
**REPORT BY THE PRISON BOARD STUDY COMMITTEES
ON THE LACKAWANNA COUNTY PRISON**

SCRANTON, PA

Finance Committee
Gary DiBileo, Chairman

Operations Committee
The Honorable Andrew J. Jarbola, Chairman

Prisoner/Correction Officer Programs
Jeremy Yale, Chairman

Independent Evaluator
Thomas J. Earley



September 2016

Lackawanna County Prison Board Members

The Honorable Vito P. Geroulo, Chairman

Commissioner Laureen Cummings

Controller Gary DiBileo

Sheriff Mark McAndrew

Commissioner Jerry Notarianni

Commissioner Patrick O'Malley

District Attorney Shane Scanlon

Solicitor, David J. Solfanelli, Esq.

DISCLAIMER: The contents of the Report were developed and prepared by Independent Evaluator Thomas J. Earley in conjunction with Study Committee Chairmen. Given the large number of committee members it was not logistically possible to consult with each member to ensure that there was unanimous concurrence for each recommendation set forth in the Report. Therefore, the Report should be considered as an independent appraisal of the prison and its interaction with related departments by an independent contractor. Further, the Report is not intended to serve as official policy and procedure binding upon any elected or appointed official nor does it represent the position of any elected or appointed official unless the official independently concurs with a particular facet of the Report.

Thomas J. Earley

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INTRODUCTION

On March 22, 2016, the Lackawanna County Prison Board appointed Thomas J. Earley to serve as an “independent evaluator,” in conjunction with three (3) committees, to conduct a comprehensive study/evaluation of the Lackawanna County Prison. The three (3) committees included Finance, Operations and Prisoner/Correction Officer Programs and were comprised of the following members:

Finance:

Chairman, Controller Gary DiBileo

Commissioner Laureen Cummings

Commissioner Jerry Notarianni

Chief of Staff Andrew Wallace

Chief Financial Officer Thomas Durkin

Chief of Budget Steve Barcoski

Deputy Director for Human Resources Brian Loughney

With assistance from Reggie Mariani and Germaine Helcoski from the Controller’s Office

Operations:

Chairman, the Honorable Andrew J. Jarbola

Commissioner Patrick O’Malley

Chief Deputy Sheriff James Boland

First Assistant District Attorney Gene Riccardo

First Assistant Public Defender Joseph Kalinowski

Lt. Keith Oleski; Captain Paul Kazinetz

Captain William Shanley

Corrections Officer Todd Cherkas (Union President)

Deputy Director for Human Resources Brian Loughney

Clerk of Judicial Records Mauri Kelly

Director of the Adult Probation and Parole Department William J. McCarthy, Jr

Work Release Director Brian Jeffers

Prisoner/Correction Officer Programs:

Chairman, Administrator, Lackawanna-Susquehanna Behavioral Health/Intellectual Disabilities/Early Intervention Program Jeremy Yale

Administrator of the Office of Drug and Alcohol Programs William “Bo” Hoban

Prison Counselor William Thompson

Deputy Director of the Adult Probation and Parole Department Todd Ferretti

Staff Development and Prison Training Officer Lt. Robert Brown

Prison Administrative Assistant Leonard Bogart

OVERVIEW

The three (3) committees met on numerous occasions throughout the review period. Executive prison staff as well as line staff appeared on numerous occasions at various committee meetings and presented information about prison operations on both micro and macro levels. In addition, prison staff was randomly and confidentially interviewed. Each Committee had areas of study established by the Prison Board, with designed overlapping in certain areas of concern. The Report will be presented in a format that sets forth each Committee's areas of study and each Committee's findings, observations, and recommendations.

Further, the study process morphed into areas and agencies beyond the boundary of the prison. The Committees found it necessary to explore areas in the Clerk of Judicial Records, the Probation Department, the Sheriff's Office, the District Attorney's Office, and several other agencies. Lastly, the study Committees assumed roles as advisors to prison executive staff and made suggestions for changes in policy and procedure and in certain areas of operation and/or case management. Those instances will be highlighted in the report.

When the study and review of the prison began in March, Robert McMillan was the warden. He had been appointed in June of 2011. In January 2016, the Prison Board informed him that the Warden's position would be advertised in May 2016 and that he would be eligible to apply for the position. On June 27, 2016, the Prison Board appointed Timothy Betti to the position of Warden of the Lackawanna County Prison. It should be noted that Warden McMillan and Warden Betti were and have been very cooperative with the study committees.

Included in Attachment #6, there are statistical presentations for 2015 and 2016 to present, which set forth a snap shot of the diverse prison population. In 2015, 744 prison inmates had a prior criminal history, with 548 identified as having a history of substance abuse and 374 inmates identified as having a history of mental health related issues. The high ratio of repeat offenders with behavioral health needs presents a challenge for administration, medical personnel and correction officers. In addition, a sample breakdown of the prison population is included. It is noted that the prison is underperforming on the State PVC/TPV contract which allows for 166 participants; however, the current number of participants is 118.

SUMMARY OF FINDINGS

"It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity, it was the season of Light, it was the season of Darkness, it was the spring of hope, it was the winter of despair, we had everything before us, we had nothing before us, we were all going direct to Heaven, we were all going direct the other way - in short, the period was so far like the present period, that some of its noisiest authorities insisted on its being received, for good or for evil, in the superlative degree of comparison only. - Charles Dickens

The above famous quote summarizes my assessment of how the prison operates. It has many good features with concerned staff and at the same time there are occasions of the blatant disregard of established policy and procedures which negatively impact staff and inmates.

In 2015, the prison was inspected by the PA Department of Corrections and found to be in 100% compliance earning an excused inspection for 2016. Further, in 2015 the prison underwent a successful audit for the implementation of the Prison Rape Elimination Act. These are highly regarded achievements and reflect well on staff. Notwithstanding these events, the County was notified in July that an Arbitrator ruled in favor of the correction officer's union 2013 Grievance by finding that the prison is an unsafe environment and that a detailed staffing analysis is required. That analysis is now underway. The dichotomy between these positive and negative findings is stunning. The labor-management relationship remains contentious.

The prison culture and morale are in need positive leadership. Inmate programming needs to be revitalized and incentivized. Lackawanna County sentenced and un-sentenced inmates should be afforded programming and treatment opportunities on a clear and defined continuum. Staff should be directed to develop programming that will prepare inmates for release to the community. The current Re-entry Program is assessed to be underutilized. Consideration should be given to developing a "good time" system that would reward inmates for remaining misconduct free and for participating in a wide array of prescriptive programming.

As the Prison Board reviews and digests the Report, it is hoped that the recommendations made herein will not be ignored but will be acted upon without delay. This is a critical juncture for the prison and, as such, active oversight by the Prison Board will be required to ensure the safe and efficient operation of the prison. In that regard, Attachment #5 – Worksheet to Monitor the Status of the Committees' Recommendations/Accomplishments will serve as a device for the Prison Board to chart implementation of the suggested recommendations.

Thomas J. Earley

FINANCE COMMITTEE REPORT

Areas of Study:

- Sources of income to prison
- Analysis of State program expenses vs. State program income
- Food service contract
- Phone service contract
- Correctional Care contract (medical services)
- Staffing, scheduling, overtime*

*Overlaps with Operations

I. OVERVIEW

Seven (7) committee meetings were held between April 25, 2016 and July 20, 2016. The committee is cognizant that the prison budget of approximately \$25.6 million is a quarter of the County's \$ 100 million annual budget and, as such, great attention is required to ensure funds are carefully managed. The committee reviewed multiple contracts that involve medical care, food service, inmate commissary, and inmate telephone service and found that both prison executives and County financial executives are making every effort to ensure the proper disbursement of taxpayer funds. In particular, the committee recommended to the Prison Board and the County Commissioners that the County contract with PRAESES, a consulting firm which prepares and reviews Requests for Proposals (RFP) and then manages the ensuing contracts. As evidence, the inmate telephone contract was renegotiated in July 2015 for one year, which resulted in an increase in revenue from \$5,000 per month to \$30,000 per month.

II. FINDINGS AND RECOMMENDATIONS

The following represents general findings, observations and/or recommendations which may be considered by the Prison Board, prison staff, and County executive staff:

a. Sources of Income to Prison

1. An increase in the current federal per diem rate of \$75 should be pursued by the County through a contract with Summerill Federal Solutions. Based on the Committee's recommendation to the Prison Board, on July 27, 2016, the Commissioners entered into a contract with Summerill. Anticipated new revenue could be in the range of \$350,000 to \$425,000 annually beginning in January 2017.

2. Upon review of sources of income, it was determined that the SCAPP federal grants for the years 2011 thru 2015 in the amount of \$47,697 were not properly credited to Prison Revenue. The Committee recommends that the Warden send a letter to the Court Administrator regarding this matter.
3. In reviewing operations in the prison business office the committee notes several recent changes as a result of the study. Specifically, with the assistance of the office of the Clerk of Judicial Records cash funds generated from the prison's ATM for inmate commissary deposits and cash bail receipts are now transported to the bank via a courier. Heretofore, a clerk would transport the funds to the bank and/or the Courthouse. When these practices were revealed several months ago, an officer was assigned to escort the clerk for her safety. In addition, the prison opened a checking account to manage the bail funds. Further, the prison clerk was authorized to utilize a debit card to e-purchase bus tickets for State PVC participants from her office, instead of travelling to the bus station with petty cash funds. These changes have done much to streamline the business office procedures and ensure the safety of the clerk.
4. The prison's 2016 budgeted expense is \$25.6 million. Budgeted revenue is \$5.7 million. Based on unadjusted financial statements for 7 months through 07/31/16, actual revenue totaled \$3.0 million compared to budgeted (7/12ths of total year) \$3.3 million, showing an unfavorable variance of \$.3 million. Expenses for the same period were \$13.6 million compared to budgeted \$14.9 million, showing a favorable variance of \$1.3 million. The net actual versus budget variance was a favorable \$1.0 million.

b. Analysis of State Program Expenses vs. State Program Income

1. The PA Department of Corrections contracts with the prison to provide services to technical parole violators. The state per diem rate is \$70 per day with the potential to pursue a rate increase after May 1, 2016. To date, no effort has been made to request a higher rate from the state. There are two categories of violators. Technical parole violators who could remain in the prison for up to six (6) months and technical violators who participate in the Parole Violator Center (PVC) for usually not more than sixty (60) days. Warden McMillan stated that when there are 150 violators at the prison there is an annual cost/benefit ratio of: Cost \$800,000 to \$900,000 for labor and gross receipts of \$3.1 million. The Committee contends that the state contract is a vital source of revenue in support of the prison's operation. It is noted that the Committee recommended to the Prison Board that the prison fully

maximize the full state contract for Parole Violator Center (PVC) participants of 166 parolees (150 male and 16 female). Finally, the Committee recommends that the County pursue increasing the state per diem which was eligible for renegotiation on May 1, 2016.

c. Correctional Care Contract (medical services)

1. The largest contract the prison has is with Correctional Care, Inc. (in 2015, \$2,144,930 was expended). Staff from the Controller's Office and the County's Chief Financial Officer routinely audit payments. The stop loss policy with Wm R. Carey & Co. with an annual renewal with 40% low claim bonus in 2015 produced \$56,000 in reimbursement for the County. The Committee found that the annual cost per inmate for medical care is \$2,265, which is a relatively low figure when compared to similarly sized counties throughout the state. In addition, prison staff pursues reimbursement from the state for any medical services provided to state inmates. The County executive staff is satisfied with the services being provided at this time. The contract is set for renewal in December 2017.

d. Staffing, Scheduling, Overtime

1. The committee spent considerable time studying and reviewing the use/abuse of Family Medical Leave Act (FMLA) benefits by corrections officers. Given the pro employee benefit, prison staff and staff from the Human Resource Department have partnered to ensure that when abuse is detected that the errant employee will be sanctioned through the appropriate disciplinary procedures. To date, several employees have either resigned or were terminated. As a result, in recent months, the rate of FMLA use has been reduced.
2. The rate of overtime continues to be a problem due to corrections officer call offs. In addition, on June 17, 2016, six (6) corrections officers were placed on paid administrative leave pending the ongoing litigation stemming from the "Joe Black" sexual assault matter. Five (5) officer positions are being replaced with overtime assignments on a daily basis as the sixth position involved a captain and is not currently being filled. It is noted that a fifteen-year employee was recently terminated because of her role in the sex scandal in that she was part of the "gray code" in that she did not disclose certain information to her superiors that could have prevented some of the alleged sexual misconduct. The Committee recommends the overtime be closely monitored by executive prison staff.

3. Overtime is a very nebulous issue which is created through the need for officer training, transporting inmates for outside medical appointments or inmate hospitalizations and the mandated staffing for all designated posts. Currently, there are 173 correction officers; 12 sergeants; 7 lieutenants and 3 captains. There are four (4) correction officer vacancies and one (1) lieutenant vacancy. Efforts are being made to recruit four additional part-time correctional officers which would increase the number of part-time officers to six. It is noted that in 2015 eleven employees earned in excess of \$100,000 via overtime payments. The Prison Board and the Sheriff's Office should actively pursue assigning deputy sheriffs to guard prisoners who are admitted to a hospital. It would result in a savings to the County because the assigned deputies would be paid a lesser rate of pay than a correction officer being paid an overtime premium rate of pay. The Committee recommends that the County fill vacant positions without delay. *(It is noted, that four (4) correction officer vacancies were filled in early August, 2016.)*
4. The committee discussed generally the Collective Bargaining Agreement with prison staff. It is set to expire on December 31, 2017. While there was some discussion about re-opening the contract to allow for the County to hire additional part-time officers; that has not occurred. The management of overtime was left to the discretion of the Warden and shift commanders, along with the ongoing analysis by the Human Resources Department.
5. On June 8, 2016, an Arbitration Award was issued against the County in response to a grievance filed by the Union claiming that correction officers cannot safely accomplish assigned duties due to unreasonable overtime mandates and inadequate correctional officer staff to properly supervise the inmate population. The County's arbitrator Lars H. Anderson, Esq. has cautioned prison and County executives that a new staffing analysis should be undertaken as the Award will be used by prison staff as a defense to any disciplinary action taken by the County. Executive prison staff is currently developing an updated staffing analysis in conjunction with the preparation of the 2017 budget.
6. The Committee recommended that the management of time and attendance for all employees at the prison be handled by the KRONOS system. The Warden accepted the Committee's recommendation and immediately ordered the placement of three biometric readers. Staff has been designated and is being trained in the implementation of the system. This strategy of changing the payroll process to KRONOS will free up a Captain's position and allow for increased staff supervision.

e. Other Financial Considerations

1. On May 16, 2016, the committee began to explore the potential for the County to purchase a property adjacent to the prison at the corner of New York Street and Wyoming Avenue. In that regard, we discussed the acquisition with Court Administrator Frank Castellano, DA Shane Scanlon, and Sheriff Mark McAndrew. Its use was referred to as intergovernmental in that the property would be turned into a location for the processing center and magistrate district court. The property would be physically linked to the prison via a passageway. The parties were asked to develop fact sheets wherein savings would be demonstrated. The matter remains a highly desired project as President Judge Michael Barrasse strongly supports it for its potential savings. More importantly, it will allow for a more secure setting for holding preliminary hearings in lieu of defendants, victims, and witnesses freely interacting on the first floor of the Courthouse. The DA and Sheriff posit that there would be substantial savings for each department by consolidating operations. The Finance Committee estimated annual savings to the Sheriff's Office to be \$375,000, based upon three (3) employees per shift on weekdays and one (1) employee per shift on the weekend; assuming the lowest part-time regular rate. The Committee recommends that the County actively pursue the acquisition of the adjacent property.

OPERATIONS COMMITTEE

Areas of Study:

- Staffing, scheduling, overtime*
- Admissions/Discharge procedures
- Prisoner classification system
- Prisoner disciplinary procedures
- Liaison with Sheriff's Department, PA State Police, local police departments
- Visitor regulations
- Attorney access

*Overlaps with Finance

I. OVERVIEW

The Operations Study Committee held eight meetings between April 27, 2016 and July 20, 2016. The Committee focused on a wide range of issues involving the prison's daily operation as well as how the prison interfaces with the Clerk of Judicial Records, the Sheriff's Office, the District Attorney's Office, the Probation Department and the IT Department. Many changes and improvements were made at the prison as a result of the implementation of suggestions made by the Committee. In particular, there has been better communication between prison staff and the Probation Department which has resulted in streamlining the paroling process.

There has been significant improvement in the prison being able to discharge inmates to state prison in a timely manner because personnel in the Clerk of Judicial Records Office and the Probation Department are preparing the state packets immediately after the state prison sentence is imposed.

Further, the Committee spent considerable time examining the need for more immediate information from the Courts, both Magisterial and Common Pleas. In that regard, there were many discussions on the need for the County to purchase a case management system that would be shared by the prison, the Probation Department and the District Attorney's Office with easy interface with the Court System. The County has long considered the Unified Case Management (UCM) system as the system of choice to replace the Offender Management System (OMS) at the prison and the Correctional Development Inc. (CDI)

system at the Probation Department. Both are fragile systems and could fail without warning.

II. FINDINGS AND RECOMMENDATIONS

a. Staffing, Scheduling, Overtime

1. The prison was last inspected by the PA Department of Corrections on September 2, 2015. It was found to be in full compliance with Title 37, Chapter 95 County Correctional Institutions. Further, on July 8 & 9, 2015, with a follow-up visit on September 10, 2015, the prison underwent an audit for the prison's compliance with the Prison Rape Elimination Act. The prison was found to be in full compliance with the Act. Notwithstanding these two positive inspections, on June 8, 2016, an Arbitration Award was issued against the County. The Award involved a grievance alleging that correction officers cannot safely accomplish assigned duties due to unreasonable overtime mandates and inadequate correction officer staff to properly service the inmate population. At the direction of the Commissioners, Warden Betti and senior executive staff are preparing a staffing analysis in conjunction with the preparation of the 2017 budget. At the suggestion of the County's representative in this matter Lars H. Anderson, Esq., the new staffing analysis should take into consideration the recommendations of the Arbitrator i. e., the prison population, prison staffing levels, the job duties of prison staff, Post Orders for the prison and prison staff use of sick leave which was found to be excessive.
2. The term "prison culture" was routinely discussed during Operations Committee meetings. The "Joe Black" prosecution which loomed over the prison the last several years created poor public relations for the prison and cast employees in a bad light. With the advent of a new warden and captain, the morale of staff appears to be improving. More attention is being paid to ensuring correction officers follow post orders more closely and adhere to reporting any employee who violates Employee Manual rules and regulations. In that regard, two management level employees were terminated for conduct involving sexual harassment of fellow employees. Additionally, there are ongoing internal investigations into staff integrity issues involving the introduction of contraband and fraternizing with inmates.

b. Admissions/Discharge Procedures

1. The Committee found persistent problems with obtaining reliable information for Lackawanna County sentenced inmates. The OMS records program is the "brain" for

prison operation. However, it is unable to produce accurate information as to identifying parole eligible inmates. Just recently the Probation Department and the prison produced two lists for parole eligible inmates between July 2016 and September 2016. Probation identified 38 names while the prison listed 17 names. Prison and probation staff are now working together to reconcile this ongoing problem.

2. In respect to the parole process, the Committee recommended that Lackawanna County sentenced inmates be assigned to two counselors so as to build in more staff accountability to ensure parole eligible inmates are identified at least 45 days in advance of their minimum release date. At that point a parole plan will be forwarded to the Probation Department for immediate investigation. This represents positive changes in procedure by both departments as the Court desires that the established minimum release date be achieved provided there are no impediments such as misconducts, etc.
3. In respect to parole plan investigations, the District Attorney's Office used the study process to inform the Probation Department and the prison that whenever an inmate who has been convicted of a crime of violence is being considered for release from custody for programming that notice is to be provided to the Office. That will allow for a victim to be notified and/or consulted.
4. The Committee also determined that there are a substantial number of inmates returned to prison as technical parole violators to serve the balance of their sentence. An inmate in that status was informally considered a "max" case and consequently received little programming opportunities. The Committee discussed this matter with the Court and learned that the Court would consider re-paroling the inmate if there was sufficient cause. Prison administration needs to address this matter with the counselors. The Committee recommends that the Court inform the Probation Department that a parole violator should not be precluded from participating in re-entry programming or the Work Release program.
5. While the Committee did not formally examine the Work Release Program which relocated from the prison to the Spruce Street location it is recommended its program parameters be expanded to allow participants who are in need of developing a parole plan or who might be a sex offender. Further, medical clearances for direct admission to the Work Release Program should not be performed at the prison due to the expense and risk to the County. Rather, the

prison medical provider should be directed to establish an out-patient protocol for medical clearance for an individual being directly admitted to the program.

6. The Committee spent substantial time and effort in reviewing the Records Department which has two full time employees. The workload is considerable and demanding. There were complaints of not receiving Gagnon 2 Orders from supervision violation cases. This has been resolved by the Probation Department's commitment to scan and email the Orders in a very timely manner. In addition, the Committee arranged meetings with the Clerk of Judicial Records staff and IT Department staff to develop a real time system to report sentencing dispositions to the prison and the Probation Department. On June 8, 2016 an order was placed for the electronic equipment with the IT Department. In addition, The IT Department has been tasked to prepare sentencing formats for use with the automated system. Lastly, it is noted that the Probation Department, in conjunction with the IT Department, two CDI view only terminals were installed in the two computers in the records office. This allows prison staff to have immediate access to the sentencing information held by the Probation Department.
7. Another aspect of the prison record keeping system was the use of the "Out Board" which contains the names of inmates who are in house arrest status, work release or on furlough. For many years, the prison's administrators paid little or no attention to the persons in the furlough category. These are individuals who are released by the Court so they can participate in inpatient rehabilitation programs. The Committee stressed the need for prison staff to develop a case management protocol to verify that the participants are in compliance with the Furlough Order. In that regard the Operations Committee and the Finance Committee recommended to the Prison Board and the Board of Commissioners to create an administrative assistant to the records officer. This would be a management level position and would have primary responsibility for monitoring persons on the "Out Board" who are in furlough status. In addition, the person in that position would assist the Records Officer in the daily operation of the office. Pending the review of this matter by the Salary Board in September Warden Betti is assigning staff to ensure the proper monitoring of furlough cases.
8. In regard to the above referenced Furlough Order Committee Member Attorney Joseph Kalinowski of the Public Defender's Office was tasked to review and rewrite certain portions of the Furlough Order which was developed several years ago. The Order now contains appropriate release information regarding the person's

discharge from a rehabilitation program and that through an email chain, set up by the IT Department, the following parties would receive real time notice of discharge: Public Defender's Office, District Attorney's Office, the prison, work release/house arrest programs and the Probation Department. The revised Furlough Order is to be the official court document to be used by all attorneys who petition the Court for an inmate to be furloughed to a treatment facility; pending approval by President Judge Barrasse.

9. In respect to the prison's effort to lower costs, the records officer described instances when inmates from state prisons are returned on a writ are sometimes held long after they have satisfied the writ. It was determined that Records Officer Jay Ruane and First Assistant District Attorney Gene Riccardo will, on a weekly basis, review their respective lists and appropriate action can then be taken to return the inmate to state custody.

c. Prisoner Classification System

1. Contained within the prison's OMS record management system is the Objective Jail Classification format which is utilized to classify the inmate population. Adequate internal controls are in place to ensure each inmate is designated to the appropriate housing unit. Only a limited number of trained staff is authorized to make changes to an inmate's classification. This is a critical aspect of the prison's operation, as in conjunction with PREA information; the internal and external security control for every inmate can be effectively managed. Specifically, when inmates travel to Court or move throughout the institution staff is alert to which inmates should not come in contact with each other through the use of specifically colored uniforms. This system creates logistical problems for the Sheriff's Office and at times causes delays for the Court. As noted under the Finance Committee section of this report, the Operations Committee strongly recommends that the County purchase the building adjacent to the prison for conversion into a court/processing center. In addition, a special room could be created where an inmate would be able to visit with their children without having the children experience the trauma of entering the prison proper.

d. Prisoner Disciplinary Procedures

1. Prison discipline is managed through a graduated system of sanctions. As set forth in the Inmate Handbook, staff members may choose to counsel, verbally reprimand or initiate a written Misconduct Report. In recent months, the Captain William Shanley developed a hearing format (See attachment #1) that strives to ensure

balance, uniformity and fairness when staff conducts misconduct hearings. In addition, the Classification Staffing Committee reviews hearing results, appeals, and inmate grievances as a means of ensuring that inmate discipline is administered consistently and fairly. According to many staff, there has been an increase in inmates approaching the misconduct hearing process in a more open and forthright manner.

e. Liaison with Sherriff's Department, PA State Police, Local Police Departments

1. The prison enjoys very positive working relationships with the Federal Bureau of Prisons and the United States Marshals Service. The prison is monitored annually to audit its compliance with the Intergovernmental Agreement (IGA), with the last inspection occurring on June 8, 2016, when it was found to be full compliance with the IGA. In addition, Committee members met and conferred with staff from the local Marshals office in an effort to ensure more detailed information is received when an inmate is transferred from a federal institution. In particular, the prison needs information on the inmate's current conviction and institutional record of misconducts. That will ensure that the federal inmates are properly classified.
2. The Committee reviewed issues associated with the occasional delay in arraignments which results in defendants being committed to the prison on the strength of the charging document. Some District Judges have been resistant to conducting timely arraignments of defendants committed to the prison without having been arraigned. Committee Chairman, Judge Jarbola took up that matter directly with President Judge Barrasse for resolution. Further, the local chiefs of police requested that when a defendant is released from the prison following arraignment that the arresting police department be notified of the defendant's release from custody. That is a routine practice by the Processing Center staff. With cooperation from the Processing Center, the booking officers at the prison now notify the arresting police department by faxing the information, etc.
3. The Operations Study Committee learned of no existing problems with local police departments. Further, contact was made with the Pennsylvania State Police Troop R at Dunmore. A trooper assigned to the Criminal Investigation unit stated that to his knowledge his agency has a very cooperative association with prison personnel.

f. Visitor Regulations/Attorney Access

1. The Inmate Handbook provides a comprehensive explanation of rules that govern inmate visits. All inmates are eligible for visits unless there were violations of

visitation rules. In terms of attorney access to inmate clients; the Handbook states legal visits can occur daily between 8:15 am and 8:00 pm. Attorneys who were interviewed commented that they are treated professionally by reception area staff and rarely experience delays in getting to meet with their clients. However, there is only one (1) room reserved for face to face contact between the attorney and the client. As a result, prison staff utilizes a reservation system which allows attorneys the opportunity to ensure access to their clients in a timely manner. Lastly, the attorneys prefer meeting with clients during the first shift of the day because the reception area becomes crowded with other visitors later in the day.

g. Physical Plant Considerations

1. The physical plant of the prison reflects limited space for warehouse storage or storage areas in the housing units. Staff attempts to manage the clutter through the use of plastic storage containers throughout the facility. Further, there is only limited office space for counselors. The committee recommends that vacant space adjacent to the law library be developed into a common work area for the counselors through the installation of multiple computer stations and filing cabinets. Additionally, it is recommended that counselors be afforded access to the internet in order to facilitate their work with the inmates. *The Committee has since learned that Warden Betti has granted Counselors access to the Internet via their office computers.*
2. Over the last several years the County funded an ESCO project which has resulted in the more efficient use of utilities. Specifically, it has resulted in lower costs for electricity, water and sewer rates. All of the HVAC units have been replaced with industrial grade units and a company has been retained to perform routine maintenance which should extend the life of the units. Further, the ventilation ducts are in the process of being cleaned, the first cleaning since the prison was built. Additionally, all of the control panels for the electronic locking system have been upgraded and replaced. Procedures are now in place to ensure the panels are cleaned on a regular basis and are properly maintained. Also, new central control panel procedures have been established to ensure critical areas require a "double tap" by the officer in order to avoid an unintentional unlocking of a door or gate. When the study began a tour of the kitchen revealed dirty and unkempt conditions along with a worn out dishwasher. At the urging of the Operations and Finance committees the Prison Board authorized the purchase and installation of a new dishwasher which was installed in early August. The Committee notes that great strides have been taken to improve the general appearance of the facility with

ongoing inmate painting and cleaning crews working throughout the prison on a daily basis. Finally, the Committee recommends that Warden Betti consider adding one or two new positions to the Maintenance Department, given the significant volume of work required to safely operate the prison.

3. Late in the study, the Committee learned of several internal and external security concerns. Those concerns will be communicated separately to Warden Betti and the Prison Board. The Committee strongly recommends that Warden Betti request the assistance of the Pennsylvania Department of Corrections and the Federal Bureau of Prison to conduct a comprehensive internal and external security assessment of the prison.

III. ATTACHMENTS:

- Misconduct Hearings

PRISONER/CORRECTION OFFICER PROGRAMS COMMITTEE

Areas of Study:

Prisoner drug and alcohol programs

Prisoner education programs

Drug and alcohol detoxification procedures

Admissions procedure on mental health patients

Suicide prevention policy

Corrections officers support programs

I. OVERVIEW:

This Committee was charged with evaluating the scope, available resources and effectiveness of programs available to both prisoners and corrections officers.

The Committee approached the work from an **exploratory perspective** with primary consideration given to the identified areas of study. Committee members conducted business primarily within structured meetings and were given opportunities for dialogue and discovery of the information; including review of policies, procedures, job descriptions, schedules, statistics, program descriptions and informal staff interviews.

The Committee used several concepts and theories to organize for the work; which included Applied Change Theory, the Sequential Intercept Model, and Practices of Re-entry into the community and explored the relationship between **Poverty, Incarceration and Behavioral Health**.

Committee members had an opportunity for a guided tour of the Lackawanna County Prison (LCP) on May 27, 2016; in which members focused on general operations and the *areas of study*. The Committee invited guests to participate in meetings as related to topic areas in which they had specific knowledge or expertise. Guests included, Kenneth McCawley, Dennis Russo, Warden Tim Betti, Captain William Shanley, Al Munley, Doug Albertson (Habit OpCo) and Colleen Orzel. Committee members evaluated the LCP's Table of Organization as a function of developing a fundamental understanding of the overall

operations of the prison. The Committee held eight (8) formal meetings on the following dates: April 25, May 9, May 23, June 6, June 20, July 6, July 28 and August 11, 2016.

II. FINDINGS:

The following section outlines relevant information gathered and findings for each of the *Areas of Study*.

a. Prisoner Drug and Alcohol Programs

1. *The Lackawanna-Susquehanna Office of Drug and Alcohol Program*

The Program's case management staff conducts substance abuse assessments with individuals at Lackawanna County Prison to establish an appropriate level of care using the criteria set forth by the Pennsylvania Client Placement Criteria (PCPC). Case Management staff completes the Medical Assistance (MA) application on behalf of the individual and submits to the County Assistance Office in order to determine eligibility for MA (public insurance). When indicated, a Program case manager coordinates treatment (residential treatment and/or detoxification services) with LCP staff and initiates placement process with a qualified provider agency. Case Management staff contacts attorney (public/private) with identified bed date per the Furlough to Treatment Order.

The Program manages a contract for "in-prison" services provided by Drug and Alcohol Treatment Services (DATS) to provide group services for prisoners. Contract management includes funding, quality assurance and coordination with LCP staff. This contract and like contracts could be managed more effectively with the implementation of *Recommendation C of this section - Develop a Behavioral Health Committee of the LCP Board*.

2. *Drug and Alcohol Treatment Services (DATS) –*

The Lackawanna-Susquehanna Office of Drug and Alcohol Programs contracts with Drug and Alcohol Treatment Services (DATS) for group D&A psycho educational services, details include:

- Groups are being conducted at the Prison from 8:30 AM to 12:30 PM Monday, Wednesday and Friday
- Six (6) groups per week, 2 per day, 90 minutes each; each group averages 17 inmates (based on May 2016 statistics)

3. *EOTC - Drug & Alcohol Education -*

A variety of materials are used for this class, including The SMART Recovery 4-Point Program which helps people recover from all types of addiction and addictive behaviors, including: drug abuse, drug addiction, substance abuse, alcohol abuse, gambling addiction, cocaine addiction, prescription drug abuse, and problem addiction to other substances and activities. The SMART Recovery 4-Point Program offers tools and techniques for each program point: Building and Maintaining Motivation, Coping with Urges, Managing Thoughts, Feelings and Behaviors and Living a Balanced Life. The Program teaches self-empowerment and self-reliance; encourages individuals to recover from addiction and alcohol abuse and live satisfying lives and teaches techniques for self-directed change. Additional supplemental materials used: AA/NA/CA materials and literature, Change Plan Materials, Relapse Prevention and Interactive Journaling.

4. *Alcoholics Anonymous (AA)* –

Twice weekly, inmates have the opportunity to participate in AA meetings organized by volunteers from the community.

b. Prisoner Education Programs

1. *High School Education* -

The Scranton School District has offered educational services including general education, special education, and guidance services to school aged incarcerated students in the LCP since 1998. The program follows the school calendar of the Scranton School District, operating from 8:30am until 2:00pm. The Scranton School District determines the inmate's eligibility based upon their age (under 21), school transcripts, and conviction status. Once a student begins classes at the Lackawanna County Prison, the prison administration places students within a group according to their gender and classification status. Inmates attending class receive credits towards graduation in social studies, math, science, and language arts. A student earns coursework credits in the LCP in the same manner as a non-incarcerated student would. If a student obtains enough credits to graduate, the individual will be given a diploma from the Scranton School District, regardless of the student's home school status at the time of incarceration.

During the 2014-2015 school year the Scranton School District provided educational services to 22 students including 10 who earned a high school diploma from the Scranton School District.

2. *Reentry Improvement Initiative (EOTC)* -

Intensive 45-day pre-release program for men, drawing from evidence-based practices and cognitive behavioral training that integrates life and recovery management skills for successful return to the local community.

The Committee was informed by Prison staff that the Reentry Program began in December 2014. During that period of time, one-hundred thirty-one (131) inmates completed the program; with thirty-eight (38) participants having been returned due to probation/parole violations. The Committee posits that the program is underutilized.

3. *Life Skills and Job Readiness Education (EOTC)* -
(Classes are voluntary; men and women segregated) - Courses focus on Recovery, Anger/Stress Management, Parenting/Healthy Relationships, Job Readiness and other practical skills necessary for successful community reintegration.
4. *Risk Assessment and Pre-Release Planning (EOTC)* -
Administer the validated Texas Christian University Criminal Justice Comprehensive Intake tool designed to identify criminogenic factors associated with behaviors that contribute to criminal behavior; identify level of need; recommend plan for community reentry based upon identified risks/needs.
5. *Passport to Success (EOTC)*
28 session pre-release program for women, drawing from evidence-based practices and cognitive behavioral training with the goal of providing the necessary skills and assistance needed for successful transition to the local community.
6. *Women in Transition Together (EOTC)*
Evidenced based program, grounded in cognitive behavioral training with the goal to provide an integrated support system of caring relationships and transition services that will improve outcomes for women returning to the local community. Services begin inside LCP within 90 days of release and continue upon release at the Seventh Avenue Center.
7. *Thinking for a Change (Transitions) (EOTC)*
Thinking for a Change improves public safety by helping offenders change their thinking patterns and develop social and problem-solving skills. The program is based on the principle that thinking controls how people act, and that to change the way people act, they have to take control of their thinking. The curriculum helps participants systematically build skills to recognize their own and others' thinking

patterns; recognize the risks associated with those thoughts and how to make better choices. Instructors demonstrate the skills being taught and ask participants to relate them to situations in their own lives as well as practice their new skills after class and discuss that practice in subsequent classes.

8. *Change Plan Series (Transitions) (EOTC)*

This cognitive-behavioral series uses evidence-based strategies to assist individuals involved in the criminal justice system in making positive changes to their thoughts, feelings and behaviors. Applying the information presented in the Interactive Journals to their own lives helps participants achieve their goals of responsible living. Topics covered: Managing my Life; Personal Growth; Responsible Thinking; Change Plan.

9. *Employment (Transitions) (EOTC)*

This course covers interviewing skills, resume writing, cover letters, job search skills, employment skills, applications, etc. Mock interviews are provided at the close of each class to ensure that participants are prepared and comfortable with the interview process. Linkages to community resources are covered as well. Materials used include Jist Works publications- specifically designed to assist incarcerated individuals with return to the work force. Offender Reentry Scales, Job Survival and Success Scales, Strong Interest Inventory and the Self Directed Search are also utilized.

10. *Anger Management (EOTC)*

The Managing Anger series uses a cognitive behavioral therapy approach, and covers a variety of topics including: Anger Triggers, Consequences of Anger, Anger and Your Health, Advantages of Anger, Stress Management, Anger Self-Talk, Anger Distortions, Coping Plans, etc.

11. *Alternatives to Violence (EOTC)*

The Alternatives to Violence program is a program dedicated to reducing interpersonal violence within our society. The program presents conflict management skills that can enable individuals to build successful interpersonal interactions, gain insights into themselves and find new and positive approaches to their lives. This experiential program empowers people to lead nonviolent lives through affirmation, respect for all, community building, cooperation and trust.

12. *Parenting Program (Women) (EOTC)*

Utilize Parenting Inside Out (PIO) an evidence-based, cognitive-behavioral parent management skills training program created for incarcerated parents. PIO covers

communication, problem solving, monitoring, positive reinforcement and non-violent discipline techniques. Also take materials from Parenting from a Distance program, covers same general areas as well as parental rights and responsibilities, shared parenting, and other parenting topics. Project Metamorphosis materials are also used.

13. *Parenting Program (Men) (EOTC)*

Utilize Parenting Inside and Out as well as Parenting Wisely, an evidence, research, and skills-based program. Teaches methods for improving family relationships, helping to build respect among family members and reduce the number of fights/arguments. Lessons learned will also help relationships with co-workers, partners and friends.

14. *Life Skills Programming (EOTC)*

Courses rotate, covering a variety of topics including: Money Management/Budgeting, Relationships, Communication, Decision Making, Goal Setting and Health & Hygiene. A variety of materials are used to teach these courses, including Sharpen Your Financial Focus, My Life Planning Workbook, Dream it do it! Personal Strategic Plan, Healthy People 2020, and other available resources.

15. *Back on Track (Inside) and Back on Track (Outside)* – (state sentenced inmate only) – see attachment #3

16. Religious services are offered throughout the week to all inmates without security or administrative limitations. Services are available in English and Spanish. In recent months there was some planning discussion that the various religious services could be videotaped and replayed through the prison's closed-circuit television system thereby making it available to inmates in restrictive housing units. The Committee recommends that prison staff renew their efforts to make the religious services available through the closed-circuit television system.

c. Drug and Alcohol Detoxification Procedures

The prison's medical provider, Correctional Care, Inc., has standing Orders for the detoxification of inmates who present with dependence on alcohol, opioid, and Benzodiazepine. The Orders are issued by a physician and inmates are monitored by both medical and correctional staff per specific Post Orders. It is noted that inmates with histories of abusing synthetic/herbal substances such as PEP Spice, present a challenge to prison staff as many times inmates appears asymptomatic for approximately seven (7) days and then, without warning, become violent and develop psychotic like symptoms. When this happens, inmates are placed on a 30-minute

behavior watch and placed in a camera cell for one to one observation. In addition, psychiatric support services are provided as needed.

d. Admissions Procedure on Mental Health Patients

At the time of intake/admissions, a LCP booking officer conducts an assessment that is based on self-disclosure of the detainee. An individual who self-identifies as having a history of mental health /substance use disorder, has a documented prison record of a history of mental health/substance use disorder or is assessed to need additional care is referred for an evaluation by a mental health professional. The individual is placed on a 24-hour watch (15 minute increments), including the assignment of a prisoner cell equipped with a camera.

According to the LCPs policy 09.01 Medical and Health Services, if there is a concern that an inmate may be suffering from a mental health issue, then a referral shall be made to the contracted mental health care provider (i.e. psychiatrist). If deemed necessary, proceedings outlined in the Mental Health Procedures Act (MHPA) shall be initiated. A mental health professional associated with Scranton Counseling Center assists in applying the MHPA.

e. Suicide Prevention Policy

During the course of Committee work, it was discovered that within the current policy and procedures "Suicide" (09.04) and "Suicide Federal Inmates" (09.04.01) for managing non-federal inmates and federal inmates, discrepancies exist within the procedures. Specifically, the following procedural language only appears in the policy to manage federal inmates:

Procedure A, Health Personnel:

8. Any Federal Inmate with any Mental Health History or Suicidal ideation must be placed on a fourteen day watch upon reception.
9. Any time a Federal Inmate's psychotropic medication is changed the inmate must be placed on a fourteen day watch.

Procedure B, Psychiatrist shall:

1. Evaluate all inmates placed on fourteen day watches at least four times during the fourteen day watch period and determine the necessary level of observation.
2. Only the psychiatrist or designee can decrease or remove the level of the watch status.

The Committee recommends that the policy discrepancies in treatment of federal and non-federal inmates be resolved and further recommends a unified policy and procedure that will satisfy the Intergovernmental Agreement (IGA) with the U.S. Marshals/Bureau of Prisons and provide consistent intervention and lower the County's risk factor in terms of how all inmates experiencing suicidal ideation are treated/managed. *(It should be noted, that a change in policy and procedure has occurred in that correction officers working in the housing units used for inmates at risk of suicide now carry the "rescue tool" used to cut down an inmate who attempts suicide by hanging. Prior to that change in procedure the "rescue tool" was locked in a cabinet in the housing unit. This change will allow for a more immediate response to a hanging incident when seconds count.)*

f. Corrections Officers Support Programs

A review of the training protocol for newly hired officers appears to prepare the recruits for the rigors of prison work. It is well planned and gradually introduces the employee to the structured prison environment. Thereafter, the recruit is scheduled for multiple weeks of training at the PA Department of Corrections academy. It is noted that LCP is a recognized training site for Veterans by the Pennsylvania Department of Education and the Department of Veterans Affairs.

Further, there is ongoing training of approximately twenty (20) hours per year for all staff in the areas of first aid, universal precautions, CPR, firearms qualification, etc. No support programs for correction officers were identified. *(The Committee learned that in early August, four (4) sergeants were offered day long Crisis Intervention Training (CIT) and found it to be very thorough and helpful.)*

III. RECOMMENDATIONS:

a. Programs for Corrections Officers

1. Given the stressful nature of working in a prison setting, the Committee strongly recommends that the County institute an **Employee Assistance Program** which would be available to all employees. It is posited that if utilized properly, it would reduce the number of days lost to FMLA abuse. Further, it would facilitate employees being able to address minor problems before they become aggravated conditions and result in excessive absenteeism. In addition, it would convey to the workforce that management is concerned about the welfare of the correction officers.
2. Executive staff needs to develop a **Critical Incident Response Team** for dealing with stress producing events such as inmate suicide or attempted suicide, violent assault

on staff, etc. Selected staff would be trained by the Department of Corrections and would be available to respond immediately to assist staff in coping with the aftermath of an event. In addition, executive staff should enter into Memorandums of Understanding with outside agencies to provide Critical Incident Stress Debriefing in the event of a major catastrophic occurrence. Such agencies might include: Department of Corrections; SCI Waymart; USP Canaan; Gruen-Gow Memorial – Critical Incident Stress Management (CISM) Team; and Scranton Counseling Center. The Committee recognized Dr. Rick Ruby as a resource within the LCP to provide ongoing support and training for CISM. Dr. Ruby provides Sexual Offender Therapy to inmates at a rate of 60 hours per month.

3. In support of the ongoing efforts of the Staff Development and Training Officer, the Committee recommends consideration for the development of the following training areas:
 - Crisis Intervention Training (CIT)
 - Mental Health First Aid
 - Trauma-Informed Training

NB: In view of the increasing demands on the training office, the Committee recommends that an additional full time training officer be assigned to that office.

b. Policy Development

1. *Reorganization of Case Management Services within the Court, the Probation Department and the prison counseling staff* - Develop a working model for **managing technical probation/parole violators**, for example, State Parole officials manage technical violators through a regimented program that addresses the problem conduct that resulted in return to custody. Prison staff should **develop a “good time” system** which would reward an inmate for remaining misconduct free and for participating in prescriptive programming. Further, it is recommended that prison administration consider converting a management level staff position in to a new classification called **“Population Control Officer.”** This position would be responsible for overseeing inmate job assignments, identifying inmates who could be managed under bail supervision, ensuring that all eligible inmates are offered appropriate programming leading to their timely release on parole, etc.
2. Further, the Committee recommends that the Court and the Probation Department develop policy and procedures which establish **graduated sanctions for offenders who violate the conditions of supervision**. Such a policy would impact the prison by diverting persons from being returned to custody. Instead, sanctions such as, increased office visits/drug testing; referral to D/A treatment; placement on house arrest/Work Release Program, etc, would allow the offender to remain in the community, remain with their family and continue full employment.

3. As set forth in the Operations section of this report, there are ongoing issues about the number of **inmates being held beyond their minimum release date**. In that regard, the Committee recommends that the Prison Board direct the Warden to include the exact number of inmates being held beyond their minimum date and the reasons for the delay in the regular monthly report to the Board.
 4. As previously noted **Suicide Prevention Policy and Procedures** need to be reconciled given the disparity in how federal and all other inmates are treated when there is an indication of a risk of suicide or suicide ideation. The Committee believes this ongoing unresolved disparity places the County at great risk both ethically and legally.
 5. There are instances where an inmate is returned to custody as a technical violator and ordered to serve the balance of the sentence and later has a **detainer for unpaid fines and costs**. For inmates in that circumstance, the Committee recommends that case management staff and Probation Department staff confer and recommend to that Court that the inmate be granted re-parole with the special condition that upon release the inmate be required to reside in the Work Release Program until such time as the inmate develops an approved home plan. The re-parole order would allow the records officer to activate the inmate's detainer and allow the inmate to participate in the community service program to earn credit toward the outstanding fine and costs. Further, this would help to reduce the prison's population by not requiring the inmate to serve the full sentence and the inmate would be allowed to participate in programming. Of course, the Committee notes that the Court would only entertain a re-parole action provided the inmate had a clear conduct record, good institutional work record, etc. *NB: The net cost per inmate, per day is \$60. Inmates who participate in the Community Service Program to mitigate their outstanding fine and cost balance are credited \$50 per day.*
- c. **Develop a Behavioral Health Committee of the LCP Board**
- The Committee is recommending the development of a standing committee of the Lackawanna County Prison Board for the purposes of creating a **multidisciplinary team tasked with developing and monitoring behavioral health services within the prison**. This Committee could advise the Prison Board about available and needed behavioral health resources within the prison as well as within the community. This committee could help to address performance issues related to contracted behavioral health providers, coordinate care and evaluate promising and best practice approaches for delivering mental health and substance use disorder services within a prison milieu.

- d. Develop an identified space (unit) for inmates in need of behavioral health/developmental disability supports (ie. mental health, developmental disabilities, substance use disorder)**

With consideration to the inherent spatial challenges of the LCP, it was discussed throughout the course of the Committee's work that individuals with mental health, developmental disabilities (e. g., Autism Spectrum Disorder) or a substance use disorder could be better managed in a dedicated space within the LCP.

- e. Reinstitute General Equivalency Diploma (GED) Program for all eligible and interested inmates**

During the course of this Committee's work, it was discovered that the LCP no longer offers the GED Program due to loss of funding; which is in conflict with the current policy as follows:

Policy # 06.05.01 – Treatment Services, Section IV, 14, B states:

General Equivalency Diploma (GED) Preparedness Program – the GED Program will be offered via the services of EOTC. Testing shall be administered by a Corrections Counselor who has been certified by the State Department of Education. All GED Preparedness Instructors shall hold Bachelor's degrees in Secondary Education or be under the supervision of staff holding at least a Bachelors degree in Secondary Education. The number of hours per week for this service shall be not less than 6 hours.

- f. Implement the Criminal Justice Referral Process for Substance Abuse Assessments as developed previously via the Criminal Justice Advisory Board (see attachment #4)**
- g. Develop additional resources to address presenting substance use disorder of inmates**
1. Develop Medically Assisted Treatment Program – The Committee is aware of an opportunity with the Lackawanna-Susquehanna Office of Drug and Alcohol Programs to fund a Medically Assisted Treatment (MAT) Program within the LCP, specifically for Vivitrol. Additionally, the Program is seeking a grant opportunity through the Pennsylvania Department of Corrections for additional resources to support the Vivitrol program. Additionally, the Committee recommends that the Prison Board direct the medical provider to cooperate in the implementation of the MAT program.

IV. ATTACHMENTS:

- Sequential Intercept Model
- Back on Track – Inside/Outside (Program Documents) – *State Inmates Only*
- Criminal Justice Referral Process for Substance Abuse Assessments as developed previously via the Criminal Justice Advisory Board

Appendix

Attachment #1 - Misconduct Hearings Form

Attachment #2 - Sequential Intercept Model

Attachment #3 - Back on Track – Inside/Outside (Program Documents) – *State Inmates Only*

Attachment #4 - Criminal Justice Referral Process for Substance Abuse Assessments as developed previously via the Criminal Justice Advisory Board

Attachment #5 – Worksheet to Monitor the Status of the Committees' Recommendations/Accomplishments

Attachment #6 – Statistics for 2015 and 2016 (year-to-date); and a sample population breakdown.

Misconduct Hearings

Make sure misconducts were served

If served, you must wait at least 24 hours to have the hearing

Upper corridor sergeant will sit on hearing board for misconduct hearings in the upper area of the prison.

Lower corridor sergeant will sit on hearing board for misconduct hearings in the lower area of the prison.

**Unless they were involved in the misconduct being written.

If an inmate is in RHU

- Approach cell
- Request inmate to come to cell door
- Verify their name
- "This is your misconduct hearing. Have you received a copy of your misconduct? Have you read it and understand it?" (If no, verify that they have signed that the misconduct has been served or that they refused it. They may just not have a copy (if refused) and allow them the opportunity to read it before proceeding)

If yes, "How do you plead?"

If they respond, "guilty", no formal hearing is needed. Give them the opportunity to give a statement at this time.

If they respond, "not guilty", a formal hearing will take place outside of the RHU. (All security precautions will remain in effect)

If an inmate is not in RHU

- Have officer call the inmate to the security desk
- Make sure inmate is dressed in full prison attire
- Verify their name
- "This is your misconduct hearing. Have you received a copy of your misconduct? Have you read it and understand it?"

If yes, "How do you plead?"

If they respond, "guilty", no formal hearing is needed. Give them the opportunity to give a statement at this time.

If they respond, "not guilty", a formal hearing will take place at this time. Notify them, "this is your hearing, state your case".

**Feel free to take notes on the misconduct.

BOTH, the sergeant and upper level management that conduct the hearing will sit and review the hearings once all hearings are conducted. This is not a one person job. We are a team and should work together.

**The punishment should fit the crime.

Not all inmates will be found guilty and not all inmates need to go to RHU.

Disciplinary Action

Review any misconduct history in OMS.

Don't go lower than what was previously ordered.

If it is their 1st offense, go at least half (or less) depending on the severity of the offense.

*You cannot change/add an infraction

**Don't be afraid to review security video to help determine guilt/innocence.

There will be a log book kept for tracking misconduct discipline. Please include date (on top of page) Inmates name, the offense(s) they were found guilty of and the disciplinary sanction given per offense.

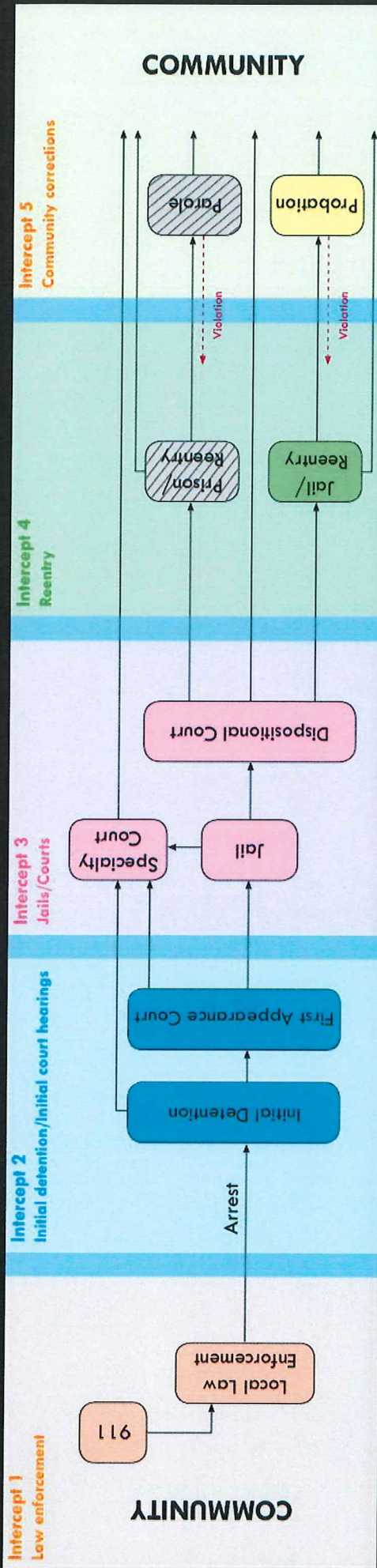
If two inmates are involved in the same offense, there may be a time that one of them would end up with a different disciplinary sanction.

(i.e. fighting. 1st offense 15 days)

Inmate A (1st offense) 15 days

Inmate B (2nd/3rd offense) 21 days

**Must be documented on hearing report why there is a difference in the sanction. (i.e. history of offense, etc)



Action Steps for Service-Level Change at Each Intercept

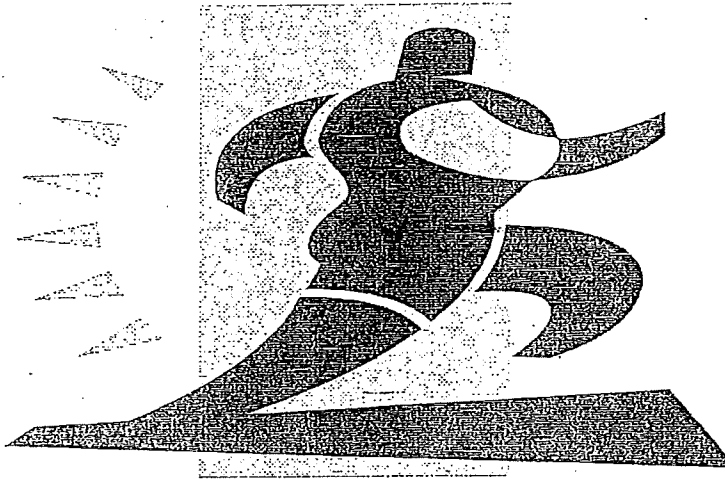
- **911:** Train dispatchers to identify calls involving persons with mental illness and refer to designated, trained respondents
- **Police:** Train officers to respond to calls where mental illness may be a factor
- **Documentation:** Document police contacts with persons with mental illness
- **Emergency/Crisis Response:** Provide police-friendly drop off at local hospital, crisis unit, or triage center
- **Follow Up:** Provide service linkages and follow-up services to individuals who are not hospitalized and those leaving the hospital
- **Evaluation:** Monitor and evaluate services through regular stakeholder meetings for continuous quality improvement

- **Screening:** Screen for mental illness at earliest opportunity; initiate process that identifies those eligible for diversion or needing treatment in jail; use validated, simple instrument or matching management information systems; screen at jail or at court by prosecution, defense, judge/court staff or service providers
- **Pre-trial Diversion:** Maximize opportunities for pretrial release and assist defendants with mental illness in complying with conditions of pretrial diversion
- **Service Linkage:** Link to comprehensive services, including care coordination, access to medication, integrated dual disorder treatment (IDDT) as appropriate, prompt access to benefits, health care, and housing; IDDT is an essential evidence-based practice (EBP)

- **Screening:** Inform diversion opportunities and need for treatment in jail with screening information from Intercept 2
- **Court Coordination:** Maximize potential for diversion in a mental health court or non-specialty court
- **Service Linkage:** Link to comprehensive services, including care coordination, access to medication, IDDT as appropriate, prompt access to benefits, health care, and housing
- **Court Feedback:** Monitor progress with scheduled appearances (typically directly by court); promote communication and information sharing between non-specialty courts and service providers by establishing clear policies and procedures
- **Jail-Based Services:** Provide services consistent with community and public health standards, including appropriate psychiatric medications; coordinate care with community providers

- **Assess clinical and social needs and public safety risks;** boundary spanner position (e.g., discharge coordinator, transition planner) can coordinate institutional with community mental health and community supervision agencies
- **Plan for treatment and services that address needs;** GAINS Reentry Checklist (available from <http://www.gainscentersantisa.gov/html/resources/reentry.asp>) documents treatment plan and communicates it to community providers and supervision agencies – domains include prompt access to medication, mental health and health services, benefits and housing
- **Identify required community and correctional programs responsible for post-release services;** best practices include reach-in engagement and specialized case management teams
- **Coordinate transition plans to avoid gaps in care with community-based services**

- **Screening:** Screen all individuals under community supervision for mental illness and co-occurring substance use disorders; link to necessary services
- **Maintain a Community of Care:** Connect individuals to employment, including supportive employment; facilitate engagement in IDDT and supportive health services; link to housing; facilitate collaboration between community corrections and service providers; establish policies and procedures that promote communication and information sharing
- **Implement a Supervision Strategy:** Concentrate supervision immediately after release; adjust strategies as needs change; implement specialized caseloads and cross-systems training
- **Graduated Responses & Modification of Conditions of Supervision:** Ensure a range of options for community corrections officers to reinforce positive behavior and effectively address violations or noncompliance with conditions of release



BACK ON TRACK- INSIDE

Back on Track-Inside (BOTI) is a program offered to Technical Parole Violators who are eligible for PV programming. This program will give participants the opportunity to acquire the skills they need to increase pro-social behaviors. BOTI is a 30 session program, which meets 3 times weekly. Refer to the BOTI Outline for session topics.

This is a rolling admission program. It is recommended that you start a group with eight participants but not exceed fifteen participants at one time. Please see the BOTI Admission Tracking Form to track inmate admission into the program.

Each session provides the materials necessary to facilitate the class assignments, role plays and table-tops. *Italicized sentences are for the facilitator only. Questions to the class participants are in bold.*

There are numerous handouts for each session. They are provided at the back of each session. You will need to ensure that your class participants have the handouts at the beginning of each session. Use discretion, however, as far as when you want them to refer to the handouts.

Parole Violator Treatment Completion Sheet

Resident's Name: _____	DOC# _____
Case Manager: _____	PBPP# _____
Facility: _____	Intake Date: _____

Required for All Offenders ("root"/base program) 25 Sessions

Back on Track Outside	Verification
1. Out For Good: What it Takes to Stay Out of Prison	
2. MET Stages of Change	
3. Taking a Closer Look/Cost Benefit Analysis	
4. Values and Personal Responsibility	
5. Goal Setting	
6. Cognitive Behavioral Link/Irrational Thinking	
7. Healthy Thinking and Thinking Reports	
8. Relapse Prevention Related to Criminal Activity	
9. Feelings, Part 1	
10. Feelings, Part 2	
11. Coping Skills, Part 1	
12. Coping Skills, Part 2	
13. Coping With Rejection and Table Tops	
14. Actions and Consequences	
15. Problem Solving Skills	
16. Communication Skills, Part 1	
17. Communication Skills, Part 2	
18. Communication Skills, Part 3	
19. Time Management	
20. Recognizing and Avoiding Negative Relationships, Part 1	
21. Recognizing and Avoiding Negative Relationships, Part 2	

22. Alcohol and Other Drugs	
23. MET Stages of Change	
24. Back on Track Inside-Quiz	
25. Review	

AOD Moderate = 20 Sessions

AOD High = 38 sessions

☐ Not Required ☐ Moderate ☐ High

Facilitator's Signature

Session 1: Unrealistic Expectations: Overview	Session 9: CBT Relapse Prevention: Coping w/Cravings	Session 17: CBT Relapse Prevention: Avoiding the Addictive Lifestyle & Refusal Skills	Sessions 25: CTC: "I Want it Fast & Easy."	Sessions 33: Problem Solving Groups
Session 2: Unrealistic Expectations: Recog., Avoid & Cope w/Using Situations	Session 10: CBT Relapse Prevention: Coping w/Cravings	Session 18: CBT Relapse Prevention: Coping Plan & High Risk Situations	Sessions 26: CTC: "Where Does This Thinking Lead?"	Sessions 34: Problem Solving Groups
Session 3: Unrealistic Expectations: Expectations	Session 11: CBT Relapse Prevention: Coping w/Cravings	Session 19: CBT Relapse Prevention: Coping Plan & High Risk Situations	Sessions 27: CTC: "No One Was Hurt."	Sessions 35: Problem Solving Groups
Session 4: Unrealistic Expectations: Pro-social vs. Anti-social Lifestyles	Session 12: CBT Relapse Prevention: Developing Motivation & Commitment to Stop	Session 20: CBT Relapse Prevention: Coping Plan & High Risk Situations	Sessions 28: CTC: "Who is Hurt?"	Sessions 36: Problem Solving Groups
Session 5: Unrealistic Expectations: Relationships, Part 1	Session 13: CBT Relapse Prevention: Developing Motivation & Commitment to Stop	Session 21: CTC: Why Change?	Sessions 29: CTC: "It's OK to Shut Off Fear."	Sessions 37: Problem Solving Groups
Session 6: Unrealistic Expectations: Relationships, Part 2	Session 14: CBT Relapse Prevention: Developing Motivation & Commitment to Stop	Session 22: CTC: "I am a Victim of Others"	Sessions 30: CTC: Catch the Error – Remember Where it Leads	Sessions 38: Problem Solving Groups
Session 7: Parenting	Session 15: CBT Relapse Prevention: Avoiding the Addictive Lifestyle & Refusal Skills	Session 23: CTC: "I am a Victim of My Substance Abuse."	Sessions 31: CTC: Fear of Change and Responsible Actions	Problem Solving Groups – as needed
Session 8: Maintenance	Session 16: CBT Relapse Prevention: Avoiding the Addictive Lifestyle & Refusal Skills	Session 24: CTC: "I am Responsible for My Choices"	Sessions 32: CTC: Review	Problem Solving Groups – as needed

Commitment to Change (12 sessions)

☐ Not Required ☐ Required

Facilitator's Signature

12 Sessions	Signature Verification
Preview Session: Behind Our Actions: The Way We Think	
Session 1: Why Change?	
Session 2: Error in Thinking: "I am a Victim of Others"	
Session 3: Error in Thinking: "I am a Victim of My Substance Abuse."	
Session 4: "I am Responsible for My Choices"	
Session 5: Error in Thinking: "I Want It Fast & Easy."	
Session 6: Where Does This Thinking Lead?	
Session 7: Error in Thinking: "No One Was Hurt."	
Session 8: Who is Hurt?	
Session 9: Errors in Thinking: "It's okay to shut off fear."	
Session 10: Catch the Error – Remember Where it Leads	
Session 11: Fear of Change and Responsible Options	

Employment
(12 Sessions)

☐ Not Required ☐ Required

☐ How to Keep a Job ONLY Required

Choosing a Job

Facilitator's Signature

Session 1: Why Work?	Session 3: Work Interests and Skills
Session 2: Thinking About Work	Session 4: Barriers

Getting a Job

Session 1: Employment Applications	Session 3: Interviewing Skills
Session 2: Resumes & Cover Letters	Session 4: Mock Interviews (optional)

Job Search Skills

Session 1: Job Search Strategies

Keeping a Job

Session 1: Job Retention	Session 2: Workplace Communications
Session 3: Coping With Job Stress	

Relationships
(12 Sessions)

☐ Not Required ☐ Required

Facilitator's Signature

Session 1: Why Relationships are Important?	Session 2: What Does Love Look Like?
Session 3: Looking at Bad Relationships	Session 4: 3 Principles of Building Good Relationships
Session 5: Your Relationships Start With You	Session 6: Relationships Take Both People
Session 7: Relationships Take Skills	Session 8: Taking Action to Change Yourself
Session 9: Relationships and Anger	Session 10: Being Trustworthy is the Key
Session 11: Conflict Resolution in Relationships	Session 12: A Checklist for Making and Keeping Healthy Relationships

Money Smart (8 sessions)

☐ Not Required ☐ Required

Facilitator's Signature

Session 1: Bank on it	Session 3: Check it Out	Session 5: Pay Yourself First	Session 7: Loan to Own
Session 2: Borrowing Basics	Session 4: Money Matters	Session 6: To Your Credit	Session 8: Your Own Home

Parenting (8 Sessions)

☐ Not Required ☐ Required

Facilitator's Signature

Session 1: Building a Partnership	Session 3: Active Listening	Session 5: Helping Children Behave	Session 7: Self-Care for Parents
Session 2: Child Development	Session 4: Building Understanding	Session 6: Sensible Discipline	Session 8: Tomorrow and Beyond

Elective Programming (10 groups)

Facilitator's Signature

Elective 1:	Elective 6:
Elective 2:	Elective 7:
Elective 3:	Elective 8:
Elective 4:	Elective 9:
Elective 5:	Elective 10:

Lackawanna-Susquehanna
Office of Drug and Alcohol Programs

**Criminal Justice Referral Process for
Substance Abuse Assessments**

Implementation Date:

1. Referral Process

(1) Attorneys (public and private), (2) probation officers and/or (3) prison personnel *requesting* substance abuse assessments for individuals are required to complete and submit a **Consent to Release of Information** form and a **Defendant's Addendum for Treatment Consideration** form.

- a. ***Consent to Release of Information and Defendant's Addendum for Treatment Consideration*** forms are to be sent (postal mail, email or fax) to:

Mail: Lackawanna-Susquehanna Office of Drug and Alcohol Programs
Attn: Case Management Unit
507 Linden Street
Scranton Electric Building, 5th Floor
Scranton, PA. 18503

E-mail: esgror@lsodap.org, **Subject:** CJ Substance Abuse Assessment Request

Fax: (570) 496-1703, Attn: Case Management Unit, **Subject:** CJ Substance Abuse Assessment Request

- b. ***Consent to Release of Information*** forms and ***Defendant's Addendum for Treatment Consideration*** forms are on file at the following locations: (1) Adult Probation/Parole, (2) Public Defenders Office, (3) the Lackawanna-Susquehanna Office of Drug and Alcohol Programs, (4) the Lackawanna County Prison, and (5) the Chambers of the Honorable Michael J. Barrasse and the Honorable Vito P. Geroulo.

2. Eligibility Criteria

- a. Eligibility determination for a substance abuse assessment is at the sole discretion of the Lackawanna County Court of Common Pleas. The following inmate information will be accounted for when deciding appropriateness for assessment:
- i. Lackawanna County resident returning to Lackawanna County.

Lackawanna-Susquehanna
Office of Drug and Alcohol Programs

- ii. Ability to meet qualifications for Lackawanna County-based Programs:
 - Intermediate Punishment (IP)
 - Problem Solving Courts
 - Probation / Parole
- iii. Prior Record/Current Offense/Sentencing Guidelines for Current Offense
 - (If) Gagnon Violation, Sentence previously Sentenced To
- iv. Defendant's Addendum for Treatment Consideration
- v. Motivation/Willingness to participate in treatment services.
 - Once eligibility is determined, the Program's Case Management Unit will notify the referral source and determine next steps.

3. Assessment Process

- a. The Program's case management staff will conduct a substance abuse assessment with individuals at Lackawanna County Prison to establish an appropriate **level of care** using the criteria set forth by the Pennsylvania Client Placement Criteria (PCPC).
- b. Case Management staff completes the Medical Assistance (MA) application on behalf of the individual and submits to the County Assistance Office.
 - County Assistance Office (CAO) processes applications and determines eligibility for MA (public insurance).
- c. Case Management staff initiates placement process and locates a provider agency with available treatment options or bed date (inpatient).
- d. Case Management staff contacts attorney with identified bed date per the Furlough to Treatment Order.

4. Funding and Service Authorizations

Program case management staff will coordinate with the County Assistance Office (CAO), the identified treatment provider, Community Care Behavioral Health Organization (CCBHO) and the individual's attorney in order to ensure MA is active on the day of release with an approval for services from CCBHO.

Lackawanna-Susquehanna
Office of Drug and Alcohol Programs

5. Post Discharge from Treatment

All individuals, referred from the Lackawanna County Prison, who access inpatient treatment are required to have a viable home plan prior to time of discharge from treatment.

For individuals whose charges are “pending”, at time of treatment, the Court may require home confinement with electronic monitoring as part of the home plan.

- a. Should the Court order home confinement with electronic monitoring, for an individual, all appropriate offices will be given formalized notice.

cc: Lackawanna County Probation/Parole

Lackawanna County Prison

Lackawanna County District Attorney’s Office

Lackawanna-Susquehanna Office of Drug and Alcohol Programs

6. Referral Management

Inquiries into the status of referrals and assessments should be made to the Lackawanna-Susquehanna Office of Drug and Alcohol Programs, Case Management Unit.

7. Required Documents (See Attached):

- *Consent to Release of Information* form
- Signed *Defendant’s Addendum for Treatment Consideration*
- Signed *Furlough to Treatment Order*

DEFENDANT'S ADDENDUM FOR TREATMENT CONSIDERATION

THIS FOLLOWING INFORMATION SHALL ONLY BE USED FOR THE DEFENDANT'S CONSIDERATION FOR TREATMENT AND IS DEEMED CONFIDENTIAL. THE INFORMATION CONTAINED IN THIS DOCUMENT SHALL NOT BE DISCLOSED TO THE COMMONWEALTH AND SHALL NOT BE DISCLOSED TO ANY OTHER PARTIES EXCEPT FOR THE PURPOSES OF TREATMENT CONSIDERATION.

Date

Defendant's Name

1. Current criminal offenses as set forth in the Criminal Complaint or plea agreement: _____

2. Does the Commonwealth object? _____ ADA _____

3. History of Addiction: _____

4. Treatment History: _____

5. Mental Health illness/treatment History: _____

6. Other relevant information for consideration: _____

Defendant's Attorney: _____ Address: _____

Telephone: _____

The Lackawanna/Susquehanna Office of Drug and Alcohol Programs

Case Management Unit

Consent to Release of Information

I, _____, give my consent to the Case Management Unit of the Lackawanna/Susquehanna Office of Drug and Alcohol Programs to release information regarding my client record to:

**Lackawanna County Adult Probation/Parole Department
130 N. Washington Ave., 3rd Floor
Scranton, PA 18505**

Client Date Of Birth: ____ / ____ / ____ Client Social Security # ____ - ____ - ____

Referral From:

____ Public Defender Name/Telephone: _____
____ Private Attorney Name/Telephone: _____
____ Probation/Parole Officer Name/Telephone: _____
____ Re-Entry Coordinator Name/Telephone: _____

The information to be disclosed will be limited to the following:

____ History / Assessment ____ Diagnosis
____ Referral Contacts ____ Level of Care Recommendation
____ Monitoring of Service Plan ____ Other (specify) _____

The information specified above is being disclosed for the following purpose(s) only:

____ Criminal Justice System Reporting
____ Referral for Assessment
____ Funding Verification

I understand that I am not obligated to release this information, and not allowing the release will in no way affect the treatment I am currently receiving. I may revoke my consent at any time by notifying Lackawanna/Susquehanna Office of Drug and Alcohol Programs Case Management staff verbally or in writing. I have been informed of my right to inspect the material prior to its being released, and have had this form fully explained to me and understand its content. I understand that no other information will be released without my prior consent.

I understand my records are protected under the federal regulations governing Confidentiality of Alcohol and Drug Abuse Patient Records, 42 CFR Part 2, and cannot be disclosed, or redisclosed by the party who receives it without my written consent unless otherwise provided for in the regulations. I understand that all Protected Health Information will be protected in accordance with the HIPAA Regulations of 2003. I also understand that I may revoke this consent at any time except to the extent that action has been taken in reliance on it.

X _____
(Signature of Client & Date Signed)

X _____
(Signature of Legal Representative/Probation Officer/Re-Entry Coordinator & Date Signed)

This release is valid from: _____ to _____

Client has ____ Accepted ____ Rejected a copy of this release form (Initial One)

Attachment # 5—Worksheet to Monitor the Status of the Committees'
Recommendations

FINANCE COMMITTEE RECOMMENDATIONS/ACCOMPLISHMENTS

- Per the recommendation of the Finance Committee, new procedures have been adopted by the prison's business office staff streamlining the management of handling cash from the ATM for commissary deposits, bail deposits and e-purchasing of bus tickets for PVC participants thereby improving staff safety and efficiency.
- Warden Betti in conjunction with the Commissioners should ensure the timely hiring of allocated staff positions as well as promotions so as to achieve full staffing levels -----ongoing.

Operations Committee Recommendations

- At the direction of the Operations Committee changes were made at the prison to expedite the paroling process, and the Probation Department's case management system, i. e., two CDI view only were installed in the Records Department's computers to improve efficiency. In addition, counselor assignments were revised to ensure more accountability for the management of Lackawanna County sentenced inmates.
- At the direction of the Operations Committee, First Assistant Public Defender Joseph Kalinowski modified the existing universal Furlough Order. Implementation is pending the approval of President Judge Michael Barrasse. Inquiry to Judge Barrasse by Attorney Kalinowski on the matter should occur by September 15, 2016.
- At the recommendation of the Operations Committee a system was established whereby Records Office staff and the District Attorney's Office staff communicate weekly to determine which inmates have satisfied their writ obligation thereby ensuring there is no delay in returning the inmates to state custody.

- At the recommendation of the Operations Committee contact was made with the United States Marshals Office in Scranton in an attempt to increase the amount of information that is supplied to the prison when a federal prisoner is admitted. Captain Shanley should be directed to make a report to the Prison Board during the October meeting as to what progress has been made to date.
- The Committee observed dirty and unsanitary conditions in the kitchen. The Prison Board concurred and measures were taken to clean and paint the kitchen and to install a dishwasher capable of cleaning and sanitizing approximately 1,000 trays per meal. Additional repairs are still needed, in particular the installation of a power washer for cleaning garbage containers, etc. Captain Shanley should make a report on this matter during the October Prison Board Meeting.
- In a separate report to the Prison Board and Warden Betti, additional physical plant issues pertaining to internal and external security matters will be made.

Prisoner/Correction Officer Programs Committee

- Executive prison staff and executive staff from the Human Resource Department should engage in discussion about the County establishing an Employee Assistance Program. This should occur before the budget for 2017 is finalized.
- Warden Betti should direct the Staff Training and Development Officer to establish the following training modules: Crisis Intervention Training; Mental Health First Aid and Trauma-Informed Training. In addition, Warden Betti should consider adding an additional training officer position to assist the Staff Training and Development Officer. This should be included in the 2017 budget.

- The Programs Committee strongly recommends that the Court and the Probation Department establish new policies and procedures to manage technical probation/parole violators through a program of graduated sanctions by November 1, 2016.
- In that regard, Warden Betti, in conjunction with the Court, should direct his case management staff to develop prescriptive programming for technical violators as well as a “good time” system by December 1, 2016.
- Further the Committee suggests that Warden Betti reclassify a management level position to a “Population Control Officer” to more effectively oversee inmate movement, etc, by October 1, 2016.
- The Prison Board shall require Warden Betti to provide a report on the number of inmates being held beyond their minimum release date and the reason they are still in custody by the October 2016 Report.
- Warden Betti shall establish a singular policy and procedures for managing inmates experiencing suicidal ideation by October 1, 2016.
- The Prison Board should establish a multidisciplinary team of professionals to develop a behavioral health unit in a housing unit. This would be a standing committee as to how best to utilize medical/psychiatric resources.
- Warden Betti should immediately re-establish the GED program with the assistance of EOTC.
- Warden Betti, in conjunction with the Medical Director and the Prison Board, should immediately establish “in-house” Medically Assisted Treatment Programs.

Lackawanna County Prison Study Commission - Recommendation Worksheet - September 2016

Committee	Target Area	Recommendation Description	Point Person	Projected Completion Date	Completion Date (Verified)	Comments/Progress Update
Finance	Personnel	Investigate the status of the six (6) officers placed on paid administrative leave on June 17, 2016, with a view of either returning them to duty or suspending them without pay.	Warden Betti, Lacka Co Human Resources Dept.	9/15/2016		
Finance	Contracting	Check status of Summerill contract to increase the federal per diem rate	Warden Betti	10/1/2016		
Finance	Correspondence	Send letter to Court Administrator Castellano regarding status of SCAPP federal funds	Warden Betti	10/1/2016		
Finance	Personnel	Implement the KRONOS system in the LCP for managing time and attendance.	Thomas Durkin, Warden Betti	10/1/2016		Biometric readers have been installed and full activation should be in place by October 1, 2016.
Operations	Policy	Develop policy, procedures and interventions for technical supervision violators to allow the Court to reconsider the violator for reparole, etc.	Court, Warden Betti, Director McCarthy	10/1/2016		
Programs	Personnel Support Program	Prepare and execute Memorandums of Understanding (MOUs) with agencies identified in the Report which would provide Critical Incident Stress Debriefing in the event of a major catastrophic occurrence at LCP	Warden Betti, Executive Staff	10/1/2016		
Programs	Case Management Services	Reclassify a management level position to a "Population Control Officer" to more effectively oversee inmate movement, etc.	Warden Betti	10/1/2016		

Programs	Healthcare	Establish a singular policy and procedures for managing suicide prevention.	Warden Betti, Prison Medical Director	10/1/2016		
Finance	Contracting	Executive prison staff should ensure that the state contract for PVC participants is fulfilled at the rate of 150 male and 16 female participants. Further, in conjunction with executive Finance Department staff should submit a request to increase the state per diem rate of \$70.	Warden Betti	11/1/2016		
Finance	Personnel	Complete an updated staffing analysis in conjunction with the preparation of the 2017 budget.	Warden Betti, Lacka Co Human Resources Dept.	11/1/2016		
Finance	Personnel	Determine if deputy sheriffs could be assigned to guard hospitalized inmates.	Prison Board, Sheriff McAndrew, Warden Betti	11/1/2016		
Operations	Policy	Review and evaluate the Work Release Program's admission policies, etc.	Prison Board	11/1/2016		
Operations	Furlough/Out Board/ Personnel	Ensure all persons on the "Out Board" in furlough status are accounted for; this was accomplished in June/July. Warden Betti will assign staff to keep a current record of all persons in furlough status. Create a position within the Prison to manage the "Out Board" titled, Administrative Assistant to the Records Office.	Board of County Commissioners, Warden Betti, Lacka Co Human Resources Dept	11/1/2016		Salary Board to consider funding the recommended position in September 2016.

Operations	E-Communication	Automate the Clerk of Judicial Records, criminal division, so that there will be real time of recording and communicating sentencing dispositions to the prison and the Probation Department.	Clerk of Judicial Records, IT Dept	12/1/2016		This task will be accomplished in conjunction with the IT Department. It is recommended that the Prison Board request Chief of Staff Andrew Wallace monitor the completion of the project.
Operations	Facility	Develop the vacant space adjacent to the prison law library as a common work area for Counselors, equipped with computers, work surfaces and filing cabinets.	Warden Betti	12/1/2016		
Programs	Case Management Services	Develop prescriptive programming (within the Prison) for technical violators and a "good time" system, with Court authorization.	Warden Betti	12/1/2016		
Programs	Facility	Upgrade CCTV System in order to broadcast religious services in the prisons chapel.	Maintenance Dept, IT Dept	12/1/2016		Captain Shanley to maintain progress on this project.
Finance	Facility	Pursue the purchase of the building adjacent to the prison.	Board of County Commissioners	12/31/2016		
Programs	Training	Develop a Critical Incident Response Team within the LCP, by training personnel and developing policy/procedure	Warden Betti, Lieutenant Brown	1/1/2017		

2015 STATISTICS

Total # of Intake Forms Completed **934**

Male Inmates (Total) 603

Female Inmates (Total) 331

Average Age 25

	Totals	Percentages
<u>Marital Status</u>		
Single	699	75%
Married	119	13%
Divorced	76	8%
Separated	17	2%
Widowed	13	1%
Unknown	10	1%

Inmates with Children

Inmates with One or More Children	463	50%
Total Number of Children	846	
Children Placed with Social Service Agency	26	

	Totals	Percentages
<u>Education</u>		
High School Graduate	478	51%
GED	79	8%
Some College	31	3%
Associates Degree	16	2%
Bachelor's Degree	22	2%
Less than 12 years	268	29%
Unknown	39	4%

	Totals	Percentages
<u>Criminal History</u>		
Males with Criminal History	478	79%
Males without Criminal History	125	21%
Females with Criminal History	266	80%
Females without Criminal History	65	20%

	Totals	Percentages
<u>Substance Abuse History</u>		
Males with History of Substance Abuse	350	58%
Males without Substance Abuse History	253	42%
Females with History of Substance Abuse	198	60%
Females without Substance Abuse History	133	40%

	Totals	Percentages
<u>Substance Abuse Treatment</u>		
Outpatient Treatment		
Males	124	21%
Females	148	45%
Inpatient Treatment		
Males	58	10%
Females	46	14%
No Treatment History	557	60%

<u>Mental Health History</u>	Totals	Percentages
Males with Mental Health History	166	28%
Males without Mental Health History	437	72%
Females with Mental Health History	175	53%
Females without Mental Health History	156	47%

<u>Mental Health Treatment</u>	Totals	Percentages
Males with Mental Health Treatment	145	24%
Males without Mental Health Treatment	458	76%
Females with Mental Health Treatment	173	52%
Females without Mental Health Treatment	158	48%

<u>Physical Health Issues</u>	Totals	Percentages
Males with Physical Health Issues	189	31%
Males without Physical Health Issues	414	69%
Females with Physical Health Issues	186	56%
Females without Physical Health Issues	145	44%

<u>Military Veteran</u>	Totals	Percentages
Male	35	6%
Female	4	1%

2016 STATISTICS

Total # of Intake Forms Completed	954	
Male Inmates (Total)	627	
Female Inmates (Total)	327	
Average Age	27	
	Totals	Percentages
<u>Marital Status</u>		
Single	725	76%
Married	130	14%
Divorced	39	4%
Separated	39	4%
Widowed	12	1%
Unknown	0	0%
<u>Inmates with Children</u>		
Inmates with One or More Children	579	61%
Total Number of Children	1244	
Children Placed with Social Service Agency	6	
	Totals	Percentages
<u>Education</u>		
High School Graduate	498	52.20%
GED	93	9.75%
Some College	28	2.94%
Associate's Degree	5	0.52%
Bachelor's Degree	21	2.20%
Master's Degree	3	0.31%
Less than 12 years	285	29.87%
	Totals	Percentages
<u>Criminal History</u>		
Males with Criminal History	475	76%
Males without Criminal History	152	24%
Females with Criminal History	216	66%
Females without Criminal History	111	34%
	Totals	Percentages
<u>Substance Abuse History</u>		
Males with History of Substance Abuse	394	63%
Males without Substance Abuse History	233	37%
Females with History of Substance Abuse	220	67%
Females without Substance Abuse History	107	33%
	Totals	Percentages
<u>Substance Abuse Treatment</u>		
Outpatient Treatment		
Males	80	13%
Females	121	37%
Inpatient Treatment		
Males	146	23%
Females	88	27%
No Treatment History	0	0%
Treatment History Unknown	0	
Treatment History (Type Unknown)	0	
	Totals	Percentages
<u>Mental Health History</u>		
Males with Mental Health History	190	30%
Males without Mental Health History	435	69%
Females with Mental Health History	174	53%
Females without Mental Health History	150	46%
Mental Health History Unknown	0	

Mental Health Treatment

	Totals	Percentages
Males with Mental Health Treatment	162	17%
Males without Mental Health Treatment	463	49%
Females with Mental Health Treatment	170	18%
Females without Mental Health Treatment	154	16%
Mental Health Treatment History Unknown	0	0%

Physical Health Issues

	Totals	Percentages
Males with Physical Health Issues	212	34%
Males without Physical Health Issues	415	66%
Females with Physical Health Issues	154	47%
Females without Physical Health Issues	173	53%

Lackawanna County Prison Holding Authority Breakdown



- Report compiled on 9/1/2016 at 11:26hrs.

BOP	1
CJ TPV	40
LK	609
LUZ CO	25
MONROE	2
PVC	78
U.S.M.S.	112
WYOMIN	2
Total:	869
