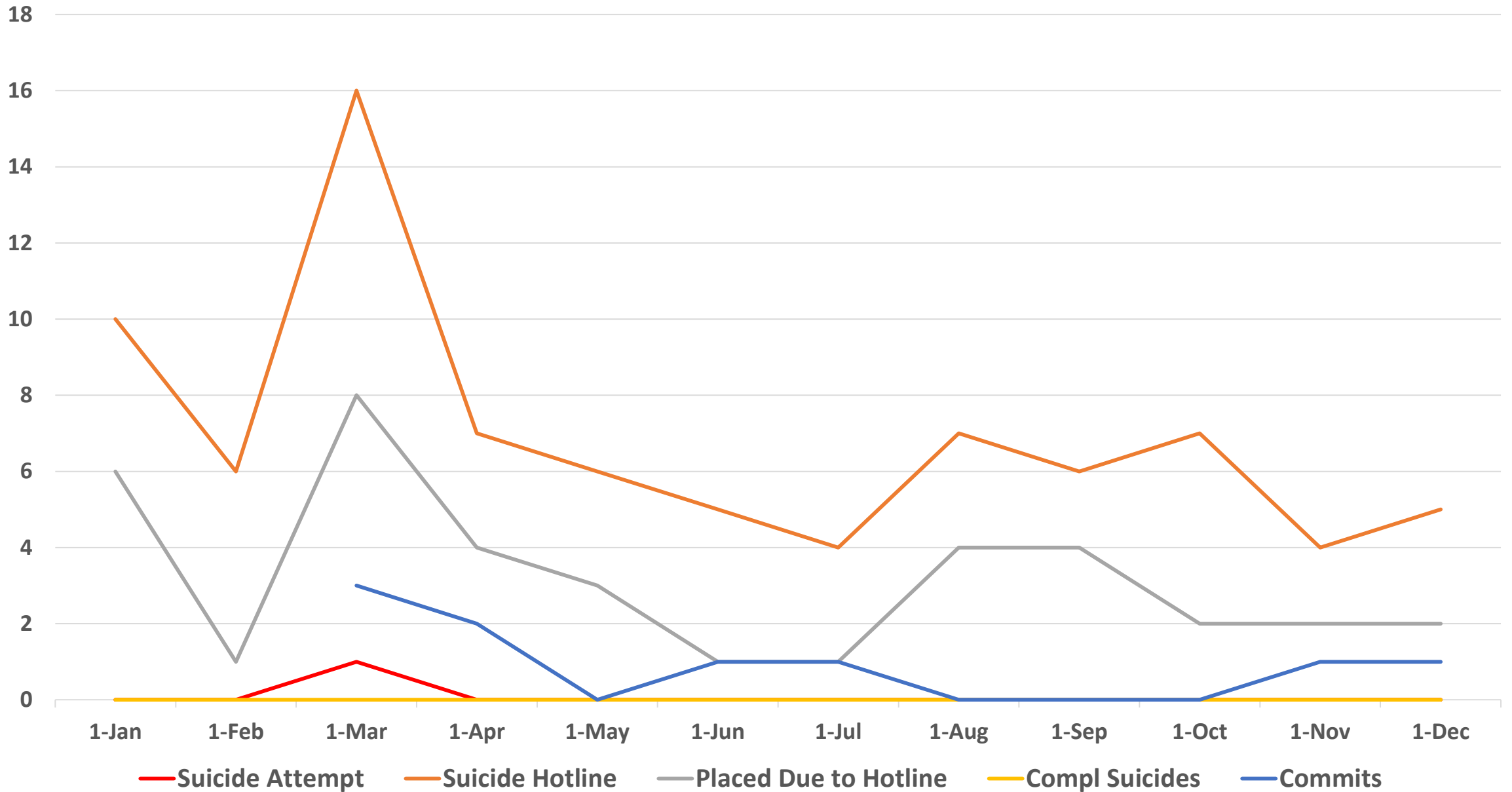
# 2016 vs 2017



# SUICIDE TRENDS

## TRENDS

- **Suicide Attempts**
- **Suicide Hotline Calls Received**
- **Placed on Suicide Status due to Hot line calls**
- **Completed Suicides**
- **Safety Nets**
- **Recognition (inmates and staff)**





- REQUEST TO ADD NEW METRIC
  - “INMATE WELLNESS”
    - TO INCLUDE DRUG AND ALCOHOL (Vivitrol and recidivism rates for the program)