

FISCAL YEAR 2018

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 2018 Annual Report (July 1 – June 30). In true ODRC fashion, we continue to position ourselves as one of the top corrections agency in the country. Within this report you will be provided an overview of the agency's major accomplishments and initiatives since 2011.

Research shows that treatment in the community is more effective and less costly for low-level inmates. As such, our agency advocated for the Targeted Community Alternatives to Prison (T-CAP) pilot program that was passed in the state budget to prohibit certain felony 5 inmates from serving prison terms in DRC on and after July 1, 2018. The T-CAP formula accounted for \$19M in FY18 and \$39M in FY19 for a total of \$58M over the course of the biennium.

Additionally, we have placed a high priority on education – which we believe is the true equalizer in today's society. Research shows us that recidivism is 43 percent lower among those who have participated in some form of correctional education programs compared to those without any exposure to education during their incarceration. In FY2018, we emphasized our commitment to education as we proudly awarded 1,779 GED diplomas, up from 1,376 in FY2017 and 906 in FY2016.

One of our main initiatives was the advancement of release preparation for high security inmates. After several months of planning, the New Roots Reentry initiative was implemented at the Mansfield Correctional Institution. New Roots not only provides inmates with referrals to services within the institution but also connects them to mentors, religious persons, and outside agencies to help transition from the institution, while they are still incarcerated. We are beginning to see the positive impact of this program, with nine of ODRC's 12 high security facilities implementing all or parts of New Roots.

I could not be prouder of the work our department has accomplished since I arrived as director in 2011. We have seen an increase in our residential treatment units; we cultivated an amazing drug treatment program in collaboration with the Ohio Department of Mental Health and Addiction Services; we have worked to ensure offenders released have access to health care; we have increased funding to the community by more than \$100 million to help increase diversion opportunities for offenders and help them successfully transition back into the community; we have partnered with numerous employers to train and employ offenders before and after release; we have brought job readiness programs inside institutions.

The truest test of a person or organization's character is how they handle adversity. Any time we have faced much adversity, and our character has continued to shine brightly. I am immensely proud of our staff and the work they have done.

As I share often, those who criticize us could never walk a day in our shoes.

Sincerely,

A handwritten signature in black ink that reads "Gary C. Mohr". The signature is written in a cursive, flowing style.

Gary C. Mohr
Director

Significant Agency Accomplishments Since 2011

- **First to Receive Lucy Webb Hayes Award:** Ohio was the first correctional system to receive the Lucy Webb Hayes Award (2016). This award was established to recognize correctional agencies that have achieved 100% compliance with both ACA accreditation standards and the Prison Rape Elimination Act (PREA) standards.
- **Providing Opportunities for Successful Reentry:** Each year, approximately 20,000 ex-offenders must wait as long as one year after leaving the prison system to apply for and receive a Certificate of Qualification for Employment (CQE), which helps them obtain employment in certain fields. Today, the Department of Rehabilitation and Correction establishes criteria for certain offenders (those with vocational skills or other exceptional program accomplishments) to apply to the courts for the needed certification immediately upon release. For more information about CQEs, please visit: <http://www.drc.ohio.gov/cqe>
- **Providing Resources to Local Communities for Enhanced Reentry and Diversion Efforts:** Approximately 8,300 of the nearly 20,000 individuals committed to prison were sent to ODRC to serve one year or less. Approximately 4,100 of those commitments were for Felony 5 offenses, the lowest felony level. Gov. Kasich created the Targeted Community Alternatives to Prison Program (T-CAP), providing local communities with resources to manage such low-level, non-violent and often drug-addicted Ohioans in more effective local community settings. As a result, two-thirds of all counties in the state are now participating.
- **Developing New Ways to Help Prisoners Reach Their Full Potential:** Ohio was first in the nation to develop reintegration units into its prisons, where inmates are assigned to work and perform community service at least 8 to 10 hours per day. There are now twelve reintegration units across the state.
- **Strengthening Community-Based Partnerships:** Ohio has expanded funding and has a record number of community-based partners to increase diversion opportunities for offenders and help them transition successfully back to the community. New efforts are matching offenders with employers, mentors, faith-based partners and community support groups to help them successfully transition into the community following their release. Ohio also enacted comprehensive and public safety-focused sentencing reforms to rehabilitate inmates and better help them compete for jobs.
- **Ohio “Bans the Box” for State Government Hiring:** Ohio state government has removed from their employment applications a requirement or box that asks applicants to disclose whether or not they have a prior criminal conviction as it focuses on policies that create opportunities for all Ohioans to get back on their feet, become productive members of society and take part in the state’s economic renaissance. New legislation will require all public employers to remove the checkbox from their applications.
- **Treating Addiction in Ohio’s Prisons:** Approximately 80 percent of Ohio’s prison inmates have histories of drug and alcohol addiction and those who don’t overcome their addiction have a higher likelihood of re-entering prison after their release. By leveraging the clinical expertise of the Department of Mental Health and Addiction Services, Ohio expanded services to get inmates the help they need to overcome their addiction while they are serving their sentences and provide a seamless transition of services and supports to ensure sustained recovery after their release.
- **Delivering Cost Savings to Taxpayers:** Ohio sold and privatized a prison, outsourced operations, privatized food service and merged two facilities that were adjacently located.
- **Creating Strong Partnerships:** The Department of Youth Services and the Department of Rehabilitation and Correction took significant steps in 2017 and 2018 to share non-core, back-office administrative functions that can help drive efficiencies and direct more money to their separate and distinct core missions.

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 as well as the review, approval, and facilitation of placement requests and transports to and from the agency with other states and/or the Federal Bureau of Prisons. All Security Threat Groups are monitored by this Bureau and specialized Security Threat Group 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. The Bureau classifies nearly 20,000 individuals admitted yearly.

Security Threat Group

The Security Threat Group office is responsible for tracking, monitoring, and investigating STG activities within ODRC. This section maintains Security Threat Group 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 prison.

Bureau of Sentence Computation and Records Management

The Bureau of Sentence Computation and Records Management is responsible for interpreting sentencing documents, identifying credit eligibility and computing inmate release dates. They are accountable for accurately releasing nearly 20,000 inmates each year to include reviewing release dates, court hearings, detainers and registration requirements. They also oversee the management, retention and disposal of agency records.

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, and release planning. 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](#).

Health Care and Fiscal Operations



Stuart Hudson

Managing Director of Health Care and
Fiscal Operations

Office of Correctional Health Care

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

OCHC is continuously focused on maintaining fiscal responsibility and budgetary transparency. OCHC's rigorous utilization review and overarching focus on budget containment supported the identification of these cost savings initiatives this year (not all inclusive):

- Revised psychotropic medication formulary to identify drug cost efficiencies while maintaining integrity of patient care.
- Invested in recruitment and retention of qualified clinicians to promote optimal healthcare delivery.
- Protected tax-payer monies by ensuring all eligible inpatient medical bills were shifted to Medicaid.
- Identified alternate funding source for opioid initiatives.
- Streamlined purchasing of medical supplies to increase efficiency and reduce waste.
- Evaluated and addressed appropriate staffing levels to provide client-services services.

OCHC has been monitoring and responding to the increase in ODRC's aging population. Since 2012, the aging population has increased by more than 1,400 inmates. As of January 1, 2018, there were 9,305 inmates age 50 and over among DRC's population. In an effort to address the complex healthcare needs of geriatric patients, OCHC is focused on allocating resources towards increasing screening, enhancing treatment and expanding beds for aging inmates.

The Office of Correctional Health Care has partnered with Ohio Department of Mental Health and Addiction Services (ODMHAS) on implementing initiatives focused on combating the opiate epidemic. There are 16 institutions providing injections and 37 counties who are established Vivitrol community providers. Eligible Vivitrol candidates receive their initial Vivitrol injection in the institution and then are provided with extensive reentry services to support their continued sobriety upon release.

In addition to medication assisted treatment, OCHC and OHMAS, are partnering on a pilot that provides female inmates with education about opioid risks and instructions on how to use Narcan Nasal Spray in the event of an overdose post release. The development of this pilot was supported by the overrepresentation of females in opioid overdose death data of Medicaid Pre-Release recipients provided from The Ohio Department of Medicaid.

Bureau of Medical Services

Bureau of Medical Services (BOMS) is responsible for the planning, implementation, monitoring, and evaluation of comprehensive medical services for inmates. Medical services include primary care, pharmacy, dental, lab, and telemedicine within each institution. BOMS services include specialized treatment at Franklin Medical Center (FMC) including intensive skilled medical and nursing care, long term care, mobile resonance imaging (MRI) and computed tomography (CT) services. Specialized services are also available at Frazier Health Center at the Pickaway Correctional Institution (PCI), including intensive skilled medical and nursing care, long-term care, and dialysis. BOMS's partnership with The Ohio State University Medical Center provides specialty care clinics for referrals and consults. Specialty and inpatient hospital care is offered through comprehensive medical contracts.

BOMS provides continuous quality care for the inmate population and strives to implement processes that enhance patient care including notable accomplishments such as:

- Revised Hepatitis C protocol to reflect national standards yielding efficiencies and improved patient outcomes.
- Initiated partnership with Madison Hospital to provide emergent care to London Correctional Institution and Madison Correctional Institution inmates. This partnership is expected to have potential cost savings while maintaining inmates locally.
- Expanded internship opportunities to promote ODRC workplace and future recruitment efforts.
- Improved healthcare case management of inmates on transitional control and treatment transfer to facilitate successful reentry and stability of healthcare needs.
- Partnered with Ohio State University Medical Center to provide training and support for ODRC Oncology program.
- Enhanced the ABC Nursery nutrition program for infants and toddlers to promote healthy growth and development.

Behavioral Health Services

The Bureau of Behavioral Health Services is responsible for the planning, implementation, monitoring, and evaluation of comprehensive mental health services for inmates. Mental health services include an array of services provided on an outpatient or inpatient basis. This includes individual and group psychotherapy, psycho-educational programs, activity therapy, trauma treatment & interventions, psychotropic medications and crisis services tailored to the inmate's treatment plan. This Bureau also is responsible for the provision of treatment services to special populations such as inmates with intellectual and developmental disabilities and sex offenses.

In FY 2018, some of the many accomplishments within the Bureau include:

- Implemented three evidenced based programs at each institution focused on trauma, anger and illness management for the seriously mentally ill.
- Expansion of 45 Residential Treatment Unit (RTU) beds for Security Level 3 inmates at the Madison Correctional Institution (MaCI).
 - Residential Treatment Units provide 24/7 intense level of care for inmates with serious mental illness who are unable to maintain and function well in a general population environment.

- Revamped two-day Specialized Mental Health Training for New Employee Orientation to provide staff with increased knowledge an expanded toolbox for working with mentally ill inmates.
- Continued to provide training supports to Critical Incident Teams during institutional roll-outs.
- Implemented protocol focused on identifying hard to place mentally ill inmates and using a multi-disciplinary approach to ensure successful reentry.

Healthcare Analytics Division

The Healthcare Analytics Division is responsible for administration, oversight, development, maintenance, and support of the ODRC electronic health record and other healthcare information technology programs. The record is utilized by clinicians to document all treatment occurring in the medical, mental health, recovery and addiction, dental, and sex inmate service areas. Additionally, clinical stakeholders that supply services to our agency at OSU utilize the electronic report.

Medicaid Pre-Release Enrollment Program

Medicaid expansion allowed for increased coverage of justice-involved individuals and became the platform to fortify an existing partnership between the Ohio Department of Medicaid and the Ohio Department of Rehabilitation and Correction. The unified goal of this partnership is to facilitate direct enrollment of inmates into Medicaid and selection of a Managed Care Plan prior to release. Pre-release enrollment in Medicaid allows for a seamless transition to community living and eliminates gaps in healthcare coverage, allowing for greater adherence to medications and other treatments for chronic health conditions that may create harm and higher costs if not addressed.

The Medicaid Pre-Release Enrollment Program has achieved key milestones since it began as a pilot in September 2014:

- MPRE Program is active at all 28 ODRC facilities.
- From September 2014 through June 2018, nearly 25,000 inmates have been successfully enrolled in Medicaid with an ability to immediately access healthcare services upon release. Approximately one-third of the enrolled inmates have been designated with complex needs and qualified for pre-release transition planning.
- More than 200 inmates have been trained to serve as Medicaid Peer-to-Peer Guides. The total number of Peer Guides today is 74.

The Medicaid Inpatient Program is an additional joint initiative of ODRC and ODM. The Inpatient Program completes Medicaid applications for inmates who are admitted to a medical facility on an inpatient status for at least 24 hours. By enrolling these inmates in Medicaid, ODRC is able to shift the cost to ODM, therefore creating a cost savings opportunity. In FY 17 more than \$23,500,000 was shifted from the general revenue fund to Medicaid because of this initiative. In FY 2018, more than 1,150 applications were completed with 1,127 inmates successfully enrolled in Medicaid and expenses deferred to Medicaid.

Office of Administration

The Office of Administration provides fiscal direction and training programs to ODRC staff and others. The deputy director for the office 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 ODRC properties.

The Division of Business Administration

The Division of Business Administration provides fiscal and policy guidance to all business offices and oversees fiscal operations comprised of the Operation Support Center fiscal operations which handles purchasing, accounts payable, asset management, revenue and receivables. The division 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, fiscal reporting on a statewide level, and also oversees the department's controlling board process.

The Bureau of Information and Technology Services is responsible for ODRC'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 and statewide application support for ODRC customers and community partners. The Bureau has begun deploying the secure ODRC inmate network and thin clients in ODRC's prisons that will result in the segregation of inmate network traffic and the replacement of existing inmate computers.

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. OPI employs approximately 165 staff members and currently has 1,400 male and female inmates working in various industry shops and service operations at 14 different facilities.

Office of Acquisition and Contract Compliance

The Office of Acquisitions and Contract Compliance focuses on monitoring and ensuring compliance with applicable laws, agency policy, standards and regulations by procurement staff who are involved in various aspects of efficient and economic acquisition of products and services. This office oversees Operation Support Center building operations, contract administration, fleet administration, food service operations, purchasing, private prison monitoring and real estate. The office is responsible for the following:

- Building Operations which includes Operation Support Center facility maintenance/housekeeping, mailroom/storeroom operations, Operation Support Center call center and inmate work crew.
- Contract Administration which include 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.
- Fleet Administration which includes guiding the operation of fleet management through the agency fleet plan, assists in coordinating vehicle leasing and/or purchases with DAS Office of Fleet Management, ensures vehicle utilization and fuel expenditures are tracked via the Fleet Ohio Reporting System, and oversees the agency motor pools.

- Food Service Operations includes a robust monitoring system for the Aramark contract. DRC has assigned four Regional Contract Monitors and one dietary Operations Manager to audit, evaluate and monitor contract compliance. The contract monitors are required to regularly conduct site visits and inspect each institution within their region. Site visits are either announced or unannounced and contract monitors always document the visits with a metrics report.
- Private Prison Monitoring each private prison facility has one on-site monitor who is a DRC employee who serves as the official liaison between the Institution Warden and Director or designee. The monitor's primary responsibility is to determine compliance with all requirements, terms and conditions of the Contract.
- Purchasing which includes directing the sourcing of good and services for DRC, Minority Business Enterprise and Encouraging Diversity Growth and Equity Program Administration (MBE/EDGE) and Payment Card Administration.
- Real Estate Administration which includes the planning, direction and management of leasing, purchasing, selling, easement, transfer jurisdiction of DRC property.

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 ODRC. This office works 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 administered 420 projects with 198 of these being newly initiated FY17-18 in order to support ODRC's institutions. Capital expenditures June 2017 – May 2018 totaled \$57.8 million, a decrease from the previous 12 months of \$11.9 million.
- CAMS has worked with OFCC to initiate the first biennium of DRC's Master Plan, which will progress thru five upcoming biennia of capital requests. The first biennium request supported the structural and population management needs of the facilities. Major highlights included the deconstruction of the old Orient complex and construction at three locations to support male, female, geriatric, medical and mental health populations.
- Sustainability efforts continued to expand as there were twenty-three institutions which participated in Demand Response this past summer, earning over \$750,000. The Demand Response program allows ODRC to shed load from the electrical grid to help avoid a brownout or blackout. Additional revenue came from recycling programs, which earned more than \$322,480 in calendar year 2017. We have decreased our utility spend through performance contracts, a statewide utility competition, and many other initiatives.

Court and Community



Cynthia Mausser

Managing Director of Court and Community

Office of Programming, Development and Evaluation

The Office of Programming, Development and Evaluation 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 office serves as a resource for institution and field operation on program integrity and recidivism reduction strategies. The office includes the following departments: Office of Inmate Reentry and Enterprise Development, Bureau of Research, and the Ohio Central School System.

Office of Inmate Reentry and Enterprise Development

The Office of Inmate Reentry and Enterprise Development is comprised of several departments that consist of Reentry, Enterprise Development, Evidence Based Practices – Quality Assurance (QA) 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, inmate programming, community partnerships, and inmate workforce development.

Staff within the office 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 reentry. The office provides key stakeholders with technical assistance, training, quality assessment and resource development, which is the process of building program capacity through engagement with community partners. Because effective reentry requires equal commitment to inmate reintegration from local communities, Ohio has promoted the development of local reentry coalitions throughout the state. Reentry Administrators and Reentry Coordinators work closely with these community partners to foster connections that lead to a more comprehensive coordination of services upon release to the community. Reentry staff attempt to assist individuals throughout the entire system of reentry in Ohio.

Enterprise Development

Enterprise Development is tasked with examining the existing labor market and promoting partnerships between ODRC and employers interested in providing training/employment opportunities to inmates. ODRC's Commercial Driver's License (CDL) Program continues to provide immediate options to individuals who are trained at Richland Correctional Institution and Grafton Reintegration Center by the

Capital Transportation Trucking Academy. Approximately 350 inmates have passed and completed all phases of the training. Students who pass CDL testing are offered an opportunity for employment through PI & I Trucking Company in Masury, Ohio.

Increasingly, employers are finding it difficult to fill positions and find people who are qualified, experienced and motivated to work. ODRC's partnership with JBM Envelope overcomes this challenge by employing dozens of individuals following release from prison.

This year also saw the implementation of the Restored Citizens Program. The program offers significant enhancements to OhioMeansJobs in order to further assist restored citizens with employment. The Department will issue vetted employers access to the Restored Citizens Program in order to review inmate profiles for employment consideration 90 days prior to release. In addition, previously incarcerated individuals may opt in to the program which will allow employers opportunity to access their information in the secure data base. To date, there are more than 1,000 resumes posted in the secure database.

Religious Services

Religious Services oversees all religious activity and faith-based programs throughout the state. The office provides technical supervision to chaplains located in all of the correctional facilities throughout the state. Institutional Chaplains provide for the spiritual needs of all requesting inmates regardless of faith preference or lack thereof. There are more than 60 documented religious groups in Ohio prisons. A total of 10,518 individuals from numerous organizations and faith-based organizations serve as volunteers providing opportunities for inmates to engage in various religious activities and programs.

Volunteers are a valuable resource and greatly contribute to the mission of the Department. Through their diverse experiences, volunteers assist inmates in realizing their own abilities; they instill hope; and prepare them for a return home. For more information, please visit <http://www.drc.ohio.gov/volunteers>.

Ohio Central School System

The Ohio Central School System (OCSS) provides academic and vocational education opportunities to all inmates housed within ODRC. OCSS programs include: Adult Basic Literacy Education (ABLE), High School Equivalency (GED®), High School Options, Apprenticeship Training, Library Services, Release Preparation, Special Education, Career-Technical Education (CTE), Transitional Education Program (TEP), Youth Transition Program (YTP), and other educational programs as directed by the needs of the inmate population.

OCSS continues to encourage academic achievement and assists with a variety of ODRC projects focused on the students' reentry into society such as Restrictive Housing Reform, Federal Bonding, the O.N.E Stop/Ohio Means Jobs access and processing of the Certificate of Achievement and Employability.

For more information, please visit <http://www.drc.ohio.gov/ocss>.

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 Ohio's broader criminal justice community. The bureau compiles and summarizes performance metrics and administrative data for specialized and routine reporting purposes in order to describe inmate populations, recidivism patterns, and improve operation 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 Inmate History Information Unit collect and summarize detailed social and criminal background data in order to help better inform classification and policy analyses.

Inmate Commitments

Inmate commitment reports can be found [here](#).

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 inmates 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, administered by the bureau, are intended to support and enhance local community corrections programs. These grants include Community Corrections Act, Justice Reinvestment and Incentive Grants and the Targeted Community Alternatives to Prison (T-CAP) grants. Justice Reinvestment and Incentive 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 will distribute approximately \$26,721,983 in Justice Reinvestment and Incentive Grant funds in FY2018/19.

The Targeted Community Alternatives to Prison (T-CAP) grants target non-violent Felony 5 inmates. Counties participating in the grant agreed to supervise, treat and sanction all of the targeted population locally, without the use of a prison sanction. Fifty-six (56) counties chose to participate in the grant and ODRC will distribute \$32,177,367 in FY18/FY19 to those counties.

The Stark County Community Based Correctional Facility was expanded by 28 beds. The project broke ground in early FY 2017 and was completed in the fall of 2017.

In May of 2018, the Lucas County Community Based Correctional Facility (CBCF) moved their male inmates into the vacant minimum-security camp on the grounds of the Toledo Correctional Institution. The building provides significantly more space and will allow the CBCF to serve more inmates as well as land to build a planned female wing onto the camp.

Field Services

Field Services includes the Adult Parole Authority (APA) Field Staff, Fugitive and Interstate Compact. The APA supervises approximately 37,000 inmates which includes parole, post release control, community

control and interstate compact. The Field Services section includes 650 staff and provides court services to 42 counties in the state. There are six APA regions covering 88 counties. The fugitive section assists the APA with entering warrants on inmates who abscond supervision. This section also tracks violators who are in custody out of state and inmates in custody due to immigration status. The interstate compact section ensures Ohio is compliant with the rules under the Interstate Commission for Adult Inmate Supervision. This section assists with coordinating movement of inmates received from, or transferred to, other states via the Interstate Compact Agreement.

The Ohio Parole Board

The Ohio Parole Board determines the release of inmates from prison to parole; assesses inmates for placement on post-release control (PRC) supervision; and screens inmates for transitional control and 80 percent judicial release. In addition, 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 also oversees the identification and location of victims of crime, providing notice of upcoming parole hearings and other events to those victims as well as judges and prosecutors. For more information, please visit <http://www.drc.ohio.gov/parole-board>.

Office of Victim Services

The Office of Victim Services (OVS) provides crisis intervention and advocacy for crime victims with inmates in DRC prisons or under Adult Parole Authority (APA) supervision in the community. OVS staff provides support to crime victims at Victim Conference Days and violation hearings around the state on a regular basis. OVS also coordinates the victim and prosecution participation at the monthly full board hearings. Victims can participate in person, via telephone or video conference from locations within Ohio and around the country.

For more information, please visit <http://www.drc.ohio.gov/victim-services>.

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 all operations, policies and programs. The office also provides advice and services for financial transactions, supports various human resources functions, represents ODRC in administrative proceedings, and performs administrative reviews and addresses appeals in Serious Misconduct Panel cases. The office manages and provides counsel on all formal litigation matters and serves as liaison to the Office of the Ohio Attorney General.

Organizational Development



Ed Banks

Managing Director of Organizational Development

Office of Equal Employment Opportunity

The Office of Equal Employment Opportunity is responsible for promoting equal opportunity in every aspect of agency personnel policies and practices. To that end, the 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 units:

Workforce Hiring and Administration

The Workforce Hiring and Administration Unit is comprised of two sections, the Workforce Planning section, and the Assessment and Hiring section. These sections oversee and manage the workforce staffing plans and the assessment & hiring functions at the agency level. Workforce Planning provides direction and support to local personnel offices by reviewing and approving ePAR personnel actions as a decentralized agency, performing job analysis, and submitting changes to classification plans. The unit also oversees agency position management, performance evaluations, employee drug testing, independent medical evaluations, and other projects as it relates to personnel. The Assessment and Hiring section manages the hiring of applicants for the institutions, assessment for Correction Officer positions and creating selection tools. Both sections manage the request to fill vacant positions processes from the time a position is known to be vacated until the position is filled.

Compensation, Benefits and Off Work

The Compensation, Benefits and Off Work 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. This unit further provides oversight, quality assurance and training to the local personnel offices in the areas of payroll, off-work claims and health care benefits. Over the past year, the Benefits Unit has converted all Oaks benefit elections to self-serve, which allows employees to enter life events such as birth, divorce and marriage through the self-serve function

Operation Support Center and Adult Parole Authority Personnel

Operation Support Center and Adult Parole Authority Personnel Unit is much the same as the local personnel offices. Staff in this unit process payroll, off-work claims, personnel actions, and all unclassified and financial disclosure employee processes for the agency. In addition, they serve as the point of contact for staff that have personnel related questions.

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 provides employee orientation to all new Ohio Department of Rehabilitation & Correction departmental employees. New Employee Orientation at the academy covers 39 topics during a 160-hour period of training. The academy also administers and facilitates specialized in-service training programs for ODRC employees, local law enforcements agencies, and other criminal justice partners.

Communications, Legislative, Chief Inspector

Office of Communications

The Office of Communications keeps the public informed about 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 also is 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.

Office of the Legislative Liaison

This area is responsible for overseeing the exchange of information to legislators and their staff. Other responsibilities include:

- 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 and serves as the liaison to the law enforcement community in criminal matters. The Office of the Chief Inspector facilitates the inmate Americans with Disabilities Act process. Also under the direction of the Chief Inspector is the office of Policy Administration. This office is responsible for the management, review and revision of all DRC policies.

Bureau of Operational Compliance

The Bureau of Operational Compliance is responsible for monitoring 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 and compliance with the Prison Rape Elimination Act standards.

Each facility and parole region within the Department is subject to an annual internal management audit coordinated by the Bureau to monitor compliance with identified national, state, and local standards and regulations.

Accreditation

In fiscal year 2018, 11 state correctional institutions successfully achieved their ACA reaccreditation. The following table shows the compliance level results for each facility from their 2018 ACA audit.

FACILITY	ACA/PREA AUDIT 2018	ACA Score		PREA Re-Certification Recommended
		Mandatory Nonmandatory		
Belmont Correctional Institution	March 2-6	100 percent percent	99.8	YES
Noble Correctional Institution	March 9-13	100 percent percent	100	YES
Madison Correctional Institution	March 23-27	100 percent percent	99.3	YES
Ross Correctional Institution	March 30-April 3	100 percent percent	99.8	YES
Franklin Medical Center	April 20-23	100 percent percent	100	YES
Southern Ohio Correctional Facility	April 13-17	100 percent 99.29 percent		YES
Mansfield Correctional Institution	August 2018	100 percent percent	99.0	YES
Allen Oakwood Correctional Institution	August 2018	100 percent percent	99.5	YES
Correction Reception Center	August 2018	100 percent percent	99.5	YES
Dayton Correctional Institution	June 8 – 12	100 percent 99.76 percent		YES
Marion Correctional Institution	June 15-19	100 percent percent	99.0	YES

ACA Notifications

ACA requires that our agency notify the assigned ACA Accreditation Specialist of any major incident, disturbance, or event that might affect standards compliance. In fiscal year 2018, the Bureau of Operational Compliance submitted 20 Significant Incident Notifications to ACA. The following table identifies the institutions/APA Regions and respective number of notifications:

Northwest Region	AOCI	0	Southwest Region	GCC	0	Southeast Region	CCI	0	Northeast Region	BECI	0
	MANCI	2		LORCI	0		DCI	0		CRC	0
	MCI	1		NERC	0		LECI	0		FMC	0
	ORW	0		OSP	0		LOCI	0		NCI	1
	RICI	1		TCI	2		MACI	1		PCI	0
	TOCI	5		Akron	0		RCI	1		SCC	0
	Dayton	0		Cleve	0		WCI	4		SOCF	2
	Lima	0								Cols	0
	TOTAL			TOTAL	2		TOTAL	6		TOTAL	3
	L	9		L			L				

Overview of 2018 Facility ACA Accreditation during Internal Management Audits:

During the 2018 ACA audit cycle, 12 DRC facilities were audited and achieved an average score of 97.9 percent on mandatory standard and 99.4 percent on non-mandatory standards. All DRC facilities were subjected to internal management audits and had an average score of 93.8, with only four facilities achieving a score of less than 90 percent.

- ACA Mandatory Statewide Average: 97.9 percent
- ACA Non-Mandatory Statewide Average: 99.4 percent
- Number of Facilities below 100 percent: 4

Ohio Standards 110

- Ohio Standard Average: 93.8 percent
- Number of Facilities below 90 percent: 4

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. 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.

The Bureau of Adult Detention provided oversight to include conducting annual inspections to approximately 315 jails of all classifications. Of those inspections, 169 were on-site inspections, while the 148 temporary holding facilities were primarily inspected through the use of self-audits.

During the fiscal year 2018 inspection cycle, 91 full-service jails and minimum security jails were inspected with initial results of 45 compliant jails and 46 status (non-compliant) jails. Through the follow-up work completed by the bureau staff, working in conjunction with the jail staff, an additional 4 jails improved their performance and were added to the list of compliant jails. More jails continue to be actively engaged in the follow up process, so the list of compliant jails is expected to increase.

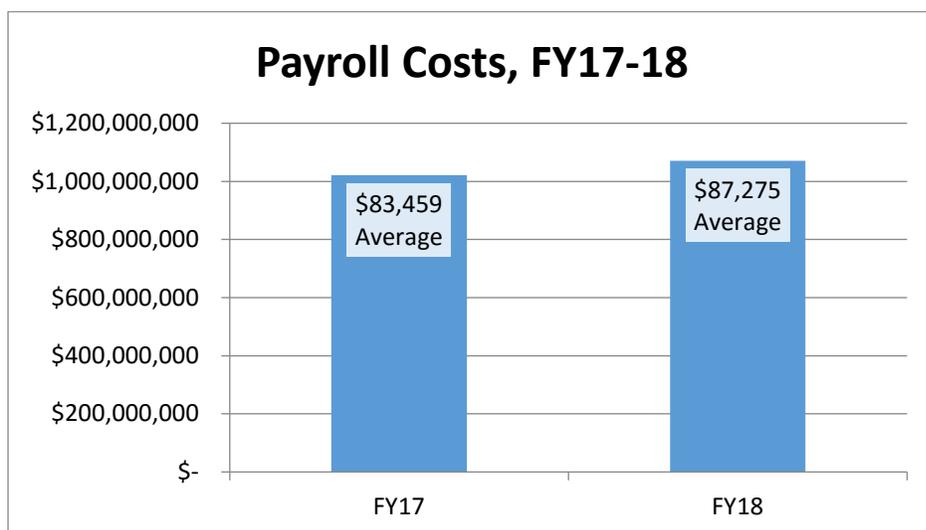
The bureau provided oversight to three new jail construction projects and approximately 19 renovation projects of varying scope. The bureau investigated 138 complaints and reviewed 71 critical incidents.

Agency Data

FY18 Employee Demographics

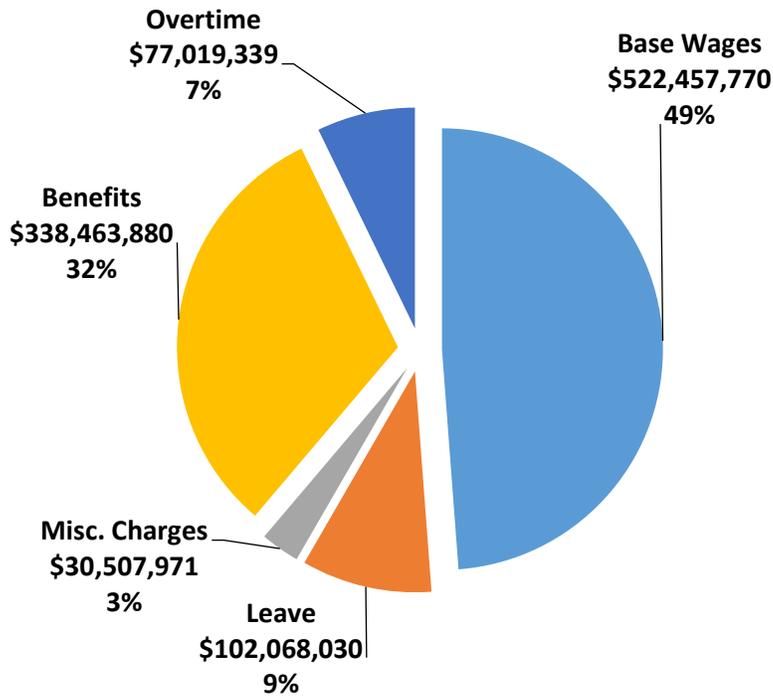
Employee demographics can be found on the ODRC's [reports page](#).

Fiscal Operations



FY 18 Payroll

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



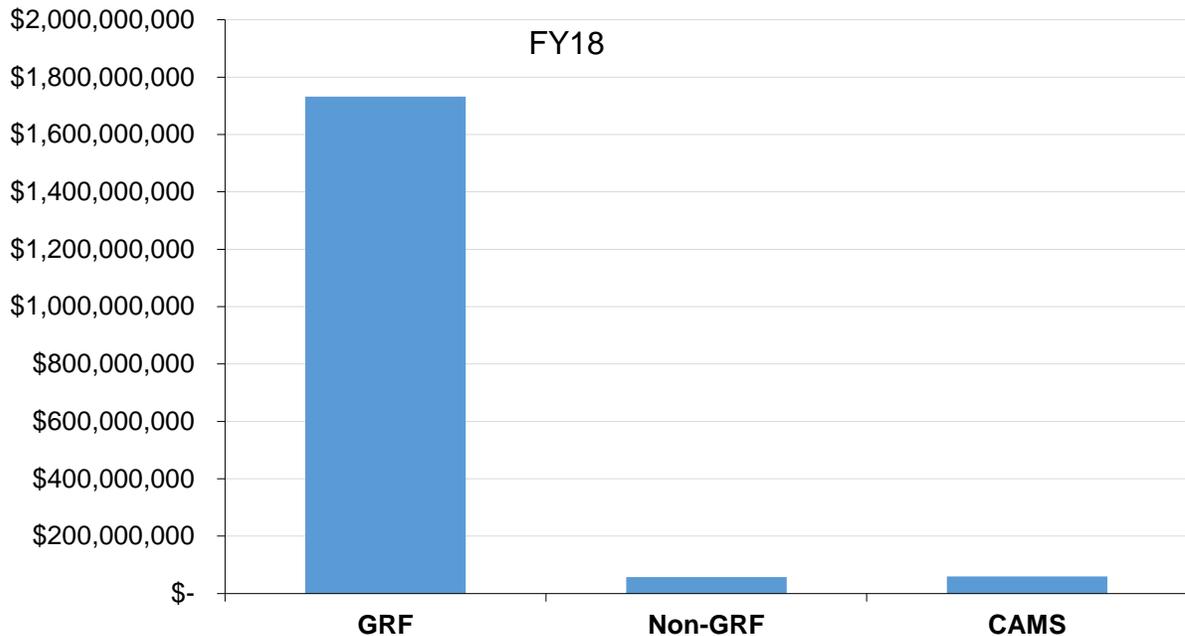
Inmate Costs

Area	FY17	FY18	FY18 Total
Security	\$ 32.47	\$ 34.62	\$ 628,289,031
Medical Services	\$ 10.84	\$ 11.66	\$ 211,547,908
Administration	\$ 8.36	\$ 9.24	\$ 167,711,133
Support Services	\$ 7.27	\$ 6.71	\$ 121,802,226
Facility Maintenance	\$ 5.17	\$ 5.30	\$ 96,185,803
Mental Health	\$ 3.21	\$ 3.37	\$ 61,245,030
Unit Management	\$ 3.10	\$ 3.33	\$ 60,528,654
Education Services	\$ 1.86	\$ 2.03	\$ 36,832,226
Total	\$ 72.28	\$ 76.26	\$ 1,384,142,012
Area	FY17	FY18	FY18 Total

Average daily cost per offender
Includes private prison contract

Expenditures

Expenditure	FY17	FY18
GRF	\$ 1,668,863,050	\$ 1,732,198,252
Non-GRF	\$ 56,596,593	\$ 57,312,233
CAMS	\$ 72,151,904	\$ 59,241,478
Total	\$ 1,797,611,547	\$ 1,848,751,963



Utilities

	FY17	FY18
Natural Gas	\$ 6,113,922	\$ 6,440,926
Electricity	\$ 15,956,251	\$ 15,727,801
Water and Sewage	\$ 12,055,798	\$ 11,006,999
Performance Contracts	\$ 3,845,567	\$ 5,333,311
Other Utilities	\$ 113,070	\$ 60,234
Total	\$ 38,084,608	\$ 38,569,271

Annual Donations

In accordance with the Ohio Revised Code 5120.13, DRC shall accept and hold on behalf of the state, if it is for the public interest, any grant, gift, devise, or bequest of money or property made to or for the use or benefit of any institution described in section 5120.05 of the Revised Code. For FY18, each facility reported the receipt of donations in the manner as provided by law. Please reference the following report on our site (www.drc.ohio.gov).

Inmate Demographics

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

Department of Rehabilitation and Correction

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www.drc.ohio.gov