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VOLUNTEERS OF AMERICA CHESAPEAKE INC.

AUDIT REPORT

OCTOBER 21, 1993

SUMMARY

The audit of the Volunteers of America (VOA) Chesapeake, Inc., Supervised Residential Center (SRC) was conducted on August 9-10, 1993. This Report and Compliance Plan, were approved by the Commission on Correctional Standards at its meeting on October 21, 1993.

The VOA - SRC, which is a private, nonprofit organization in Baltimore City providing housing for select pretrial detainees and sentenced offenders referred from the Baltimore City Detention Center, is under a contractual agreement with the Division of Pretrial Detention and Services (DPDS). The administration under the leadership of Joseph Boro, President-CEO and James Shannon, Program Director, operates the facility with competent, trained, experienced and professional personnel.

The facility was found in compliance with virtually all of the Minimum Standards for Adult Community Correctional Facilities. The few identified deficiencies involve a need to document and/or perform required functions and activities on a routine and consistent basis, train staff and ensure that regulatory agencies perform inspections as required. The findings did not illicit any appeals or variance requests but several of the standards were determined non-applicable, primarily due to the contractual nature of the operation. Many of the recommendations to enhance compliance over time, presented at the previous audit as technical assistance, were adopted in whole or in part. Only one violation was repeated from the prior report. It is anticipated that the administration will give similar attention to the technical assistance suggestions made during this audit cycle.

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The organization, structure, format and content of the standard operating procedures (SOP) manual is comprehensive, meets current situations, conditions and circumstances is specific to the facility operations and meets all suggestions for effective directive development. The emergency plans and inmate orientation materials are inclusive, informative, facility specific and appropriate to the needs of staff and inmates.

The facility administration and staff exhibited a proactive approach to the audit process. Pre-audit descriptive information and self-evaluation materials were generally accurate, current, thorough and submitted in a timely manner. Further information was obtained on site to clarify additional issues. The facility was reasonably well prepared for the on site audit, considering it was the initial formal experience for the audit coordinator and several other key personnel. The administration and staff clearly took the audit seriously and exhibited a genuine commitment to standards compliance. The staff was cooperative, patient, and professional. They remained available to answer questions, clarify standards related matters, escort the audit team members to various parts of the facility as needed and provide additional documentation as requested. Most of the secondary documentation was centralized, pertinent, informative and located in separate folders by standard. There were problems, however, with some of the security related materials not being in chronological order. The facility was responsive to providing additional information, and considerable efforts were put forth to address all compliance issues and recommendations prior to, during and subsequent to the on site visit.

The physical plant was generally in a good state of repair, given its age and level of use. The common areas were clean, freshly painted, well lit, spacious and orderly. The most noticeable issues of concern were dirty fans and clogged vents. Also, the showers warranted additional attention. Some light fixtures needed covers, and the carpet in the dormitories needed to be replaced, due to extensive cigarette burns. The basement area had an excessive amount of old, seemingly unusable furnishings that should be removed due to the potential fire hazard and detracting from the overall appearance. Observations noted on the tour indicated that a more thorough pest control procedure was required, as roaches were observed in storage locations as well as some of the common areas. Additionally, housekeeping in the kitchen could be improved to ensure that food is covered properly, dishes stacked appropriately, personal clothing (i.e., shoes, hats, etc) routinely placed in lockers,

and dirty rags cleaned and stored as required. The laundry area could also benefit from more attention to hygiene. The dormitories were crowded, but orderly and did not appear cluttered with excess personal property. It should be indicated that many of the concerns noted on the first day of the audit were corrected by the next day, further demonstrating the administrations' commitment to the standards process.

In conclusion, the facility is well managed and operated by properly trained, professional personnel who provide for a safe and secure environment. The contractual arrangement with the Baltimore City Detention Center seems to be a viable approach in population management and the utilization of standards appears to be well integrated into the daily functions of the facility. The corporate leadership, facility administration and the Division of Pretrial Detention and Services are encouraged to continue their proactive approach as well as provide the support and resources necessary to maintain a high level of achievement for this unique program.

AUDIT ACTIVITIES

1. FACILITY: VOLUNTEERS OF AMERICA DATE(S): 8/9/93-8/10/93

2. AUDIT TEAM MEMBERS

| <u>CODE</u> | <u>NAME</u> | <u>TITLE/RANK</u> | <u>AFFILIATION</u> | <u>PHONE</u> |
|-------------|--------------------------|----------------------------------|--------------------------------|----------------------|
| <u>A</u> | <u>ERNESTINE DEVANCE</u> | <u>ATL/CPS</u> | <u>MCCS</u> | <u>(410)764-4267</u> |
| <u>B</u> | <u>DONALD JONES</u> | <u>ASST. EXEC.DIR./ASST.ATL.</u> | <u>MCCS</u> | <u>(410)764-4266</u> |
| <u>C</u> | <u>DAVID T. PINDER</u> | <u>DIRECTOR/DAI</u> | <u>CECIL CO.COMM.CORR.CTR.</u> | <u>(410)398-3344</u> |
| <u>D</u> | <u>TINA BENTS</u> | <u>ADMIN.AIDE/DAI</u> | <u>OFF. INSP.GEN.-DPSCS</u> | <u>(410)764-4029</u> |
| <u>E</u> | <u>MARY LYNN LUPTON</u> | <u>SEN.COUNSELOR/DAI</u> | <u>THRESHOLD INC.</u> | <u>(410)727-0100</u> |

3. ASSIGNED STANDARDS (by corresponding team letter above)

| | | | |
|----------|-------------------------------------|----------|---------------------------------|
| <u>C</u> | <u>A. Security/Inmate Control</u> | <u>E</u> | <u>E. Inmate Rights</u> |
| <u>B</u> | <u>B. Inmate Safety</u> | <u>E</u> | <u>F. Classification</u> |
| <u>D</u> | <u>C. Inmate Food Services</u> | <u>E</u> | <u>G. Hearings</u> |
| <u>D</u> | <u>D. Inmate Housing/Sanitation</u> | <u>A</u> | <u>H. Admin. Record Keeping</u> |

4. TEAM ARRIVAL/DEPARTURE TIMES

| <u>DATE</u> | <u>ARRIVAL</u> | <u>DEPARTURE</u> |
|----------------|---------------------------------------------|----------------------------|
| <u>8/9/93</u> | <u>C-7:30;A-8:10,B&D-8:25,E-8:35 am</u> | <u>A,B,C,D,E - 4:30 pm</u> |
| <u>8/10/93</u> | <u>C-7:30,A-8:05,B&D-8:30,E-8:35 am</u> | <u>A,B,C,D,E - 5:15 pm</u> |

5. ENTRANCE INTERVIEW: DATE: 8/9/93 TIME: 8:40 - 9:15 am

AUDIT TEAM MEMBERS PRESENT: A B C D E

FACILITY STAFF PRESENT (NAME/POSITION)

Jim Shannon, Program Director

Irvin Hawkins, Assistant Program Director

Gretchen Crosland, Director of Correctional Services

6. TOUR: DATE(S): 8/9/93 TIME: 9:15 - 10:15 am

AUDIT TEAM MEMBERS: A B C D E

ESCORTS: Jim Shannon Irvin Hawkins

7. INMATE INTERVIEWS: DATE: 8/9/93 TIME: 11:10 a.m. - 12:10 p.m.

AUDIT TEAM MEMBER: A and E

CHARACTERISTICS: MALES 6 FEMALES 0 LOCATION: visiting area

8. STAFF INTERVIEWS:

CHARACTERISTICS: MALES 7 FEMALES 2 SECURITY 4 ADMIN. 3
MEDICAL 0 SUPPORT 2 OTHER 0

AUDIT ACTIVITIES (CONT'D)
VOLUNTEERS OF AMERICA
PAGE 2

9. EXIT CONFERENCE: DATE 8/10/93 TIME 4:05 - 4:50 pm
AUDIT TEAM MEMBERS PRESENT: A B C D E
FACILITY STAFF PRESENT: SAME AS ENTRANCE
ABOVE AND INCLUDE---
Joseph Boro, President/CEO, VOA
Barbara Noone Boro, Director - New Program Development, VOA

OTHER REMARKS: ATL met with VOA staff in Commission offices on July 1, 1993, prior to the on-site visit, to provide an orientation relative to new standards/audit process and to discuss preparation strategies and standards interpretation.

DESCRIPTIVE OUTLINE

- A. FACILITY: SUPERVISED RESIDENTIAL CENTER
- B. CATEGORY (Chapter type) ADULT COMMUNITY CORRECTIONAL FACILITY
- C. ADMINISTRATIVE AUTHORITY:
VOLUNTEERS OF AMERICA CHESAPEAKE INC.
- D. MANAGING OFFICIAL (name, title, telephone number)
JAMES SHANNON, PROGRAM DIRECTOR - (410) 563-9003
- E. AUDIT COORDINATOR(S) (name, title, telephone number)
Gretchen Crosland, Director of Correctional Services (410) 522-0600
- F. STAFFING PATTERN as of this date July 15, 1993
Use "C" for contractual/"PT" for part time)

| <u>RANK/TITLE</u> | <u># POSI- TIONS</u> | <u># PENDING MCTA</u> | <u>M</u> | <u>F</u> | <u>MINO RITIES</u> | <u>VACAN CIES</u> |
|--------------------------------------------------|--------------------------|---------------------------|----------|----------|------------------------|-----------------------|
| <u>1. ADM. PERSONNEL</u> | | | | | | |
| A. Warden/ | | | | | | |
| Director/Supt. | 1 | | 1 | | 1 | |
| B. Asst. Director for Resident Services | 1 | | 1 | | | |
| C. Asst. Director for Facility Operations | 1 | | 1 | | 1 | |
| <u>2. SECURITY PERSNL.</u> | | | | | | |
| A. House Supervisors | 11 | | 10 | 1 | 10 | |
| B. Shift Supvs. | 4 | | 4 | | 4 | |
| C. Relief Persnl. (part-time) | 4 | | 2 | 2 | 4 | |
| <u>3. TREATMENT PERSNL.</u> | | | | | | |
| A. Counselors/ Case Workers/ Case Managers | | | | | | |
| | 2 | | 2 | | 2 | |
| B. Social Workers | | | | | | |
| C. Psychologists | | | | | | |
| D. Other (list) | | | | | | |

| | <u>*POSITIONS</u> | <u>*PENDING MCTA</u> | <u>M</u> | <u>F</u> | <u>MINORITIES</u> | <u>VACANCIES</u> |
|------------------------------|-------------------|----------------------|----------|----------|-------------------|------------------|
| 4. <u>SUPPORT PERSONNEL.</u> | | | | | | |
| A. Recreation | | | | | | |
| B. Chaplains | | | | | | |
| C. Cooks/Dietary | 1 & 1 | "PT" | 2 | | 2 | |
| D. Supply Off. | | | | | | |
| E. Maintenance/Driver | 1 | | 1 | | 1 | |
| F. Clerical (Admin. Asst) | 1 | | | 1 | 1 | |
| G. Other (list) | | | | | | |

5. MEDICAL PERSONNEL (Residents are transported to BCDC).

- A. Physicians
- B. Nurses (RN, LPN)
- C. Physician Asst.
- D. Nurse Practit.
- E. Dentists
- F. Other (list)

G. PROGRAMS/SERVICES (if applicable)

| | <u># Participants</u> | <u>Frequency/Schedule</u> |
|-------------------------------------|-----------------------|---------------------------|
| 1. <u>Self-Help Activities</u> | | |
| A. Inmate Council | None | |
| B. Substance Abuse Counseling | None | |
| C. Mental Health Counseling/Therapy | None | |
| D. AA | None | |
| E. NA | 20 | 2 x WK. |
| F. Religious Services | 35 | 1 x WK. |
| G. Bible Study | 15 | 1 x WK. |
| H. Other (list) | | |
| Literacy Program | 6 | 3 x WK. |
| Who Are You? | 15-20 | 5 x WK. |
| (in-house substance abuse) | | |

2. General Privileges

Frequency/Schedule

- | | |
|------------------------------------------------------|------------------------------|
| A. Library | 5 x WK. |
| B. Commissary at BCDC | 1 x WK. per inmate |
| C. Visiting | 2 x WK. per inmate |
| D. Telephone Use | 7 x WK. |
| E. Mail | 5 x WK. |
| F. Exercise | 7 x WK. |
| <input checked="" type="checkbox"/> Indoor (Weights) | |
| NO Outdoor | |
| G. Recreation | 7 x WK. |
| <input checked="" type="checkbox"/> Games | Dormitory and dining/dayroom |
| <input checked="" type="checkbox"/> TV/VCR | |
| <input checked="" type="checkbox"/> Radios | |
| Other (list) | |

3. INSTITUTIONAL PROGRAMS/
TRUSTY ASSIGNMENTS

Participants

Frequency/
Schedule

- | | | |
|--------------------|-------------------|----------------|
| List: Housekeeping | Entire population | 7 x WK. |
| Kitchen Helpers | 7 | 7 x WK/3 x day |
| Laundry | 2 | 5 x Wk. |

4. OFF SITE PROGRAMS/
WORK CREW

NONE

ADULT CORRECTIONAL INSTITUTIONS
ADULT COMMUNITY CORRECTIONAL FACILITIES

| H. <u>INMATE POPULATION (AS OF 07/15/93)</u> | | <u>% CHANGE</u> |
|------------------------------------------------------|-----|-----------------|
| 1. Operating Capacity | 95 | + 36% |
| 2. Current Total | 95 | + 44% |
| 3. Maximum Custody | - | - |
| 4. Medium Custody | - | - |
| 5. Minimum Custody | 95 | + 44% |
| 6. Pre-Release Custody | - | - |
| 7. Held for Other Jurisdictions | 0 | - |
| 8. Out to Other Jurisdictions | 0 | - |
| 9. Special Confinement | | |
| a. Disciplinary Detention | 0 | - |
| b. Administrative Segregation | 0 | - |
| c. Protective Custody | 0 | - |
| d. Medical Isolation | 0 | - |
| 10. Hospital/Infirmary | 0 | - |
| 11. Inmate Characteristics (Optional) | | |
| a. Average Age | 25 | |
| b. % of Minorities | 90% | |
| c. Predominant charge/offense: B&E, Theft, Poss.CDS. | | |
| d. Average length of stay - 30-45 DAYS | | |
| 12. Work Release | 0 | - |
| 13. Other: Pre-Trial | 92 | + 48% |
| Sentenced | 3 | - 25% |

(All Contractual from BCDC)

PHYSICAL PLANT

The supervised residential center, which has been in use since July 5, 1988, is located at 1105 East Fayette Street in Baltimore. The stone and brick structure meets current code requirements and usage demands. The building is two and one-half stories with a partial basement. Currently, the building houses 95 inmates in two dormitories on the second floor. There are 35 bunked beds in the second floor front dormitory, which also includes storage containers for each inmate's personal belongings, a supervisor's desk, two color televisions, carpeted floors, 3 ceiling fans, 2 large pedestal fans, lexan plexiglass windows, three high volume air conditioners, sprinklers and a smoke detection system. The smaller second floor dormitory has 13 bunked beds with 2 air conditioning units and 1 TV, 2 porcelain wash basins, but otherwise is the same as the larger dormitory. The dormitories are bordered by several utility/storage rooms, office space and bathrooms for staff and inmates. The latter has three porcelain toilets and wash basins and six showers. Accommodations for the smaller dormitory consist of four showers and six wash porcelain basins.

On a lower mezzanine level, there is an additional lavatory with three porcelain toilets and two wash basins, but inmate access is restricted. This level also has the supervisor's office. The upper mezzanine level, above the small dorm, is utilized as the library, which has a supply of books, a table, a computer/word processor and some chairs. There are emergency exits from the library as well as the main stairway. A small storage room is off the stairwell and the entry to the stairs can be locked if necessary. The first level has the primary entrance, which is electronically controlled by the house supervisor at the nearby reception/control counter. This is where many of the security and control activities are regulated, recorded and monitored. Four closed circuit cameras, placed in sensitive locations in the facility, can be viewed from this area as well. There is also an open area bounded by a low level wall which contains sofas, chairs, and a table and desk used for the purpose of visiting/religious services/programming, etc. Around the perimeter are two offices, a small computer/copier room, a security locker, six pay telephones, a staff lavatory, and the main corridor. The latter contains the stairway entrance, a supply storage closet, a small two-section weight room, and the basement entrance. The rear portion of the first level has a storage room and the laundry room, with two coin operated washers and dryers. Adjacent to this area is another room that has been refurbished for additional storage. On the opposite side of the corridor is the kitchen, which is equipped with three

large freezers, a three section sink, a six burner stove, a deep fryer and a small dishwasher. A small vestibule adjoins the kitchen where inmates report to be serviced before going into the dining/dayroom. The latter has adequate tables and chairs, a television and VCR, and two vending machines for inmate use during recreational periods. The basement has the furnace and water heater, and is also used for miscellaneous storage. There is one additional emergency exit from this area. In general, the facility has adequate safety features, particularly for fire safety, with the availability of sprinklers, posted evacuation routes, smoke detectors and fire extinguishers. In addition, there are lit exit signs and electronic door controls to ensure safe movement in emergency situations.

SIGNIFICANT CHANGES

Since the last audit in July, 1990, there have been a number of significant changes. These include, but are not limited to the following:

Initiations/negotiations of the contract with the State occurred in July, 1991 with the transfer of the Baltimore City Jail from city operation to State control.

Volunteers of America, Maryland Inc. became officially, on January 9, 1992, Volunteers of America, Chesapeake, Inc. Because of growth and expansion outside of the State of Maryland, this name was chosen to show the inclusion of other areas.

Another Assistant Director's position was created in July, 1992 to handle resident services. The personnel for this position has changed twice since its inception, with the incumbent being hired on August 11, 1993. Four Shift Supervisory positions and a House Supervisor were added in July of 1992, as was the position of a maintenance/driver.

The population was increased to 95 residents, which resulted in a major renovation on the second floor to accommodate the 25 additional inmates. The back dorm now has 13 bunked beds. Four showers and six wash basins were installed, including the conversion of an old office into a lavatory consisting of 3 porcelain toilets and two sinks. There were also 2 wash basins put in the dormitory area for inmate use. All windows on the 2nd level were replaced with lexan plexiglass and now have new, brightly colored curtains. The entire facility has undergone a major painting which has added to the overall appearance of the facility. A laser printer was purchased to enhance the administrative operations. An in-house literacy program was instituted in July, 1992.

VOLUNTEERS OF AMERICA

COMPLIANCE PLAN

DUE DATE: May 1, 1994

| <u>NON-COMPLIANCE STANDARDS</u> | <u>DEFICIENCY(IES) NOTED</u> | <u>CORRECTIVE ACTION NEEDED</u> |
|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| <u>A-11 TOOL CONTROL</u> | Some tools were not included on the master listing and subsequently not inventoried. | Revise master listing to include all tools and inventory accordingly. |
| <u>B-1 FIRE SAFETY INSPECTIONS</u> | There was a twenty month period between the 1991 and 1992 inspections which caused the facility to miss the annual requirement. | Ensure that inspections are timely. |
| <u>B-13 (b) ADMINISTRATION OF MEDICATIONS</u> | The training of all staff who administer OTC's was not demonstrated. | Train all staff and document. |
| <u>C-5 MEDICAL SCREENINGS</u> | Documentation was not available to demonstrate that all inmates were screened prior to dietary assignments. | Screen all inmates before placement in dietary and retain documentation. |
| <u>G 1 (a) FORMAL DISCIPLINARY PROCESS</u> | There was no written evidence that inmates were notified of their infraction within 48 hours. | Document/implementation record-keeping. |

NON-APPLICABLE

A-4 SECURITY EQUIPMENT

A-5 SECURITY EQUIPMENT TRAINING - The facility does not have any security equipment.

A-12 TRANSPORTATION OF INMATES - Transportation is provided by BCDC personnel only.

A-13 ADMISSION/RECEIVING PROCESS - The center is not an initial reception facility.

A-14 RELEASE/DISCHARGE - All releases are performed at BCDC.

B-11 RECEPTION MEDICAL SCREENING - The center is not an initial reception facility.

B-14 (d) CONTROL OF MEDICATION - There are no needles, syringes or controlled medication on site.

B-16 LICENSING/CERTIFICATION - There are no on site medical staff.

B-18 PHYSICAL EXAMINATIONS - The center is not an initial reception facility.

B-19 PRE-RELEASE MEDICAL SCREENINGS - All residents are released from BCDC.

G-1 (f) FORMAL DISCIPLINARY PROCESS - Appeals are handled at BCDC.

H-2 COMPUTATION OF GOOD TIME - BCDC does all computations.