

2016

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# ANNUAL REPORT

John R. Kasich, Governor

Gary C. Mohr, Director



Department of  
Rehabilitation & Correction

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# Message from the Director



It is with sincere pride that I present you with the Ohio Department of Rehabilitation and Correction's (ODRC) Fiscal Year (FY) 2016 Annual Report. Within this report you will be provided an overview of the agency's major accomplishments and initiatives during the previous 12 months. I'd like to take this opportunity to highlight just a few of those accomplishments.

In true ODRC fashion, we continue to position ourselves as the top corrections agency in the country. During the past few years we have made some tremendous impacts on our system, and those things are bringing about positive results which we can see today. After over a full year of implementing drastically decreased phone rate for the offender phone system, we are now seeing the results which include a far-reaching increase in connections with families and loved ones with the number of calls increasing by 70 percent. It was important to take this step because we understand that maintaining family connections can enhance the likelihood inmates abide by the rules while incarcerated and helps to ease transition from incarceration to the community.

Since implementation of the Medicaid enrollment process, approximately 7,000 offenders have applied for coverage prior to being released from prison. A total of 19 facilities are actively participating, and we are on track for statewide implementation at all 27 prisons by the end of 2016. This process has created a continuity of care for offenders who can now access critical healthcare resources after release from prison.

The most recent budget bill also enabled DRC to identify certain low-risk offenders to participate in a Treatment Transfer program. This program allows ODRC to place those offenders certain community residential options that may free up bed space for non-eligible offenders. DRC began placing offenders in these community options in March 2016. The inmates are required to complete treatment readiness programming while in prison prior to being transferred to a licensed halfway house for completion of intensive substance use treatment. ODRC contracted with seven halfway house (HWH) providers to provide the residential portion of the program throughout the state. On March 1, 2016, ODRC contracted for 141 HWH beds for the program. The program was expanded to 302 beds effective July 1, 2016.

During FY16 ODRC expanded the number of funded HWH beds from 1885 to 2133, a 248 bed increase. Many of these beds were designated for females in an attempt to reduce the growing number of females that are entering the prison system. ODRC also expanded the number of Supportive Housing beds in the state by 26 beds, from 170 to 196, and the number of Community Residential Center beds by 12 beds, from 131 to 143 beds.

These are but a few of the many accomplishments of the department over the last year. As we continue to strive to make Ohio communities safer, we are committed to think progressively and innovatively as we reduce recidivism among those we touch.

Sincerely,

A handwritten signature in black ink, appearing to read "Gary C. Mohr". The signature is fluid and cursive, written in a professional style.

Gary C. Mohr  
Director

# The Ohio Department of Rehabilitation and Correction

## **Vision Statement**

Reduce crime in Ohio

## **Mission Statement**

Reduce recidivism among those we touch

# Operations



## Ed Voorhies

Managing Director of Operations

### **Bureau of Classification and Reception**

The Bureau of Classification and Reception classifies and assigns inmates to appropriate security level institutions from reception and during their incarceration. This area is responsible for the review, approval, coordination and scheduling of all inmate transfer requests in conjunction with centralized transportation as well as the review, approval, and facilitation of placement requests and transports for the interstate transfer of inmates to and from the agency with other states and/or the Federal Bureau of Prisons. All Security Threat Groups (STG) are monitored by this Bureau and specialized STG staff provide direct field support in both the prisons and community by assisting prison staff, the adult parole authority and local law enforcement. The Bureau also approves requests for institution separations and other specialized transfers, provides training for institution staff concerning the classification process, and conducts site visits to address specific issues as needed.

### **Security Threat Group**

The Security Threat Group office is responsible for tracking, monitoring, and investigating STG activities within ODRC. This section maintains STG investigation and intelligence information. These activities are designed to support institution and parole personnel in the field.

### **Special Operations**

Special Operations coordinates and monitors the Special Tactical and Response (STAR) team and all training for institution Special Response Teams, sniper training and hostage negotiations. The STAR team is a highly trained unit which can be activated statewide to manage incidents. This section also schedules and conducts annual institution no-notice critical incident management exercises at each of the prisons.

### **Bureau of Sentence Computation and Records Management**

Bureau of Sentence Computation and Records Management is responsible for interpreting sentencing documents and computing release dates. They are responsible for the accurate and timely management, retention and disposal of Departmental records. This area also includes the central record office which coordinates all details of inmate releases and related screenings, scheduling outside court hearings, wants and warrants checks, and processing detainees.

## **Office of Prisons**

The Office of Prisons is responsible for providing general day-to-day supervision, direction and oversight to the prisons. The Office of Prisons is comprised of four regions across the state.

Each region is managed by a Regional Director and is assigned an Operations Manager who is responsible for unit management functions which includes programming, visiting, recreation, placement packets, release planning, etc. In addition, the Operations Manager oversees all security aspects throughout the state prisons, Corrections Training Academy and the Ohio Penal Industries and ensures that prisons operate within compliance of all security policies.

## **Statewide Regional Operations**

For more information on statewide regional operations, please visit our [field operations](#) and [APA sites](#).

# Healthcare and Fiscal Operations



## Stuart Hudson

Managing Director of Healthcare and Fiscal Operations

### Office of Correctional Health Care

The mission of the Office of Correctional Health Care is to promote optimal wellness by providing integrated client-centered services.

#### **Bureau of Medical Services**

Bureau of Medical Services (BOMS) is responsible for the planning, implementation, monitoring, and evaluation of comprehensive medical services for offenders. Medical services include primary care, pharmacy, dental, lab, and telemedicine within each institution. BOMS services include specialized treatment at Franklin Medical Center (FMC) to include: intensive skilled medical and nursing care, long-term care, an Urgent Care Clinic, mobile resonance imaging (MRI) and computed tomography (CT) services, and a full-service, in-house laboratory. Specialized services are also available at the Frazier Health Center at the Pickaway Correctional Institution, including intensive skilled medical and nursing care, long-term care, and dialysis. Specialty and inpatient hospital care is offered through comprehensive medical contracts.

During 2015 and the early part of 2016, ODRC implemented the electronic health record (EHR), eClinicalWorks, in 93 percent of its facilities. The remaining two facilities will implement in the summer of 2016. The new system encompasses all healthcare service areas within ODRC to include medical, dental, mental health, recovery, and sex offender services. By combining healthcare service treatment in one electronic patient record, ODRC has eliminated "silos" between service areas and improved communication and collaboration between care providers. ODRC has begun to realize some of the expected benefits of an electronic health record which include:

- Improved continuity of healthcare service delivery within ODRC, within the larger criminal justice continuum in Ohio, and with Medicaid/external providers;
- Eventual participation in the Health Information Exchange (HIE) for Ohio;
- Reduced medication and/or treatment errors;
- Improved quality of care with clinical decision support; and
- Improved data/metadata to better inform decision-making and resource allocation in healthcare service areas.

## **Bureau of Behavioral Health Services**

The Bureau of Behavioral Health Services (BHS) is responsible for the planning, implementation, monitoring, and evaluation of comprehensive mental health services for offenders. Mental health services include an array of services provided on an outpatient or inpatient basis. This includes psychotherapy, groups, psycho-educational programs, psychotropic medications and prevention services tailored to the offender's treatment plan. This Bureau also is responsible for the provision of treatment services to special populations such as offenders with intellectual and developmental disabilities and sex offenses.

## **Office of Administration**

The Office of Administration provides fiscal direction and training programs to ODRC staff and others. The Deputy Director of Administration is responsible for all budget requests and fiscal allocations. The office formulates and writes all policies regarding distribution of funds and is the chief fiscal accounting Department for ODRC. The office also oversees Ohio Penal Industries and construction, activation and maintenance of all properties of ODRC.

## **The Division of Business Administration**

The Division of Business Administration (DBA) oversees fiscal operations comprised of the Operation Support Center business office which handles purchasing and accounts payable, revenue and receivables. DBA also serves as the liaison between the Department of Administrative Services and other state agencies.

## **Bureau of Budget Planning and Analysis**

Bureau of Budget Planning and Analysis prepares and monitors the agency's operating budget. It serves as the fiscal advisor for the agency and provides administrators with financial analysis, evaluation and recommendations to promote effective control and reasonable costs. This Bureau coordinates the Department's efforts to secure federal grants and other outside funding, oversees development of business intelligence reports, and maintains online financial security. The area also oversees the Department's controlling board process.

## **Bureau of Information and Technology Services**

The Bureau of Information and Technology Services (BITS) is responsible for DRC's statewide information and technology operations to include information service center, applications development, network / data security, pc support, telecommunications, network infrastructure, video conferencing, strategic planning, budgeting and statewide applications for 14,000 internal users, 3000 external users, 51,000 inmates and 33,000 offenders on supervision.

## **The Bureau of Construction, Activation, Maintenance and Sustainability**

The Bureau of Construction, Activation, Maintenance and Sustainability (CAMS) manages capital improvement projects, a preventative maintenance program, and utility conservation and environmental sustainability initiatives for DRC. The prisons are divided into five regions for CAMS, each of which is supported by teams of two Project Managers. These teams work closely with institutional maintenance staff

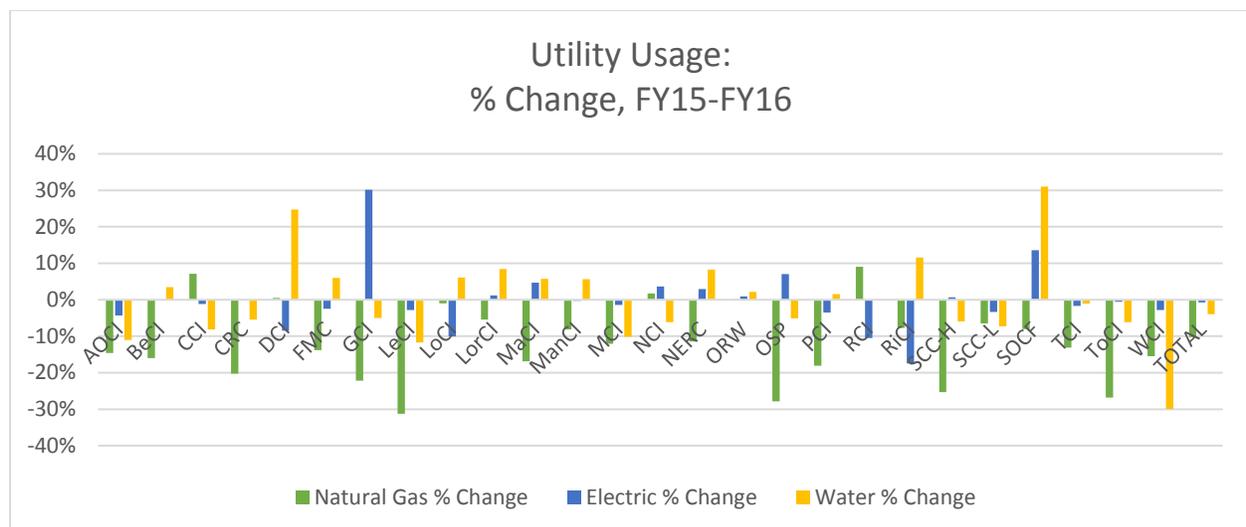
on all projects, and partner with the Ohio Facilities Construction Commission (OFCC) to manage large-scale projects over \$1.5 million.

The bureau has more than 200 active projects to support DRC’s institutions at any given time. The division completed 147 projects over the past 12 months and has 27 projects in planning stages, 64 in pre-construction stage, and 157 in construction as of June 2016. \$57.5 million in capital funds were expended to vendors, an increase from \$37.7 million last year, and \$14.7 million the year prior.

In addition, the office continued to work with the Ohio Facilities Construction Commission (OFCC) on the Master Plan, which informed the next five biennium capital requests. The first biennium request was approved to support the structural and population management needs of the facilities. Major highlights include the deconstruction of the old Orient complex and construction to support male, female, aging, and mental health populations.

Sustainability efforts at DRC continued to expand in FY16. Electric usage decreased by 1% from FY15, natural gas by 10%, and water by 4%. In addition, DRC avoided \$2.23 million in electric costs by bidding out electric rates, and added two additional institutions and many smaller accounts to the bidding process. 23 institutions participated in a program to reduce the load on the electric grid, earning over \$1.2 million. Additional revenue came from recycling programs, which earned over \$139,000 in FY16.

FY16 also saw an increase in partnerships with other state agencies. DRC and the Ohio Department of Youth Services (DYS) have been working closely together to share best practices, resources and contracts; DYS has since adopted a number of DRC initiatives including recycling programs, in-vessel composters, and Roots of Success. The Ohio Facilities Construction Commission (OFCC) has been a strong supporter for DRC conservation initiatives, funding eight energy efficiency-focused capital projects through their Energy Fund this fiscal year and launching two new, large-scale Energy Performance Contracts (one at Marion Correctional Institution and another at Chillicothe Correctional Institution). DRC also continued to expand partnerships with the Ohio Department of Natural Resources through initiatives to support endangered species like Eastern Hellbenders and a variety of Ohio pollinators.



This data reflects the billing cycle dates of April 2015 – March 2016.

## **Ohio Penal Industries**

Ohio Penal Industries is responsible for providing an industrial training program designed to provide vocational skills and a meaningful work experience for the inmate population while producing products. Some of these products and services include license plates, office furniture, modular furniture, janitorial supplies, asbestos abatement, and vehicle service and repairs.

## **Office of Acquisition and Contract Compliance**

The Office of Acquisition and Contract Compliance focuses on monitoring and ensuring compliance of the agency's privatized operations. This office oversees fiscal audits, purchasing, contract administration and asset management. This office is responsible for the following:

- Asset management, including the operations of the Operation Support Center mailroom and storeroom;
- The management of food inventory and supplies and the evaluation of distributors and suppliers;
- The development of specifications, soliciting proposals, and contracts. Once the contracts are implemented, Contract Administration assists with development of contract monitoring tools and resolution of contract issues. This section also oversees the Department's real estate program;
- Examination of internal funds and accounts. Fiscal audits are conducted every three years and include financial testing, commissary fiscal operation, financial statement review and examinations of compliance with policies, procedures, administrative rules, and laws. This process reinforces responsibility, accountability, segregation of duties, fiscal management and promotes task standardization to reduce the risk of deviation from established and acceptable accounting principles

# Court and Community



## Cynthia Mausser

Managing Director of Court and Community

### **Bureau of Community Sanctions**

The Bureau of Community Sanctions, in partnership with state, local and private/non-profit agencies, develops and enhances community corrections programs utilized by local courts and ODRC for sanctioning and treating offenders in the community. The Bureau evaluates and approves grant applications for non-residential community corrections funding, provides guidance and oversight to ODRC funded residential facilities such as halfway houses and community-based correctional facilities, and conducts program reviews on all ODRC funded programs to ensure compliance with minimum standards of operation. The Bureau provides technical assistance and training for all ODRC funded programs.

The non-residential prison and jail diversion grants the Bureau administers are intended to support and enhance local community corrections programs. These grants include Community Corrections Act, Probation Improvement and Incentive Grants and the pilot Smart Ohio grants. Probation Improvement and Incentive Grants as well as SMART grants were designed to improve community supervision outcomes by establishing goals of reducing community control violators and Felony 4 and Felony 5 commitments to prison. Many counties have realized this goal and have improved the supervision services provided. ODRC distributed \$13,456,021 in Probation Improvement and Incentive funds in FY14/15, and will grant approximately \$23,154,907 in FY16/17.

### **Community Residential Services**

The Community-Based Substance Use Disorder program, commonly referred to as the Treatment Transfer (TT) program was developed in early FY16 as a result of changes to state law.

The program provides substance use disorder assessment and treatment through licensed community treatment providers to help reduce substance use relapse and recidivism for prisoners convicted of felony level 4 and 5 non-violent offenses. Eligible inmates may transfer from state correctional facilities to the community facilities for up to 365 days prior to the expiration of their prison sentences. The inmates are required to complete treatment readiness programming while in a ODRC prison prior to being transferred to a licensed halfway house for completion of intensive substance use treatment. ODRC contracted with seven (7) halfway house (HWH) providers to provide the residential portion of the program throughout the state. On March 1, 2016, ODRC contracted for 141 halfway beds for the program. The program was expanded to 302 beds effective July 1, 2016.

During FY16 ODRC expanded the number of funded HWH beds from 1885 to 2133, a 248 bed increase. Many of these beds were designated for females in an attempt to reduce the growing number of females that are entering the prison system.

ODRC also expanded the number of Supportive Housing beds in the state by 26 beds, from 170 to 196, and the number of Community Residential Center beds by 12 beds, from 131 to 143 beds.

## **Community Based Correctional Facilities (CBCF)**

In April of 2016 the STAR Community Based Correctional Facility transitioned their operations to the Ohio River Valley Community Correction complex in Franklin Furnace, Ohio. The move provides STAR with the ability to serve 250 offenders or more, an increase of more than 100 beds from their prior facility. The additional beds will allow them to meet the growing need for services in southern Ohio.

Other ongoing CBCF capital expansion projects include the 50 bed addition at the Lorain/Medina CBCF. The project broke ground in March and is schedule to be completed in September of 2016.

The Stark County CBCF will be expanded by 28 beds. The project is finalizing the design and bidding phase and will be breaking ground in early FY17.

The Trumbull County CBCF, called the North East Ohio Community Alternative Program (NEOCAP), expanded its operations through a lease with a building in Painesville. NEOCAP will move its female programming into the Lake County facility and expand its capacity for female clients by 24. It will also transform the female wing in its current building in Trumbull County to male beds specifically identified for Post Release Control offenders. The total expansion for the facility is 55 beds.

The MonDay CBCF in Montgomery County is in the final stages of similar project. They will be moving their female unit to the Delta building of the Bennett Cooper campus owned by ODRC. This will expand their female bed capacity by 16 beds. The current female wing will then be converted to male beds to also serve Post Release Control offenders. The project is scheduled to be completed in early FY17 and will increase the facility capacity by 50 or more beds.

## **Field Services**

Field Services sections include the Adult Parole Authority (APA) Field Staff and Fugitive Section. The section supervises parole, post release control, community control and interstate compact offenders. The section has 668 staff who supervises approximately 34,000 offenders. The section provides court services to 44 counties in the state. The fugitive section assists the APA with entering warrants on offenders who abscond supervision. This section also tracks violators who are in custody out of state and offenders in custody due to immigration status.

## **Investigations and Community Services**

Investigations and Community Services conducts investigations of alleged employee misconduct. This office provides guidance to community partners, jail personnel and community supervision staff in developing policy and compliance with community Prison Rape Elimination Act (PREA) standards.

## **Justice Reinvestment Officers**

Justice Reinvestment Officers serve as liaisons to the Courts of Common Pleas throughout the state by providing information to the courts regarding inmates who are eligible for and/or are being considered for early release options. They also process Certificates of Qualification for Employment (CQE) applications, a collateral consequences relief mechanism enacted in Senate Bill 337, and provide education on the process. Since the implementation of the online CQE process in 2013, JROs have processed over 1,800 CQE petitions.

## **Office of Programming, Development and Evaluation**

The newly formed Office of Programming, Development and Evaluation (OPDE) was created to provide oversight and accountability for the agency's implementation of evidence-based programs and processes that support the mission and vision of the Department. The OPDE closely aligns several interconnected agency Departments in order to serve as a resource for institution and field operations on program integrity and recidivism reduction strategies. The OPDE includes the following Departments: Office of Offender Reentry and Enterprise Development, Bureau of Research and the Ohio Central School System.

### **Office of Offender Reentry and Enterprise Development**

The Office of Offender Reentry and Enterprise Development is comprised of several Departments that consist of Reentry, Enterprise Development, Evidence Based Practices – Quality Assurance and Religious Services. The office is responsible for guiding and monitoring reentry related programs and initiatives. Designated staff are assigned initiatives including volunteers, family, reentry planning and assessments, housing, offender programming, community partnerships, and offender workforce development. Staff within the Office of Reentry work closely with institution and Adult Parole Authority staff to ensure agency practices align with the mission of the agency and are conducive to supporting successful offender returns to local communities.

The mission for the Office of Enterprise Development is to reduce the idleness of inmates through the creation of jobs. The office works in collaboration with the Department of Development, Ohio Penal Industries, Research, Information and Technology and Education. The Office of Enterprise Development creates partnerships and business opportunities with the public and private sector. The end result is to reduce recidivism rates and successfully reintegrate restored citizens into society through career and employment opportunities.

For more information, please visit the [Offender Reentry website](#).

### **Evidence Based Practices – Quality Assurance**

The Evidence Based Practices - Quality assurance staff members conducted Ohio Risk Assessment (ORAS) observations and audits with parole officers and prison staff in order to inform training, fidelity, validity, and reliability of the risk assessment process. Continuous quality improvement processes were put into place with training, observations, coaching, feedback, and follow up with the prison unit management staff, parole officers, as well as external service providers and partners. Staff conducted 125 trainings and completed over 370 ORAS interview and case plan observations in 2015.

## **Religious Services**

Religious Services oversees all faith-based programs throughout the state correctional institutions. Numerous organizations and volunteers continue to provide opportunities for inmates to engage in various religious activities and programs such as life-skill classes, faith-based reintegration classes, faith-based housing unit programs, mentorship, religious studies, worship services, religious holiday observances, and family unification programs.

All faith-based programs are non-mandatory meaningful activities. ODRC has recorded a total of 7906 active volunteers providing services. Of that total, 6517 volunteers are designated as Religious Service Volunteers. For more information, please visit [religious services online](#).

## **Bureau of Research and Evaluation**

The Bureau of Research and Evaluation provides information support, population analysis, and findings from policy and correctional program assessment to agency managing officers, policy makers, and the broader criminal justice community of Ohio. The Bureau compiles and summarizes performance metrics and administrative data for specialized and routine reporting purposes in order to describe offender populations, recidivism patterns, and improve operational management. The Bureau is responsible for conducting legislative impact analysis and prison population forecasting and research staff routinely serve in a variety of advisory capacities in support of Departmental work groups and inter-agency committees. Research classification specialists working within the Bureau's Offender History Information Unit collect and summarize detailed social and criminal background data in order to help better inform classification and policy analyses.

## **Ohio Central School System**

The Ohio Central School System (OCSS) provides academic and vocational education opportunities to all inmates. Programs include Adult Basic Literacy Education, General Educational Development (GED), High School, Special Education, Apprenticeship Training, Library Services, Career Technical Education, Advanced Job Training and Workforce Development skills.

In Fiscal Year 2016, the office assisted in the implementation of tablet technology pilot in Restrictive Housing. The purpose of this pilot is to utilize secure tablets to continue programming while in Restrictive Housing. Education, Recovery Service, Mental Health and Religious Services collaborated to insure each programming area has material available on the tablets.

## **Office of Victim Services**

The Office of Victim Services (OVS) provides assistance to victims of crime, victims' representatives, and members of the victim's family. The assistance includes, but is not limited to, providing information about the policies and procedures of the department and of the status of offenders under the department's jurisdiction. The office also makes available publications that will assist victims in contacting staff of the department about problems with offenders under the supervision of the adult parole authority or confined in state correctional institutions under the department's jurisdiction.

The office also administers the Victim-Offender Dialogue program and victim-centered programming, such as the Victim Awareness program, within the institutions and the Adult Parole Authority regions. Currently,

there are close to 45 open cases in the Victim-Offender Dialogue Program, with over 408 requests for dialogue since this program started. This program continues to be a very important part of the restorative justice process. The office also trained over 55 correctional and community professionals on the Victim Awareness curriculum.

## **The Ohio Parole Board**

The Ohio Parole Board determines the release of inmates from prison to parole and assesses offenders for placement on post-release control supervision. The board evaluates all clemency applications and forwards its findings/recommendations to the Governor for final approval. As a result of Senate Bill 160, Roberta's Law, the Parole Board oversees the identification and location of victims of crime, and providing notice of upcoming parole hearings and other events to judges and prosecutors. As a result of the enactment of Roberta's Law in 2013, the Parole Board has experienced a dramatic increase in victim participation in the parole process, a trend that continued in fiscal year 2016.

# Office of Legal Services



## Stephen Gray

Managing Director of Risk Management  
and Chief Legal Counsel

### **Risk Management**

The Division of Legal Services provides in-house legal counsel on policy, programs, and operations. The office also provides advice and services for financial transactions, supports various human resources functions, represents ODRC at administrative hearings, acts as the Director's designee on Rules Infraction Board and local control appeals, and serves as a liaison to the Office of the Attorney General in all formal litigation.

# Organizational Development



## Ed Banks

Managing Director of Organizational Development

### **Office of Equal Employment Opportunity**

The Office of Equal Employment Opportunity (EEO) is responsible for promoting equal opportunity in every aspect of agency personnel policies and practices. To that end, the EEO section of ODRC affirms its support of equal opportunity for all persons regardless of race, color, sex, religion, national origin, age, disability, veteran status, and sexual orientation/gender identity.

### **Bureau of Personnel**

The Bureau of Personnel is responsible for the oversight and supervisory accountability for all employee-related matters occurring in the Department in regards to personnel and payroll. The Bureau includes the following sections:

- Compensation and Benefits Unit is responsible for processing all off work and benefit programs as well as payroll processing and oversight for the agency in regards to reports and analyzing data.
- Operation Support Center/Division of Parole and Community Services Personnel Services Unit is responsible for providing guidance and training to both employees and managers.
- Institution Personnel Service Unit is responsible for providing support to institutions by reviewing and submitting personnel actions to the Department of Administrative Services (DAS) for review, performing job analysis, oversight of the request to fill process, and submitting changes to classification plans.
- Workforce Acquisition Unit is responsible for providing both centralized and regionalized agency posting and position selection management.
- Human Resource (HR) Research and Data Management serves as principal source of information for the agency regarding HR data and HR related research, produces HR data, completing information requests from outside constituency groups.
- HR has implemented a new department-wide branding initiative (see below) focused on engaging current employees and attracting potential employees.



## **Bureau of Labor Relations**

The Bureau of Labor Relations is responsible for the administration of collective bargaining agreements that impact the agency including interpretation and enforcement of contractual language. Labor Relations reviews all disciplinary actions at the suspension/fine or termination level prior to imposition and represents ODRC in employee grievance steps, up to and including final and binding arbitration. The Bureau of Labor Relations represents the Department at collective bargaining negotiations for all contracts and at agency specific negotiations.

## **The Reginald A. Wilkinson Corrections Training Academy**

The Reginald A. Wilkinson Corrections Training Academy (CTA) provides employee orientation training to all ODRC employees and other criminal justice partners. CTA also administers and provides specialized in-service training programs for ODRC employees, local law enforcements agencies, and other criminal justice partners.

## **Special Project: Evaluation of Correction Officer Hiring Process**

Over the past few years, ODRC has made great strides in developing and implementing ways of managing the inmate population that provide increased opportunities for offenders to take advantage of rehabilitation efforts and reduce recidivism. In an effort to continue to work towards the agency mission of “reducing recidivism among those we touch,” ODRC’s human resources office has begun to focus on improving HR practices in order to increase the contributions of HR to the success of this mission.

At the close of the year 2015, ODRC entered into a collaborative effort with the Department of Administrative Services and Bowling Green State University. The faculty and staff of Bowling Green Institute for Psychological Research and Application were contracted to undertake the comprehensive evaluation of ODRC hiring process for the position of Correction Officer.

Preliminary results and recommendations are expected by the end of the fiscal year. Additional time will be required for ODRC to consult with union representatives and develop an implementation plan. This is an important investment in the effort to continuously improve the ability of this agency to meet the goals of reducing recidivism among those we touch.

# Communications, Legislative, Chief Inspector

## **Office of Communications**

The Office of Communications keeps the public informed of the Department's latest developments, briefs the media on critical incidents, responds to day-to-day media inquiries, and provides training on effective public and media relations. The office is also responsible for maintaining, updating, and creating publications on behalf of ODRC which includes internet information as well as ODRC brochures, newsletters, and annual reports. The office organizes special events, ceremonies and other projects designated by the Director.

## **Inmate Grievance Procedure Report**

The office was restructured in the last fiscal year to reflect the organizational structure of ODRC with four Assistant Chief's assigned to NE, NW, SE and SW regions respectively. Collectively, these staff made 118 on-site visits to institutions during the fiscal year. Consequently, staff were able to provide more direct oversight and support of Inspectors and the grievance process at the institutional level which undoubtedly contributed to a decrease in grievances filed in 2015.

## **Legislative Liaison**

This area is responsible for overseeing the exchange of information to legislators and their staff. Other responsibilities include, but are not limited to:

- Assist and advise the Director and the offices of the Governor and Lieutenant Governor concerning establishment of a Departmental and administration criminal justice legislative agenda;
- Meet with key legislators and their staff concerning pending legislative issues and prepare testimony for presentation to committee members;
- Prepare written and oral responses to legislative inquiries and organize tours for interested legislators and their staff;
- Ensure that verbal and written inquiries from legislators and their staff are responded to in a timely and appropriate manner;
- Serve as the Director's representative on matters affecting federal, state, and local government.

## **Office of the Chief Inspector**

The Chief Inspector's Office administers inmate grievance procedures ensuring that inmate concerns and problems are being appropriately addressed. Additionally, the office responds to inmate grievance appeals and grievances against managing officers or inspectors. The office provides assistance, training, and advice to institutional inspectors and investigators and monitors, coordinates, conducts, and/or initiates internal administrative investigations. The Office of the Chief Inspector facilitates the inmate Americans with Disabilities Act process.

## Bureau of Adult Detention

The Bureau of Adult Detention inspects Ohio adult detention facilities for compliance with the minimum standards for jails, reviews and approves plans for the renovation and construction of jail facilities and manages state construction awards given to counties to support the improvement or replacement of inadequate facilities. Staff also provides technical assistance to local jail officials when upgrading jail operations. Additionally, the Bureau investigates complaints concerning jails and their operations along with enforcing compliance with standards when appropriate.

In Fiscal Year 2016, the Bureau inspected 281 jail facilities, including 149 on-site inspections and 132 self-audit reviews for temporary holding facilities.

## Bureau of Agency Policy and Operational Compliance

The Bureau of Agency Policy and Operational Compliance (BAPOC) under the Office of the Chief Inspector, is responsible for Department policy development, monitoring of policy compliance in all agency operations, the administration of the health and safety program for all facilities, and ensuring the overall accreditation of the agency through the American Correctional Association (ACA) and compliance with the Prison Rape Elimination Act (PREA) standards.

ODRC is one of the few states in the country to have earned the Golden Eagle Award for obtaining ACA accreditation in all of its facilities including all prisons, the training academy, the Operation Support Center, penal industries, parole services and the parole board. During 2016, ODRC also completed its PREA certification status for all adult correctional institutions. This accomplishment has made ODRC eligible for the American Correctional Association’s new Lucy Webb Hayes Award that recognizes correctional systems that are both fully ACA accredited and PREA certified.

The Bureau also coordinates agency policy development that enhances the quality of service delivery throughout the Department. In 2015, the Bureau led an effort to standardize local policy development at the institution level to bring all policies in line with the agency standard. Further, the Bureau administers the ODRC internal audit program where each facility, parole region and the Operation Support Center (central office) is subject to an annual internal management audit to monitor compliance with identified national, state and local standards and regulations.

In FY16, eight institutions successfully achieved ACA reaccreditation. The following table shows the compliance level results for each facility from the 2016 ACA audits.

<b>2016 ACA</b>		
	Mandatories	Non-Mandatories
SCC	100%	98.8%
CCI	100%	99.0%
ORW	100%	99.3%
TCI	100%	99.8%
OSP	100%	99.8%
LOCI	100%	98.8%
OPI	100%	100%
NCCC	100%	99.8%

## Prison Rape Elimination Act

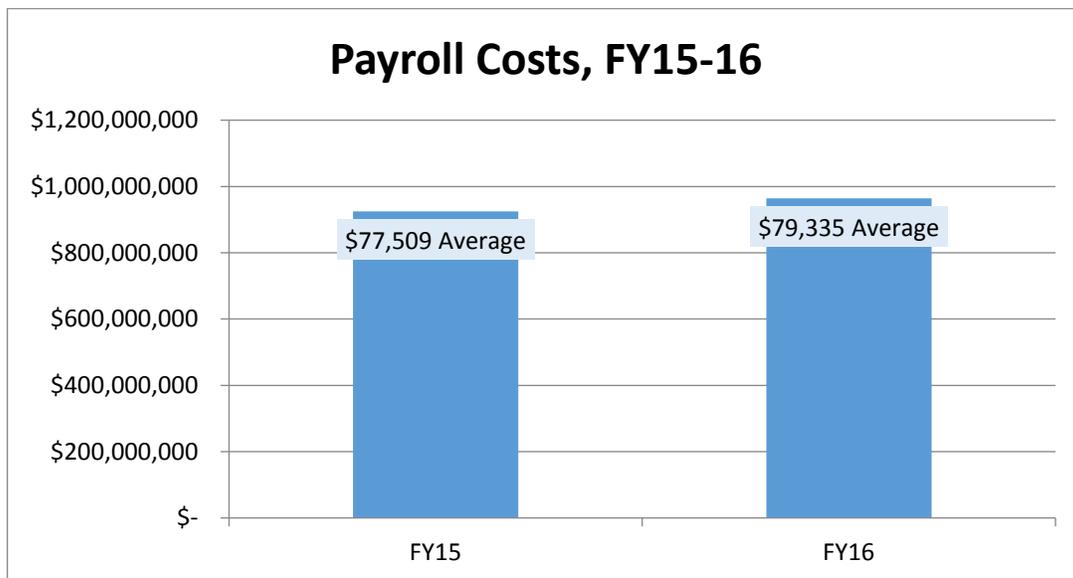
In FY16, six institutions underwent an external Prison Rape Elimination Act (PREA) audit and were successfully certified with no corrective action required. The following table shows the compliance level results for each facility from their 2016 PREA audit as well as the number of standards that were determined to be exceeding compliance expectations.

2016 PREA		
	PREA Audit Findings	Standards Exceeding
SCC	Compliant	8
CCI	Compliant	6
ORW	Compliant	8
TCI	Compliant	10
OSP	Compliant	4
LOCI	Compliant	Final Report Not Issued

## FY16 Employee Demographics

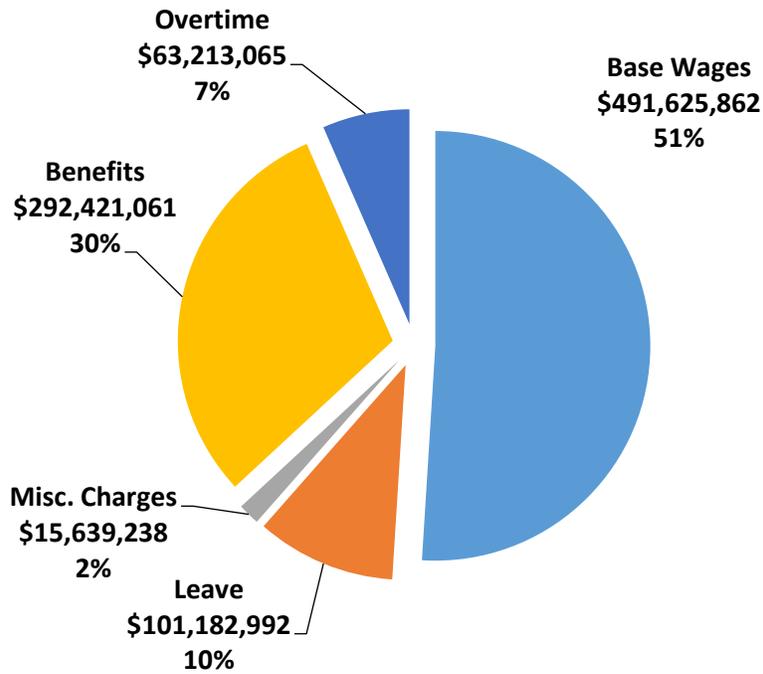
Employee demographics can be found on the ODRC's [reports page](#).

## Fiscal Operations



## Payroll

This section organizes expenditures by program and total funds, including property, staff and offenders. Expenditures are organized by the following: General Revenue Funds (GRF); Non-General Revenue Funds (non-GRF); revenue; expenditures; utility costs; Performance Contracts (PERF); Construction, Activation and Maintenance (CAM); and, payroll.

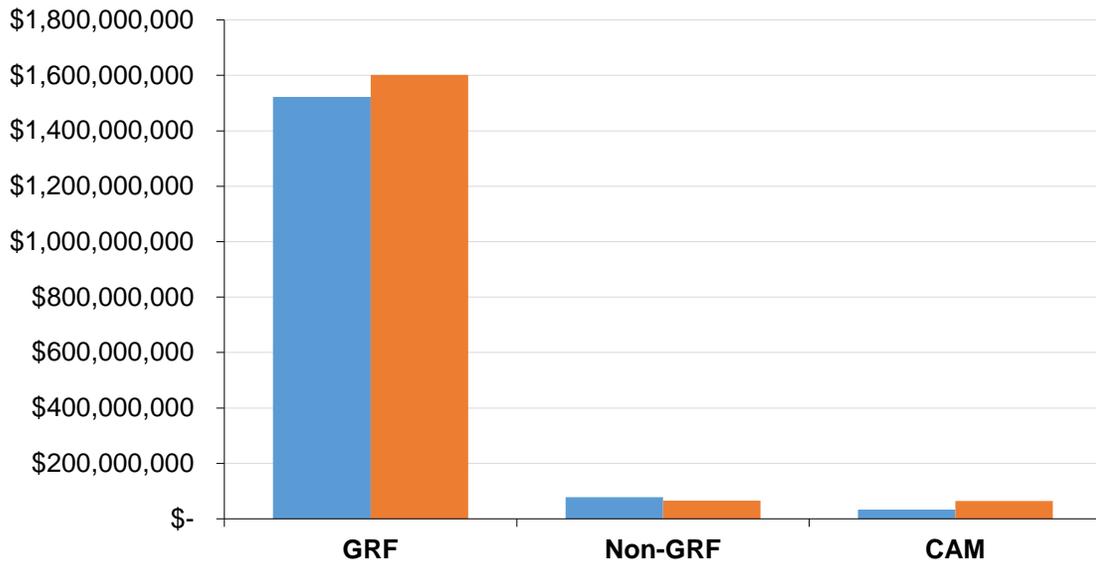


## Offender Costs

Area	FY15	FY16	FY16 Total
Security	\$29.84	\$31.21	\$576,719,748
Medical Services	\$9.68	\$10.31	\$190,534,786
Administration	\$6.86	\$7.68	\$141,888,973
Support Services	\$8.24	\$7.38	\$136,331,108
Facility Maintenance	\$5.02	\$5.20	\$96,177,661
Mental Health	\$2.75	\$2.87	\$52,980,239
Unit Management	\$2.75	\$2.86	\$52,899,978
Education Services	\$1.67	\$1.80	\$33,262,369
Recovery Services	\$0.49	\$-	\$-
Total	\$67.31	\$69.31	\$1,280,794,862

Average daily cost per offender  
 \*Includes private prison contract

## Expenditures



## Utilities

	FY15	FY16
Natural Gas	\$8,695,236	\$5,781,724
Electricity	\$15,400,732	\$16,947,706
Water and Sewage	\$11,985,212	\$12,190,446
Performance Contracts	\$3,013,935	\$3,198,665
Other Utilities	\$82,566	\$16,399
Total	\$39,177,682	\$38,134,940

## Offender Demographics

Offender demographics can be found on the ODRC's [reports page](#).

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