Staff and Stakeholders,

Our team of devoted professionals have been working tirelessly to maintain the highest standards of care for those under our supervision while managing twin epidemics - COVID-19 and significant staffing shortages. Despite these challenges we have remained dedicated to advancing the strategic plan of this agency and ensuring that Ohio remains a leader in this industry. We have made normalcy a focus for the people working and living in our prisons. We have upheld safety as a top priority and we will continue to invest in training and technology, such as body worn cameras and body scanners. We are also working to supervise people in the community and assist with successful reentry to achieve our goal of reducing recidivism among those we touch.

This roadmap highlights some of our major accomplishments and initiatives, but certainly does not depict the full picture of everything the agency has accomplished.

I am proud of what we have been able to accomplish while working as one team with one purpose and I look forward to seeing what we will achieve this year.

A.G. Smith
Normalcy: Taking Care of Staff

Normalizing environments for both staff and incarcerated people can be a challenge in a correctional setting. However, institutionalized environments can lead to higher stress, increased anxiety, and exacerbate trauma. DRC has worked to create more normalized environments for our staff and incarcerated people. One of the best examples of this is depicted here.

Warden Meintel at the Correctional Reception Center created a decompression room for his staff to use whenever they experience a potentially traumatic event, such as a use of force or an assault. They can come to this room, relax, have a snack, review videos and write reports. This is a true expression of our normalcy initiative, but also a reflection of our core value of *Take Care of Staff, They Will Transform Our Offenders.*
The ability to visit and break bread with those we love is a normal part of all of our lives. For those incarcerated, this very basic notion of normalcy is lost. The visiting process can be stressful and uncomfortable for loved ones who come to visit, and it can be a reminder to those incarcerated that they can never get a respite from the institutionalized life.

Prisons across the state have worked to improve this; best exemplified by Warden Jay Forsheey at Noble Correctional Institution who transformed an institutionalized visiting room into a café any of us would enjoy stopping by to have a snack with someone we love.
The vast majority of the men and women in our care will eventually be released. They will return to their families and communities and face many challenges. Hope in prison cannot solely be tied to being released. It has to be linked to what happens after release. Financial struggles for people released from prison can place stress on themselves and those they love.

In 2021, ODRC created a reentry savings policy for incarcerated people and began to increase jobs which qualified for this program. This included creating jobs which paid minimum wage just like any individual would expect in society. By the end of 2021, we had 77 people earning more than $200 a month, and 35 individuals were earning minimum wage. By the end of 2022 we will have over 200 people who qualify for the savings plan by earning more than $200 a month and 200 will be earning minimum wage.
Core Themes

- Staff & Overall Safety
- Holistic Programming & Services
- Modernization: APA & Parole Board
- Operational Efficiencies
Staff & Overall Safety
Safety: Violence & Drug Interdiction

**K-9s**
In 2021, we increased the number of K-9 drug detection units from 5 to 9, in 2022 we will increase from 9 to 14.

**Mail**
In 2021, we fully implemented the copying of all regular mail and began the process of registering and verifying the source of all legal mail in order to reduce inappropriate legal mail and contraband. In 2022, we will complete this process and require all legal mail to be registered using the new system.

**Body Scanners for Incarcerated**
In 2021, we procured body scanners and by April 2022 we will have 15 prisons with them installed, including all Level 3 security+ and Level 2 hotspots for contraband. We will also purchase the scanners for the remaining prisons and have them installed by the end of 2022.

*K-9: Moris*
Drone Detection

In 2021, we leased a drone detection system which is currently deployed. In 2022, ODRC will finalize the contracts to expand these systems to more prisons.

Indecent Behavior and Sexual Harassment (rule 14)

In 2021, we created a strategic plan to address this behavior. We increased penalties for rule 14 violations, weighted them more heavily in classification decisions, and developed programming for R14 violators. In 2022, we will expand the use of those additional penalties, implement programming for R14 offenders, change the incarcerated adult rules to differentiate between exhibitionist and non-exhibitionist rule violations, and provide training on R14 response to prison leadership. Additionally, we plan to engage with local prosecutors to pursue misdemeanor criminal charges for frequent R14 violators whose conduct rises to the level of public indecency.
Fixed Cameras

Since 2018, ODRC has increased the number of fixed cameras by 484. In 2022, 1,000 additional cameras will be added to cover more blind spots. All fixed cameras on ODRC servers will have at least 45 days of data storage by February 2022.

Body Worn Cameras (BWC)

In 2021, ODRC provided body worn cameras to all security supervisors in prisons. By June 2022, BWCs will be issued to all parole officers, parole supervisors, unit sergeants, and select correctional officer posts.
Safety: Staff Training

Crisis Intervention Teams (CIT) are valuable tools to addressing individuals who are in a mental health crisis without resorting to using force, making everyone safer. In 2021, we resumed CIT training after this training was suspended during COVID. In 2022, we will continue to offer CIT training for current staff but will also offer it to every new staff member during new employee training.

Behavioral Intervention & Use of Force

In 2021, we began work on new training, policies, and operational tools to improve our behavioral intervention procedures and outcomes. In 2022, we will implement these new polices and retrain all of our staff.
In 2021, we expanded the use of Chromebooks and completed a wireless network that covered housing units for the incarcerated population for educational purposes at every prison in Ohio. In 2022, we will continue to develop the virtual learning platform and create a personal development model for education which will provide individual pathways to success for all incarcerated people.

In 2021, we increased by eight the number of partnerships with businesses to provide jobs after incarceration and established a restaurant training and partnership program. In 2022, we will use the restaurant partnership to provide 100 jobs to incarcerated people after release, in addition to all the other partnerships which provide meaningful jobs to restored citizens.
In 2021, we expanded Medication Assisted Treatment by initiating oral naltrexone at reception to provide continuity of care for individuals received on medication assisted treatment and/or who are not opiate naïve. We also released and awarded a RFP contract for opiate treatment to Community Medical Services. In 2022, we will continue to implement this contract by bringing all four pilot sites online to provide Buprenorphine and Methadone Treatment.
Holistic: Recovery and Mental Health

Suicide Prevention Plan
In 2021, we used a national expert to extensively study ways to reduce suicide in ODRC. In 2022, we are going to implement final policy changes, conduct related staff trainings and normalcy initiatives in cooperation with the Office of Prisons.

Peer Support
In 2021, we created mental health peer support at three prisons. In 2022, we will expand this important support to ten more facilities as well as creating peer support programs for recovery services.
In 2021, we initiated a cell phone program for those released on Medicaid as well as offering them incentive pay at release if they were vaccinated for COVID-19. In 2022, we will work with Medicaid to provide services for Transitional Control and Treatment Transfer populations.

In 2021, we benchmarked our comprehensive diabetes care outcome measures on a national level. This determined ODRC is exceeding the community in providing care for this population. In 2022, we will expand our benchmarking to new chronic conditions.
First Lady Fran DeWine, in partnership with Dolly Parton, introduced the Imagination Library, a program that mails kids one book each month until their 5th birthday. This program is available at no cost to families.

We have started promoting this program at ten prisons, and by the end of 2022, ODRC will make sure the services of the Imagination Library are available at all 28 prisons. ODRC will also educate our staff about the program.
Modernization: APA & Parole Board
Post Release Control

In 2021, we began data sharing for crime scene correlation software and a GPS database. Additionally, APA staff were trained in the use of a sentinel event review model. In 2022, we will expand data collection on GPS and continue to work with community partners on the crime scene correlation project and a GPS supervision model.

In 2021, we piloted a violence risk tool and selected two additional stacker tools. In 2022, we will finalize the violence tool and pilot a treatment readiness tool.
Parole Officers

In 2021, we added parole officers to achieve a 57:1 average ratio. In 2022, we will add additional parole officers to achieve an average caseload goal of 50:1.

In 2021, we began evaluating the expansion of specialized caseloads and establishing risk-based caseloads. In 2022, we will finalize a formula for assigning general and specialized caseloads to meet specific needs of supervised persons in the community.
In 2021, we reinstated Parole Board half-time reviews, implemented a structured decision making framework, and began to complete parity reviews between pre and post-Senate Bill 2 individuals. In 2022, we will complete the parity reviews.

In 2021, we created Parole Process Navigators and implemented them at Marion Correctional Institution and the Ohio Reformatory for Women. In 2022, we will expand these navigators to at least 10 more prisons.
Operational Efficiencies
Operational Efficiencies: Parole & Community Services

Case Management

In 2021, we converted all APA case management to the Ohio Community Supervision System (OCSS), a more efficient and web-based platform. We also expanded virtual programming opportunities for both incarcerated and supervised persons.

Currently, non-residential grant applications for programs such as TCAP or CCA's all have different processes. In 2022, we will work to streamline this process to create a single method to apply for these grants in FY24/25 budget cycle.
Classification

In 2021, we automated the security classification process, reducing workloads and increasing the quality of all initial placements and reclassifications. In 2022, we will automate the use of force tracking, review, and investigation system.

Our Plan

In 2021, we formed OurPlan for major changes to unit management. In 2022, we will complete all of these changes and begin IT projects for ORAS enhancement/data integration and the removal of unnecessary or inefficient job duties.