

# Ohio Department of Rehabilitation and Correction

## “Transformation and Change”

John R. Kasich, Governor

Gary C. Mohr, Director



## **Mission Statement**

The department protects and supports Ohioans by ensuring that adult felony offenders are effectively supervised in environments that are safe, humane and appropriately secure. In partnership with communities, we will promote citizens' safety and victim reparation programming. We seek to instill in offenders an improved sense of responsibility and the capacity to become law abiding members of society.

## **Vision Statement**

The department will demonstrate excellence in every facet of our operation to inspire confidence in our ability to continuously improve in a system that:

- Meets employee personal growth and professional needs.
- Demonstrates justice and fairness for community members, victims of crime, and offenders.
- Responds to the concerns of the citizens of Ohio and other internal and external stakeholders.

## **DRC Core Values**

Integrity, Leadership, Excellence, Accountability, Diversity....I LEAD.

## **7 Critical Goals**

- Reduction of non-violent offenders in DRC.
- Reduction of violence in our prisons.
- Developing a budget that meets expectations and guiding principles while addressing precipitating issues.
- Leading, developing and caring for our employees
- Building a seamless continuum from court to facilities back to community.
- Correctional Healthcare
- Emergency preparedness

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# Director's Message

Dear Colleagues:

I am pleased to present the Ohio Department of Rehabilitation and Correction's (DRC) 2010 Annual Report. The information and statistics contained in this publication provide a clear picture of the mission, accomplishments and operations of this multi-faceted agency. It also offers insight into the agency's budgetary priorities, prison operations and inmate population.



DRC houses over 50,000 inmates, employs over 13,000 staff and supervises over 27,000 offenders throughout Ohio's 88 counties. By design, DRC faces a unique challenge. The agency's basic responsibility is incarceration, however its primary mission is rehabilitation. Achieving this balance requires a highly trained workforce, strategic partnerships and data-driven rehabilitative programs. This report demonstrates DRC has made significant strides in all three areas.

In 2010, DRC's offender recidivism rate hit an 11-year low, with only 34 percent of inmates returning to prison. The national average is nearly 50 percent. Refined inmate classification procedures, data-driven programming, and evidence based post-release supervision practices contributed to the reduction. Also responsible is enhanced staff training, which resulted in better targeting of inmate programming needs and effective parole supervision.

A key partner contributing to the reduction of recidivism is the University of Cincinnati. This success was possible because of DRC's ongoing partnership with the University of Cincinnati's Center for Criminal Justice Research. The center has provided DRC with valuable data on the effectiveness of inmate programming and community sanction alternatives. This information drives the strategic planning and benchmarking of the agency's rehabilitative initiatives.

Another significant milestone in 2010, DRC and the Council of State Governments' Justice Reinvestment project crafted the common sense and public safety-focused criminal sentencing reform proposal currently moving through the Ohio General Assembly. When enacted into law, these reforms will further drive down recidivism because increased sentencing options will provide judges with the ability to place offenders in sanctions where rehabilitative efforts prove most effective.

Today, DRC is actively engaged in building upon last year's successes, as well as learning from its challenges. While 2011 presents different challenges and has required many difficult decisions to date, I am confident this workforce will continue to meet its objectives with professionalism, dignity and excellence.

Sincerely,

Gary C. Mohr

Director

## **Wildly Important Goal**

DRC has had a longstanding commitment to strategic planning. In 2010, a decision was made to redirect the focus towards the adoption of WIGS – or Wildly Important Goals. This concept, borrowed from the Franklin Covey leadership curriculum, offers an innovative way to engage the collective focus of an entire agency's workforce. Wildly Important Goals are the vital few goals that must be achieved to fulfill the organization's purpose given the future it envisions. In light of the myriad challenges and consequences associated with prison crowding, the following WIGS were identified:

**The prison population shall be reduced from 50,800 to 48,000 by July 1, 2013, while maintaining public safety.**

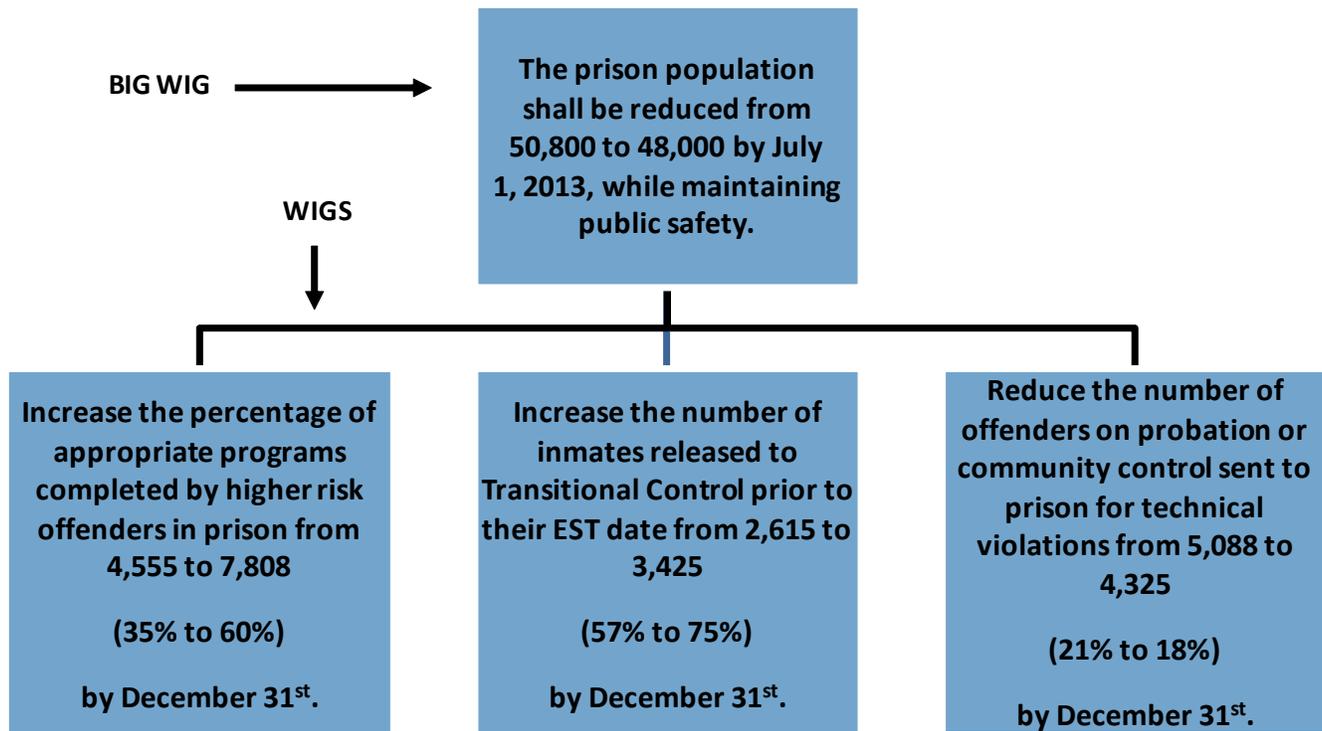
The overriding importance of this WIG resides in the steadily increasing prison population. Projections show not just continued growth, but expectations of record-setting highs in the next few years. The decision to adopt this goal reflects a commitment to take active steps to address the operational needs and concerns for the safety and security of prisons across the state.

The WIG (Wildly Important Goal) was presented for the first time at a Managing Officers' meeting in recognition that its achievement requires the support and input of staff representing all operational areas throughout the department. During the meeting, seven supportive WIGS were presented for consideration as methods to accomplish the WIG. The intent was to give everyone an opportunity to learn more about the redirection in the department's commitment to strategic planning and to provide comments on the additional WIGS that had been developed at that point.

Thereafter, a smaller group met to determine which of the seven WIGS would add the most value in achieving the BIG WIG and to assign ownership for those eventually selected. They reduced the number of WIGS from seven to three and established ownership for accomplishing them. The group felt starting with a cluster of three interrelated WIGS would provide greater focus and support, allowing the department to roll-out this important initiative in the most coordinated and effective manner.

Ambitious outcomes and timelines have been established for each WIG. The outcomes are to be met within a twelve month period starting January 1, 2011.

As this vital initiative rolls-out in 2011, it is expected that DRC will make tangible progress towards reducing the prison population in a manner that is cost-effective and attendant to public safety.



## Record Low Recidivism Rates

The DRC 2010 offender recidivism rate was at an 11- year low, with only 34 percent of inmates returning to prison after release. This milestone represents significant progress in DRC’s overall mission to rehabilitate and prepare inmates for productive life after incarceration. The previous recidivism rate was 36.44 percent. The national recidivism rate averages around 50 percent, according to the federal Bureau of Justice Statistics.

Recidivism is calculated on a three year time period. The current rate is based on offenders released in 2007. During that time period, 7.29 percent of offenders returned to prison on a technical violation of supervision or a supervision sanction, while 26.73 percent returned on a new felony commitment.

DRC has taken great strides in attempting to reduce the number of offenders who return to prison, both as a matter of public safety and as fiscal responsibility. A number of factors can be attributed to this success, including refined reception procedures which provide better assessments and identification of needs for new inmates, revised processes for assessing offender risk levels and better targeting programming needs for offenders under the supervision of the Adult Parole Authority. Other contributing factors include a more structured system of sanctions for offenders under supervision, staff training in offender case management and expanded use of a variety of evidence based supervision practices and community diversion alternatives to incarceration.

## The Ohio Risk Assessment System

In 2006, the Department of Rehabilitation and Correction (DRC) contracted with the University of Cincinnati, Center for Criminal Justice Research, to create a set of research-driven tools that would provide risk assessments at multiple points in the criminal justice system validated on an Ohio offender population. Not all offenders are equal in their risk to reoffend or their need for treatment and programming. Informed by a commitment to the principles of evidence-based practice, the intent was to separate adult offenders into risk groups determined by their likelihood of recidivating, and to identify dynamic risk factors (or criminogenic needs) to guide and prioritize appropriate and effective programmatic intervention.

The Ohio Risk Assessment System (ORAS) has since been created using a research design that involved conducting in-depth structured interviews of over 1,800 offenders at different stages in the justice system: pretrial, community supervision, prison intake, and community reentry. After the interviews were conducted, offenders were tracked for approximately one year to gather follow-up information on recidivism. Six assessment instruments have since been created: the Pretrial Assessment Tool (PAT), the Community Supervision Tool (CST), the Community Supervision Screening Tool (CSST), the Prison Intake Tool (PIT), the Prison Screening Intake Tool (PSIT), and a Reentry Tool (RT).

Counties in Ohio presently rely on a wide array of predictive tools creating a great deal of variation in the assessment of offenders' risks and needs. The launching of ORAS, which will occur between April and July 2011, is designed to facilitate greater objectivity and consistency in the assessment of offender risk across jurisdictions. The tools developed under ORAS are non-proprietary, and will be made available to authorized users (those certified in the application of the tools) at no cost. Training of staff on the various ORAS instruments is already underway supported by the DRC Corrections Training Academy.

ORAS identifies risk levels and points practitioners towards areas or domains that must be addressed to reduce recidivism. However, ORAS, in and of itself, is not a case planning / management tool. To assist criminal justice agencies, ORAS will be integrated with case planning / management within a structure that identifies and prioritizes specific treatment domains.

The individualized assessments under ORAS are not intended to dictate to decision-makers what to do, or to remove professional judgment. Rather, the results are designed to better guide the decisions that are made at different stages of criminal justice processing. The tools provide for professional overrides and for making sentencing or placement decisions that depart from the ORAS-associated recommendations.

An ORAS Oversight Committee has been established to guide the implementation of this important initiative and to ensure ongoing cross system communication. Its membership consists of key stakeholders serving as representatives from the Department of Rehabilitation and Correction, the Attorney General's Office, the Office of the Ohio Public Defender, the Ohio Supreme Court, Ohio Judicial Conference, the Department of Youth Services, and external community correctional

agencies representing probation departments, halfway houses and community-based correctional facilities.

There are numerous benefits to be gained by the adoption of ORAS statewide. The validated assessment of risk and needs will permit the sorting of outcomes and the placement of offenders into different risk levels for the first time by gender. The use of the tools will provide recommended levels of community supervision, and suggest programmatic and placement options. Over time with proper implementation, state, regional, and site-specific county profiles will be available offering offender descriptions, and identifying gaps in services and local resources. ORAS will also assist in the more efficient allocation of staff treatment and supervision

In August 2009 and again in October 2010, the University of Cincinnati trained approximately 25 individuals in “Train the Trainer” sessions to train others on the ORAS. To date, there are over 1,500 individuals trained in one of the ORAS tools. DRC has now launched extensive pilot and implementation projects to test the workflow process, logistics, and automated application and system. These pilots are providing valuable feedback to DRC for developing policies, procedures and business rules that are logical and streamlined prior to the full statewide implementation of ORAS. They are also assisting with the development of a concrete quality assurance process in order to ensure it is administered with the highest level of quality and accuracy as well as ensuring all the errors in the functionality of the application are identified and rectified before rolling the ORAS tools out on a statewide level. The implementation of ORAS began April 2011.

### **University of Cincinnati Study**

In 2010 the University of Cincinnati published a research study commissioned by DRC to determine the effectiveness of community-based correctional facilities (CBCF) and halfway houses at reducing recidivism. The study published results for offenders successfully completing community-based correctional facilities. New felony convictions were reduced by 1.1% overall and new felony convictions for high risk offenders were reduced by 13.4%. High risk offenders successfully completing these programs also produced reduced rates for new convictions by 9.8% and any new incarceration by 12.1%. The study also published results for offenders successfully completing halfway houses. New felony convictions were reduced by 5.8% and new prison incarcerations were reduced by 5.5% for those offenders successfully completing a halfway house. These results indicate increased public safety for Ohio residents and lower costs to taxpayers to incarcerate individuals. For those offenders successfully completing a halfway house, new felony convictions were reduced by 5.8% for all offenders and 14.1% for high risk offenders; and new prison incarcerations were reduced by 5.5% for all offenders and 10.4% for high risk offenders.

### **Council of State Governments – Justice Reinvestment**

In 2009, Ohio’s Governor, Chief Justice, Senate President, and House Speaker requested technical assistance from the Council of State Government Justice Center to use a data-driven justice reinvestment approach to reduce spending on corrections and reinvest savings in strategies to decrease crime and strengthen neighborhoods. State leaders established a bipartisan, inter-branch working group to work with the Justice Center’s criminal justice policy experts. The group includes state lawmakers, state agency directors, and Ohio Supreme Court officials. DRC committed to

provide any assistance necessary to the Council of State Governments (CSG) Justice Reinvestment project and its analysis of Ohio's corrections system. CSG completed its Justice Reinvestment project work in Ohio on February 2, 2010. The recommendations include: (1) Reducing the number of low-level offenders churning through the DRC system, (2) Using community corrections programs for appropriate offenders, and (3) Restructuring Ohio's "patchwork" probation system. This statewide policy framework will assist the department in reducing corrections spending and provide alternative ways to increase public safety. The department is working with the 129th General Assembly to implement these recommendations along with effective alternatives to prison while continuing to spend corrections dollars wisely.

The department is also working to ensure that the expansion of community correction diversion programs result in stabilization and/or a decrease in commitments from the counties that were granted additional grant funds.

### **Health and Safety Award**

Southeastern Correctional Institution's BWC Ten Step/ Health and Safety Committee set a goal to reduce the total number of identified Methicillin Resistant Staphylococcus Aureous (MRSA) cases among the inmate population by 25 percent from the previous year's total.

In 2009, the prison had a total of 78 cases of MRSA from January through October, an increase of 12 cases from the previous year. The committee recognized that previous efforts to control and reduce the cases of MRSA were ineffective and set about charting a new plan of action. The committee first set forth the task of identifying commonalities associated with inmates diagnosed with MRSA. These commonalities included tattooing, poor personal hygiene, bed linen and clothing harboring the MRSA bacteria, and ineffective cleaning methods to minimize the survival of the MRSA bacteria in shared areas. To address the tattooing issue, sanctions were imposed to discourage this behavior. Wellness porter positions were created and tasked with treating all common/shared areas with CA-MRSA disinfectant spray. This process is continuous throughout the day and into the evening.

To lessen the likelihood of the MRSA bacteria being transmitted via inmate clothing and bed linens, a mandatory linen exchange was implemented. The mandatory linen exchange occurs weekly. Additionally, on the day of the mandatory linen exchange, all beds/mattresses are treated with the OPI CA-MRSA disinfectant spray.

An infectious disease class was developed to educate new inmates. This same class is offered quarterly to the general population. Finally, all inmates found guilty of tattooing violations are required to attend the MRSA education classes conducted by infirmary staff. Once all of the aforementioned were implemented, the committee monitored the success of the plan of action. The committee saw a reduction in the MRSA cases for the same time period from the previous year. In fact, through October of this year, the cases of MRSA have been reduced by 25.6 percent, 20 fewer MRSA cases for the same time period in 2009.

# Human Resource Management

This section cites information related to DRC employees, parole officers, correction officers, and training activities.

The Office of Human Resources is responsible for the recruitment, assessment, hiring, training, fair labor practices, promotions, and retention of corrections professionals. It is composed of the Bureau of Personnel, Bureau of Labor Relations, the Corrections Training Academy and the Office of Equal Employment Opportunity. Staff within its various divisions are committed to serving their customers through mutual respect, professionalism, and a standard of excellence.

## Employee Demographics

**DRC Employees**  
13,328 Employees (FY 2010)

	Male White	Male Black	Male Other	Female White	Female Black	Female Other	Total
FY 08	7,747	1,346	218	3,130	1,146	77	13,664
FY 09	7,564	1,300	219	2,988	1,144	72	13,287
FY 10	7,600	1,285	230	2,994	1,139	80	13,328

**Correction Officers**  
Inmate to Officer Ratio = 7 to 1 (FY 2010)

	Male White	Male Black	Male Other	Female White	Female Black	Female Other	Total
FY 08	4,778	756	133	917	464	27	7,075
FY 09	4,728	738	132	892	467	24	6,981
FY 10	4,795	744	127	851	454	26	6,997

**Parole Officers**  
531 Parole Officers (FY 2010)

	Male White	Male Black	Male Other	Female White	Female Black	Female Other	Total
FY 08	239	41	4	154	56	4	498
FY 09	229	40	4	151	55	4	483
FY 10	259	43	3	161	61	4	531

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

The Corrections Training Academy (CTA) provides state-of-the-art instruction to department employees and to fellow law enforcement and corrections agencies. The curriculum is developed and enhanced with assistance from the Training Advisory Council, the National Institute of Corrections, and others. The courses are coordinated by CTA staff, a well-trained team of professionals, dedicated to providing students individual and professional development opportunities. The curriculum is also supported by many part-time trainers throughout the department. Training includes:

- pre-service training
- in-service training
- specialized training
- special events

### **Pre-Service Training**

- Non-uniform staff must attend three weeks of training
- Uniform staff must attend four weeks of training
- 879 students were enrolled for pre-service training in FY 10
  - 542 were custody staff and 337 were non-custody Staff.
  - 26 pre-service classes were completed.

## Pre-Service Activity

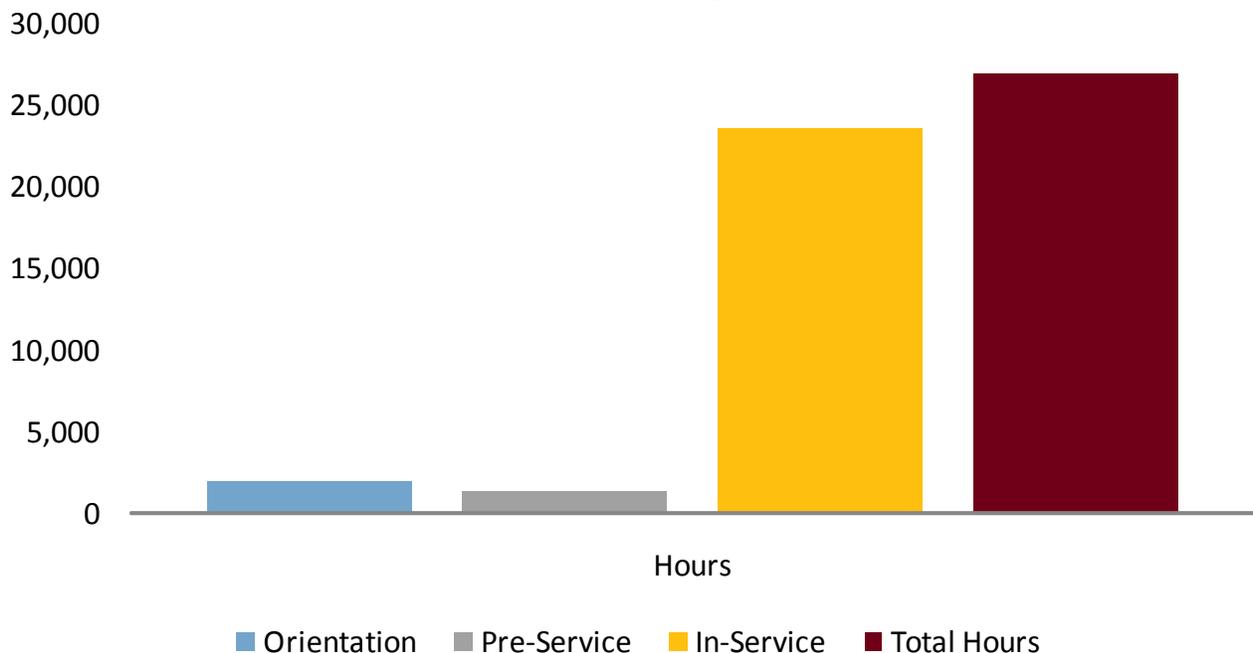
\* Number accounts for 69 students who did not report for scheduled pre-service training

Pre-Service	FY08	FY09	FY10
Students	*917	487	879
Resigned	6	5	4
Removed	8	1	8 (1 military)
Graduated	834	481	861

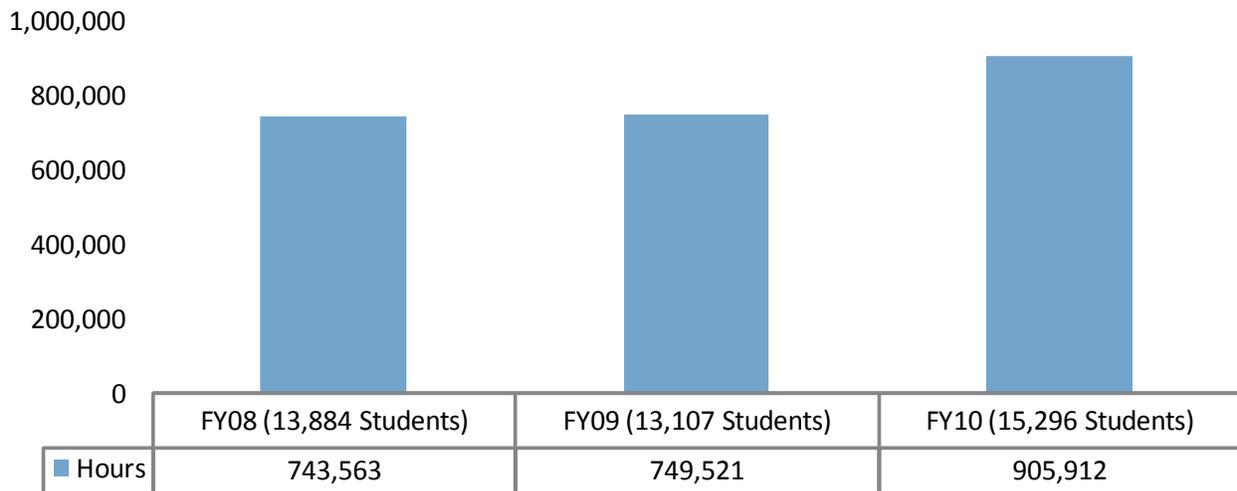
## In-Service Training

In-service training opportunities continue throughout an employee's career. The Corrections Training Academy offers many diverse courses to provide for the needs of the employees and prepare qualified instructors to cascade training to all institution and office sites. The academy in-service curriculum includes instruction in the following program areas: instructional development, instructor trainer, computer training, and individual and professional development. Courses are offered at the Corrections Training Academy and at various regional sites. Instruction for these programs is provided by CTA staff and departmental employees with expertise in the topic areas.

### FY 2010 Training Hours



## Central Office Training Hours



# 2010 Employee Recognition



Gary Howard

### Department Employee of the Year

Since 2006, the Ohio Department of Rehabilitation and Correction has recognized one employee as the agency’s “Employee of the Year.” This employee is selected from the pool of individuals who have been previously recognized as DRC Employee of the Month or Employee of the Year in their respective area.

On January 19, 2011, DRC Director Gary Mohr announced that Ross Correctional Institution’s (RCI) Assistant Farm Supervisor Gary Howard had been named the 2010 DRC Employee of the Year. Gary volunteered to assume the role of acting Farm Manager in October 2006 and implemented several innovative practices that increased productivity for the RCI Farm and created cost savings for DRC. He also worked to establish and maintain positive relationships with several RCI stakeholders including Union-Scioto Schools, Veterans Administration, ODOT, Second Harvest Food Bank and the Hopewell Culture National Historic Park.

## Correctional Employee Recognition Week

The Ohio Department of Rehabilitation and Correction began celebrating Correctional Employee Week in 1984, a time set aside to honor the backbone of our profession - the Correction Officers.

During this week, Ohio’s Correction Officer of the Year award is announced. The award is called the Ronald C. Marshall Award in memory of Warden Ron Marshall, who represented the epitome of the corrections professional. He began his career as a “guard” at the Ohio Penitentiary (OP), and rose through the ranks to become Warden at the Southern Ohio Correctional Facility (SOCF).

Each spring, Correction Officers are selected from each prison to represent that institution in competing for the Ronald C. Marshall Award. Nominees are interviewed by a Selection

Committee, composed of former Correction Officers of the year. The winner is announced at the Correction Officer of the Year Ceremony during the Correctional Employee Week, usually the first week of May.



Officer James Burns

### **Correctional Officer of the Year**

Officer Burns has been with DRC since 1998 and is often recognized for his contributions to the safety and security at Ohio State Penitentiary (OSP). He serves on the Rules Infraction Board (RIB), assists unit management with security reviews, and is an active member of the Security Threat Group (STG) committee. He is known at OSP for his leadership and the ability to motivate others. Recently, in an effort to prevent an attack on his partner, Officer Burns tried to get the attention of a level 5B inmate whose door was mistakenly opened. Officer Burns was stabbed ten times during this incident, but may have saved the life of his partner. In addition to his selfless acts at work, he also works in food pantries, visits the elderly and veterans in nursing homes, and volunteers for the Special Olympics, among many other charitable activities.

### **DPCS Employee of the Year**

Dr. Ronald Olah is the Psychologist for the Columbus and Lima Regions of the APA, and he also provides psychological support for the Mansfield Region as well. He does an excellent job as a Regional Psychologist and is a true team player. Dr. Olah volunteered to facilitate the first Sex Offender Intervention group and serves on the local “Changing Perceptions” committee to help improve offender services. He conducts Project Heal training to help staff deal with and reduce stress, and is a primary responder on the CIST team. Congratulations Dr. Olah.



Dr. Ronald Olah

### **Parole Officer of the Year**

Michael Hein is a Parole Officer in the Cincinnati Region of the Adult Parole Authority (APA). A true team player, Officer Hein supervised two full compact caseloads during the 6 week absence of another officer. He was tremendously helpful to his supervisor and did an incredible job at keeping things organized and up-to-date on all offenders. He stepped up to a challenging situation and completed all compact placements, weekly staffing and office visits without complaint. Congratulations Officer Michael Hein.



Michael Hein

### **Training Officer of the Year**

William Eggens (Bill) from the OSP was awarded the 2010 Wiley R. Human Training Officer of the year award. Bill began his career at Trumbull Correctional Institution (TCI) as a Corrections Officer in 1993. In 1998, he was promoted to TCI’s Training Officer. In 2008, he transferred to OSP. Bill was nominated by his supervisor JoAnn King,



Bill Eggens

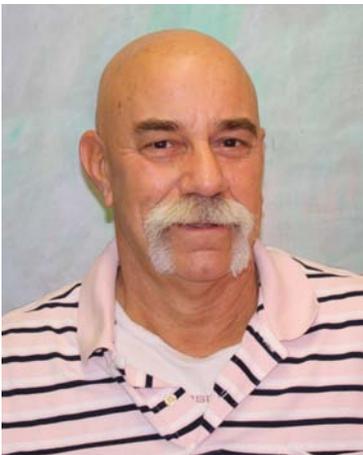
who said “Bill was always a team player who continuously offered his knowledge in training.”

Bill has served as a member of STAR since 1994 and is also a member of the Employee Activity Committee. Outside DRC, Bill is a DARE program officer, softball coach, does logistics for his daughter’s dance team, as well as serves his local policy auxiliary and local emergency and terrorist committee.

### **Medical Services Employee of the Year**

Rosa LeMaster, Franklin Pre-Release Center (FPRC), has been chosen as the Medical Services Employee of the Year for 2010. One of the strongest assets Ms. LeMaster has brought to FPRC is her knowledge of what is right for the patient. While understanding the importance of security, she focuses her energy on quality and holistic patient care. As a team leader, Ms. LeMaster helps teach new as well as seasoned staff how to put feelings and judgments aside, and to give the best care for the patient. Ms. LeMaster is a mediator, a counselor, and a role model for the staff.

Ms. LeMaster exhibits a strong nursing foundation. She practices nursing ethically, morally, and has the patients’ best interests in mind. She goes beyond her duties to be a patient advocate, a peer support, a team leader, and an overall positive influence in the medical department. Ms. LeMaster can always be counted on in an emergency. Her experience in nursing, as well as the correctional setting gives her the competence and confidence to make the right decisions that will produce the best patient outcome. The overall quality of nursing care has greatly improved since her arrival. Her positive and caring approach is an asset to the medical department, as well as to all of the patients and staff at FPRC.



Steve Zeune

### **Mental Health Services Employee of the Year**

Mr. Steve Zeune, Activity Therapy Supervisor at SOCF, is the 2010 Mental Health employee of the Year. He has coordinated Activity Therapist efforts in a manner that has resulted in a number of successful sports leagues for the inmates in the Residential Treatment Unit (RTU). Mr. Zeune has implemented a horticulture program for RTU inmates whereby they are learning how to germinate seeds that have been transferred to the SOCF farm and the crops that were harvested provided fresh produce for a number of local food-banks and charities. The goal of the program is to both assist the inmates in gaining a useable skill upon release and an provide an opportunity to take pride in making a positive contribution to the community. Mr. Zeune is cooperative,

dependable, enthusiastic, and a team player. He is very involved and a driving force in many of SOCF’s community service projects. Mr. Zeune’s efforts contribute to the betterment of RTU inmates, SOCF as a whole, and his local community.

### **Recovery Services Supervisor of the Year**

Larry Bragg, Recovery Services Supervisor at Belmont Correctional Institution (BeCI) has been

named the 2010 Recovery Services Employee. Larry was hired at BeCI in October 1995 as the Social Work Supervisor. He is a past Gold Star Award recipient and has been recognized numerous times for his work and dedication to the DRC Hostage Negotiations Team. Larry was key to the success of the offenders' Therapeutic Community (TC) at BeCI and has spearheaded the Intensive Prison Program (IPP) that is now active at the facility. Larry's dedication also extends into the community with the food drives that he coordinates each year for local organizations.



Larry Bragg

## 2010 Gold Star Awards

Any employee of the Ohio Department of Rehabilitation and Correction may recommend colleagues or department teams for Gold Star Awards. On occasion, individuals or organizations outside the department receive Gold Star Awards for exemplary effort or service in the field of corrections.

Employees receiving Gold Star Awards consistently exhibit the following qualities:

- Has developed a new or innovative process or procedure which has proven to benefit the agency during the daily operations; or
- Has volunteered his/her time to the benefit of the agency; or has made significant contributions to the mission of the agency; or
- Has made significant impact and contributions to the agency through his/her career, and who during his/her career served as a leader and mentor for other corrections professionals.

A DRC employee may be awarded a Vallandingham Gold Star for Valor. Employees receiving a Gold Star for Valor award must meet the following criteria:

- Has risked personal safety to resolve a situation; or
- Has risked personal safety in the attempt of saving another human life; or
- Has been involved in a situation that directly resulted in saving a life or preventing physical harm to another.

Teams receiving Gold Star Awards demonstrate the following quality behaviors:

- Team has produced quality work which has improved the efficiency of a department process, policy, or procedure; or
- Team has developed a cost savings measure; or
- Team has significantly improved an existing process; or
- Team has shown exemplary performance in the execution of duties.

The Director of the Ohio Department of Rehabilitation and Correction may present the Gold Star Award to a non-department person, group, organization or agency that has been selected by the director.

Please visit [www.drc.ohio.gov/quality/gold.htm](http://www.drc.ohio.gov/quality/gold.htm) to see a listing of the 2010 Gold Star recipients.



## DRC External Gold Star Award

Shirley Pope was awarded a 2010 DRC External Gold Star Award after retiring from her position as the Executive Director of the Correctional Institution Inspection Committee (CIIC). Former DRC Directors, Senator Ray Miller and State Representative Bob Hackett all gathered at DRC's Central Office to wish Shirley Pope well in her retirement. Also present was Peter Davis, CIIC's former Executive Director and retired member of the parole board. Several Wardens, Executive Staff and institutional inspectors also attended the farewell gathering for Shirley.

## PACE Mentoring Program Professional Alliance of Correctional Employees



	Protégé Applying	Protégé Selected	Program Graduates
FY08	119	100	66
FY09	102	99	60
FY10	181	172	Proteges graduate Fall 2011

PACE is an interdepartmental organization that assists employees with career advancement. PACE specifically conducts motivational and developmental training conferences for DRC employees interested in promotional opportunities and learning more about the agency. The group also organizes staff mentor relationships, which typically manifest into a “shadowing” experience. Similar to on-the-job training, when an employee shadows another staff member, he or she spends the day with the person learning about his or her specific job duties. Other activities also are designed specifically for correctional staff. The PACE program has one conference annually, so the FY 10 graduates will be recognized in the Fall 2011.

### PACE Mentor of the Year

The 2010 PACE Mentor of the Year was Chaplain Tim Smith from the Marion Correctional Institution. Chaplain Smith embraced the opportunity to take part in this education and training endeavor and his protege nominated him for this distinction. Throughout the experience, Chaplain Smith presented opportunities for his protege to gain a greater understanding of what can be a very challenging position. As a PACE mentor, Chaplain Smith taught his protege about his position as Chaplain and how that position encompasses much more than religious services.



Chaplain Father Tim Smith

# Fiscal Operations

This section provides information on fiscal expenditures, i.e., General Revenue Funds (GRF), Non-General Revenue Funds (non-GRF), revenue, expenditures, utility costs, Performance Contracts (PERF), Construction, Activation and Maintenance (CAM) and payroll, by program and total funds which includes property, staff and offenders.

## Expenditures

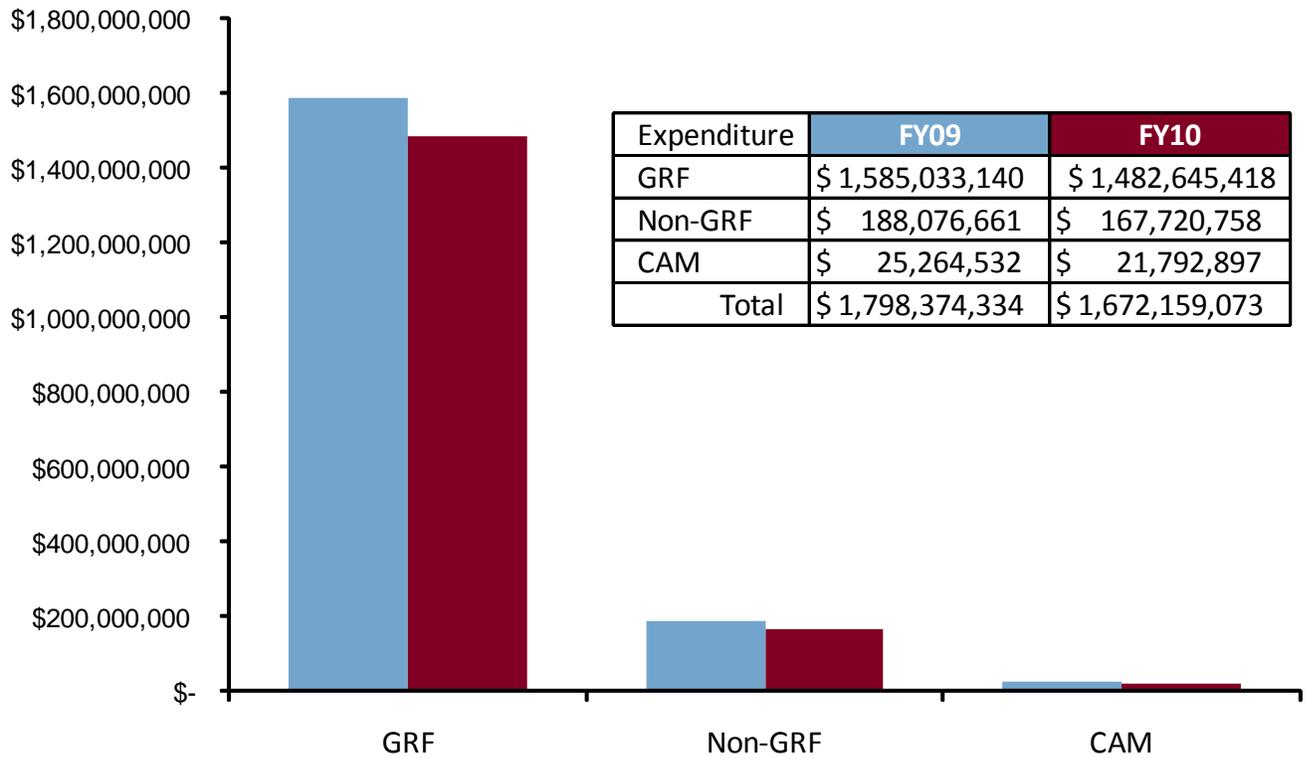
### GRF Expenditures FY 2010

Category	FY09	FY10	Percentage FY10
Institution Operations	\$ 928,743,747	\$ 768,250,031	51.8%
Prisoner Compensation	\$ 8,599,255	\$ 8,599,255	0.6%
Halfway House	\$ 41,109,270	\$ 41,142,818	2.8%
Lease Rental Payments	\$ 109,224,900	\$ 42,919,944	2.9%
Community Non-Residential	\$ 16,608,669	\$ 21,616,862	1.5%
Community Misdemeanor	\$ 9,313,070	\$ 10,981,499	0.7%
CBCF	\$ 57,104,130	\$ 62,517,245	4.2%
Inst Operations - Federal Stimulus	\$ -	\$ 110,029,321	7.4%
Mental Health Services	\$ 74,089,111	\$ 70,857,081	4.8%
DPCS Operations	\$ 81,968,455	\$ 71,624,458	4.8%
Administrative Operations	\$ 28,766,173	\$ 22,460,445	1.5%
Medical Services	\$ 197,430,470	\$ 225,829,929	15.2%
Education Services	\$ 24,510,718	\$ 20,950,540	1.4%
Recovery Services	\$ 7,565,172	\$ 4,865,989	0.3%
<b>Grand Total</b>	<b>\$ 1,585,033,140</b>	<b>\$ 1,482,645,418</b>	

### Non-GRF Expenditures FY 2010

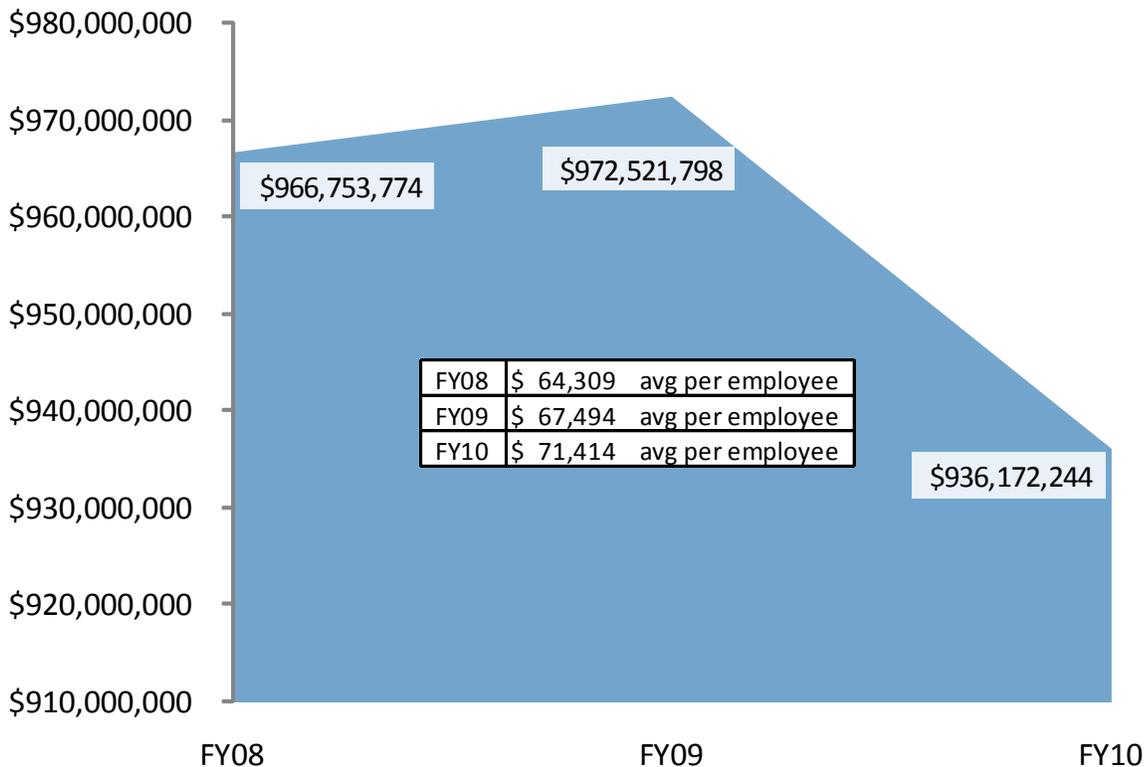
Category	FY09	FY10	Percentage FY10
Pentientary Sewer Treatment	\$ 2,119,559	\$ 1,707,374	1.0%
Services & Agriculture	\$ 108,021,120	\$ 98,474,825	58.7%
Prisoner Programs	\$ 13,261,408	\$ 13,138,244	7.8%
Transitional Control	\$ 1,071,982	\$ 654,123	0.4%
Property Receipts	\$ 146,783	\$ 234,645	0.1%
Training Academy Receipts	\$ 22,911	\$ 5,671	0.0%
Ohio Penal Industries	\$ 31,000,020	\$ 29,858,168	17.8%
Education Services	\$ 2,617,703	\$ 2,563,306	1.5%
State and Non-Federal Awards	\$ 99,546	\$ 20,296	0.0%
Information Technology Services	\$ 605,880	\$ 54,296	0.0%
Truth-in-Sentencing Grants	\$ 13,102,417	\$ 5,966,957	3.6%
Offender Financial Responsibility	\$ 1,400,627	\$ 1,778,732	1.1%
Laboratory Services	\$ 5,922,574	\$ 5,907,254	3.5%
Federal Grants	\$ 8,684,131	\$ 7,356,865	4.4%
<b>Grand Total</b>	<b>\$ 188,076,661</b>	<b>\$ 167,720,758</b>	

## GRF, Non-GRF, and Construction Activation and Maintenance (CAM)

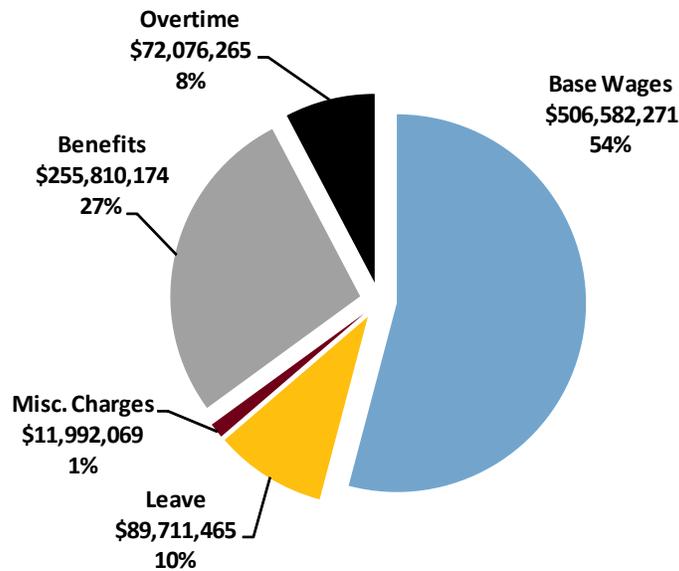


## Payroll Costs

### Payroll Costs FY 2010



The following is a breakdown of the payroll costs FY 2010:



## Utility Expenditures

	FY07	FY08	FY09	FY10
Natural Gas	\$ 20,919,106	\$ 19,960,895	\$ 23,158,520	\$ 16,705,096
Electricity	\$ 14,151,557	\$ 15,820,585	\$ 18,558,547	\$ 15,721,204
Water and Sewage	\$ 10,330,517	\$ 9,626,587	\$ 12,306,543	\$ 11,298,427
Performance Contracts	\$ 2,000,040	\$ 1,627,773	\$ 1,295,202	\$ 1,203,949
Other Utilities	\$ 816,373	\$ 225,515	\$ 252,406	\$ 65,067
Fuel Coal-Oil	\$ 23,409	\$ 40,635	\$ 95,047	\$ 18,195
Interest Payments	\$ 2,777	\$ 275	\$ 197	\$ 4,099
<b>Total</b>	<b>\$ 48,243,779</b>	<b>\$ 47,302,266</b>	<b>\$ 55,666,462</b>	<b>\$ 45,016,037</b>

### Cost Savings with Collaboration with Permedion, Inc.

From Fiscal Year (FY) 2005 to FY 2010, the Ohio Department of Rehabilitation and Correction (DRC) has realized a cost avoidance of over \$7 million dollars with a 5.46% return on investment through a collaboration with Permedion, Inc. in providing medical utilization review services. Permedion, Inc. is a certified and accredited Independent Review Organization that assists many government agencies with cost containment. Its three primary areas of service encompass health care quality review and improvement, data analysis and management, and independent medical review.

Permedion, Inc. continued to provide utilization review services to DRC in FY 2010. They denied 812 procedures resulting in cost avoidance of \$362,734 and performed 762 retrospective reviews, of which 298 were denied, generating a savings of \$1,200,000.

Permedion Inc. was selected for the expanded management program and CareWorks USA is its primary subcontractor. CareWorks USA provides the case management and claims adjudication components of the CMCP program. The contract was approved by the Controlling Board on May 10, 2010, and became effective May 11, 2010.

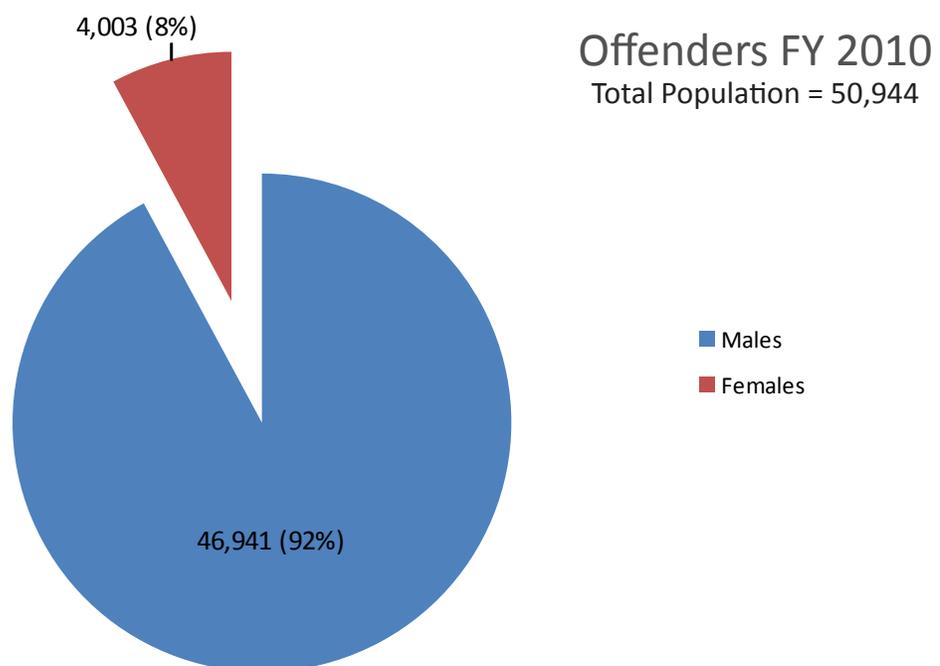
## Offender Costs - Daily Cost Per Day

Area	FY07	FY08	FY09	FY10
Security	\$27.68	\$ 27.81	\$28.39	\$27.74
Medical Services	\$10.48	\$ 10.75	\$11.13	\$12.18
Administration	\$ 8.53	\$ 8.58	\$ 9.05	\$ 8.26
Support Services	\$ 7.13	\$ 7.05	\$ 8.69	\$ 7.83
Facility Management	\$ 5.39	\$ 2.29	\$ 5.27	\$ 4.55
Mental Health	\$ 3.92	\$ 3.60	\$ 3.71	\$ 3.32
Unit Management	\$ 2.67	\$ 2.75	\$ 2.25	\$ 2.06
Education Services	\$ 1.31	\$ 1.22	\$ 1.87	\$ 1.64
Recovery Services	\$ 0.40	\$ 0.35	\$ 0.50	\$ 0.42
<b>Total</b>	<b>\$67.51</b>	<b>\$ 64.40</b>	<b>\$70.87</b>	<b>\$68.01</b>

## Offender Demographics

This section provides information about offender commitments and prison population by race, age, gender, reception intake data, security level and Senate Bill 2 statistics.

### Security Levels



**Level 1A:** The lowest security level in the classification system. Inmates classed as Level 1 have the most privileges allowed.

**Level 1B:** The second lowest level in the classification system. Level 1B inmates may be housed at a correctional camp with a perimeter fence and may work outside of the fence under intermittent supervision.

**Level 2:** A security level for inmates who are deemed in need of more supervision than Level 1 inmates, but less than Level 3 inmates.

**Level 3:** This is the security level that is the next degree higher than Level 2, and requires more security/supervision than Level 2, but less than Level 4.

**Level 4:** This is the security classification for those who are involved in, but not leading others to commit, violent, disruptive, predatory or riotous actions or who pose a threat to the security of the institution.

**Level 5:** A security level for inmates who commit or lead others to commit, violent, disruptive, predatory, riotous actions, or who otherwise pose a serious threat to the security of the institution.

## Offenders by Security Level

Male Offenders

Security Level	Offenders	Percent
Death Row	160	0.34
Level 5	94	0.20
Level 4	1,501	3.20
Level 3	11,121	23.69
Level 2	20,176	42.98
Levels 1A,1B	13,889	29.59
TOTAL	46,941	100.00

Female Offenders

Security Level	Offenders	Percent
Death Row	1	0.02
Level 4	4	0.10
Level 3	596	14.89
Level 2	1,433	35.80
Levels 1A,1B	1,969	49.19
TOTAL	4,003	100.00

## Alien Offenders

There were 597 alien offenders housed in DRC facilities as of June 30, 2010. The breakdown of alien offenders is as follows:

Nearly 89% of alien offenders are from:

Percentage	Country/Region
49.41	Mexico
11.39	Cent & S. America
11.22	Caribbean Islands
9.05	African Countries
8.04	Asia & Oceania

Over 79% of alien offenders were convicted of:

Percentage	Crime
35.01	Drug Related Crime
27.30	Crime Against Person
16.92	Sex Related Crime

## Population By Prison (population as of 6/30/10 - Total 50,944)

Institution	Population
CMC	121
OCF	194
FPRC	467
HCF	483
OSP	547
NEPRC	577
NCCTF	687
DCI	791
TOCI	1,150
TCI	1,347
ACI	1,355
WCI	1,399
SOCF	1,432
CRC	1,462
LaECI	1,482
GCI	1,490

Institution	Population
SCI	1,553
LORCI	1,777
PCI	2,089
MCI	2,275
NCCI	2,320
MACI	2,328
NCI	2,448
MANCI	2,524
LOCI	2,533
RICI	2,560
RCI	2,570
ORW	2,635
BeCI	2,656
LECI	2,795
CCI	2,897

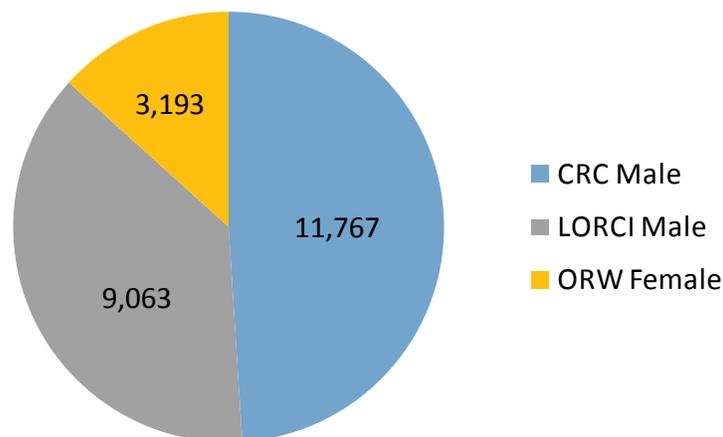
Please visit [www.drc.ohio.gov](http://www.drc.ohio.gov) to get the latest prison population statistics.

## Commitment Information

The following charts and graphs breakdown the commitment information by gender, race, county, age, offense, and commitments which fall under the “hybrid” category.

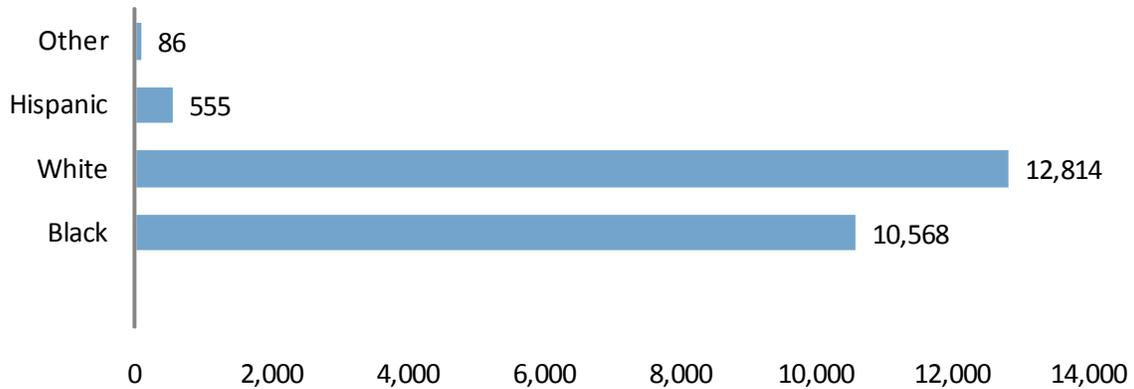
### Reception Center Intake

FY 2010 - 24,023 Commitments



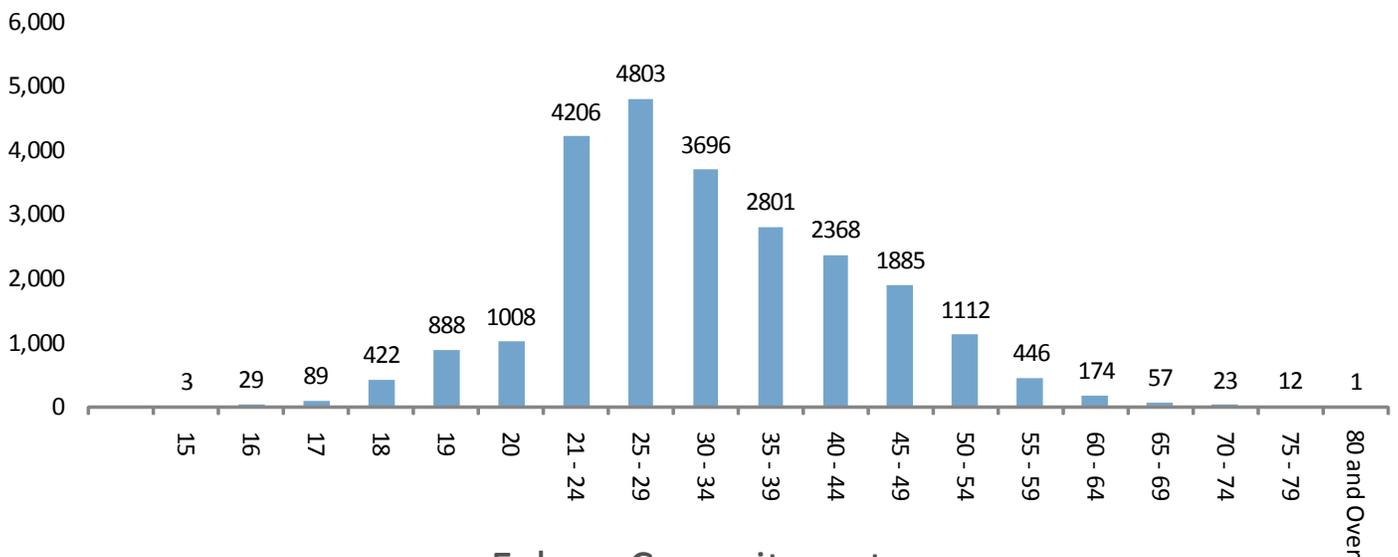
## Commitments by Race & Ethnicity

FY 2010 - 24,023 Commitments



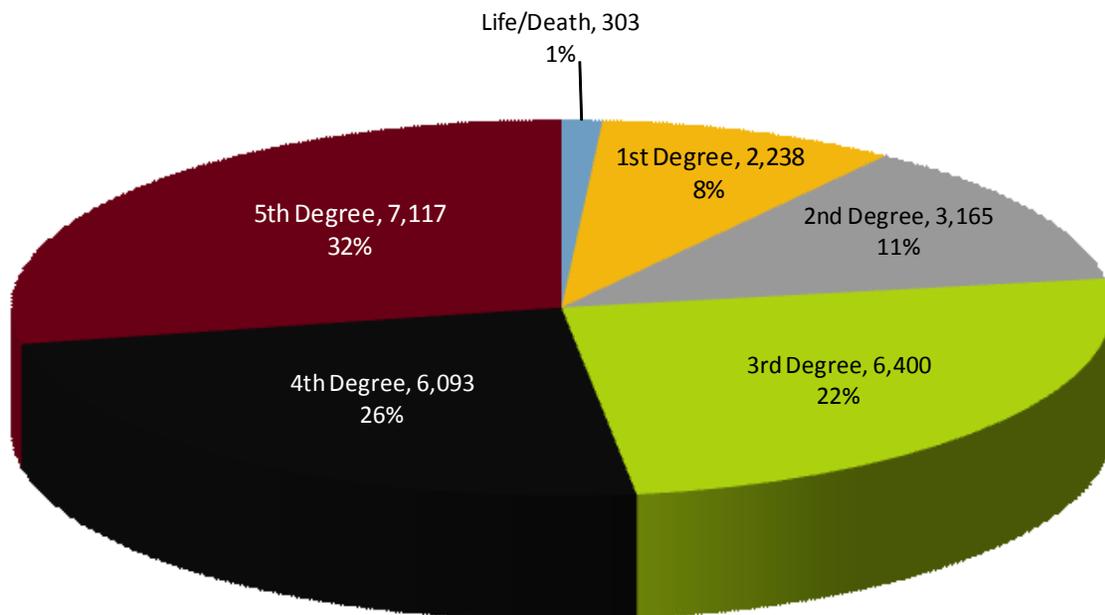
## Commitments by Age

FY 2010 - 24,023 Commitments



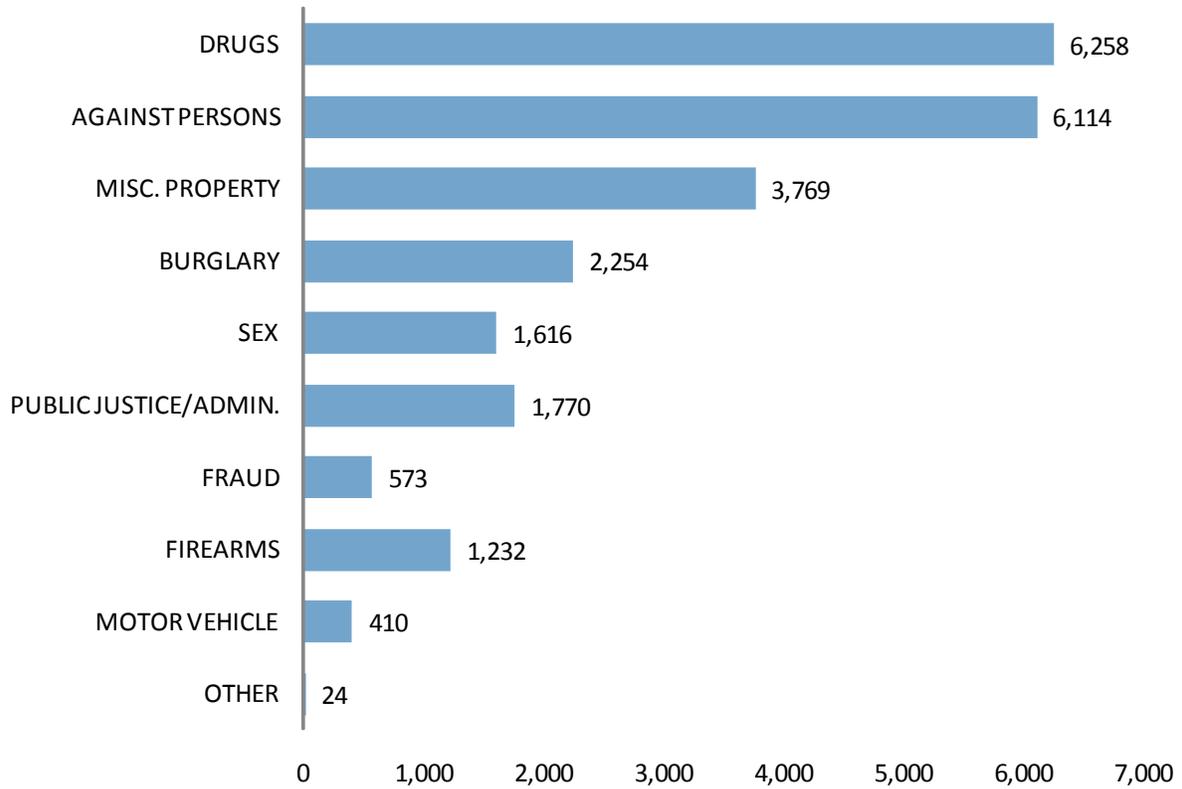
## Felony Commitments

FY 2010 - 24,023 Commitments



## Commitment Offenses

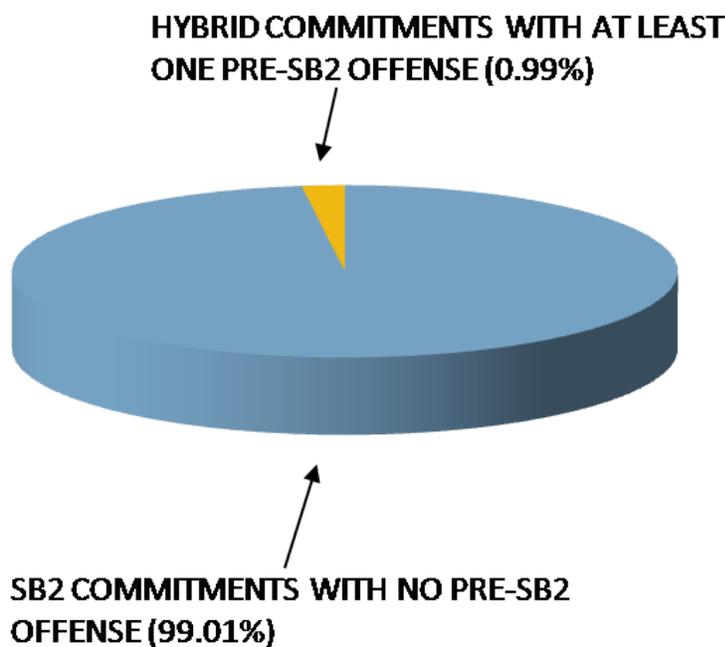
FY 2010 - 24,023 Commitments



## Hybrid Status For All Senate Bill 2 Commitments

FY 2010 - 24,023 Commitments

Hybrid is when an offender has both Pre-SB2 and SB2 offenses with both sentence structures.





## Tactical Firing Range at CTA

On Friday, August 13, 2010, representatives from DRC, the Ohio Department of Public Safety (DPS), including the Ohio State Highway Patrol, and the Ohio Department of Transportation (ODOT) joined together for a ribbon cutting ceremony of a dedicated Tactical Firing Range at CTA. The range project began as a collaboration in 2005, wherein ODOT used the opportunity for training new staff as they worked to create the berms. Finish work resulting in improvements to the simulation house, elevated shooting tower, obstacle course,

explosive breaching area and 100 yard range was completed with the assistance of DRC and OSHP staff. The Tactical Firing Range will reduce travel costs associated with training, while further enhancing collaborative training efforts between DRC & OSHP's special response teams.

# Prison Operations

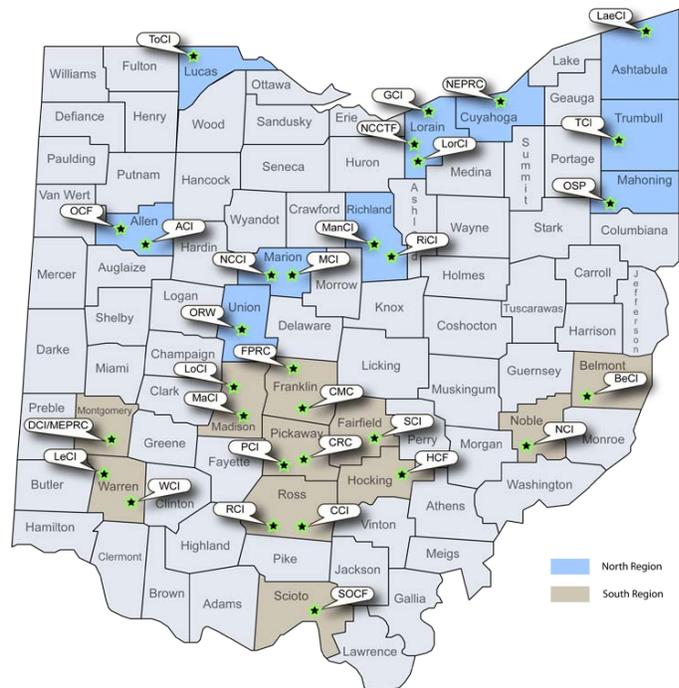
This section provides information about the various measurable activities and services in a prison in the areas of safety, security, quality of life such as visiting, commissary, discipline, reentry and other offender services including community service.

## Safety & Security

The Safety & Security section is a breakdown of inmate on staff and inmate on inmate assaults, suicides, disruptive events, fights, cell extractions, use of force, weapons and drug seizures, escapes and walkaways, security levels 4 & 5 information and Rules Infraction Board (RIB) information.

## Short-term Offender Units

This program offers services to those offenders serving 90 days or less in our system. The mission of the program is to provide comprehensive reentry planning to those inmates to better prepare them for release back into the community. To accomplish this mission, existing services were altered to fit the needs of the short term offender, as well as the development of new reentry programs. Programs include, but are not limited to: career scope, C-Tech, resume writing, service learning, Adult Basic Literacy Education, Pre-GED, interview techniques, parenting, first time offender, PROVE (domestic violence awareness), financial aid



DRC Institutional Map

information, Beyond Anger, Alcoholics Anonymous and Narcotics Anonymous.

In many ways, the inmates entering prison with short terms are remarkably similar to the full range of inmates coming to prison. Demographics (gender, ethnicity, age, county of commitment) and social history (education, employment, substance abuse, treatment) are very similar between the two groups. Differences relate to the kinds of offenses for which the short term inmates enter prison, which are predominately, but not exclusively, drug and property offenses, the term lengths of admission, and a six percentage point higher likelihood that the short term offender entered for a probation violation.

Further information regarding Short-term Offender Units can be found at:  
[www.drc.ohio.gov/web/research2.htm](http://www.drc.ohio.gov/web/research2.htm)

## **Assault Information**

### **Assault Definitions**

Serious Injury Physical Assault - Requires off grounds medical treatment, e.g., stab wounds, cuts requiring stitches, severe head trauma, fractures and serious eye injuries.

Sexual Assault - Non-consensual anal or vaginal penetration or oral sex forced on the victim by an inmate.

Contact Assault - Any intentional touching of an erogenous zone of the victim by an inmate including the thigh, genitals, buttock, pubic region, or breast (for females).

Inappropriate Physical Contact Assault - Physical resistance to a direct order, intentional grabbing, touching (non-sexual nature), bumping into or pushing of an employee resulting in no injury.

Harassment Assault - Throwing, or otherwise causing a bodily substance to come into contact with another, or throwing any other liquid or material on or at another that does not result in any physical injury to the victim.

### **Inmate on Staff Assaults**

In FY 2010, 997 inmates assaulted 1,066 employees at 31 prisons. Most of the assaults occurred in general population. The most common method of inmate on staff assault was spitting on staff (20%), followed by grabbing/struggling with staff (15%) and punching staff (14%).

### **STG Affiliation**

Twenty-nine percent of the assailants on inmate on staff assaults had a Security Threat Group (STG) affiliation.

### **Reported Injury**

In a majority of the inmate on staff assaults (78%), the staff member did not have an injury to report. The chart on the next page is a breakdown of physical assault injury reporting for FY 2008-FY 2010.

## Inmate On Staff Assaults

Physical Assaults	Inmate Population on Jan. 1 <sup>st</sup>	Serious		Minor		No injury		Total	
		N	*Rate	N	*Rate	N	*Rate	N	*Rate
FY08	49,889	24	0.48	189	3.79	245	4.91	458	9.18
FY09	50,884	30	0.59	153	3.01	189	3.71	372	7.31
FY10	50,835	36	0.71	163	3.21	197	3.88	396	7.79

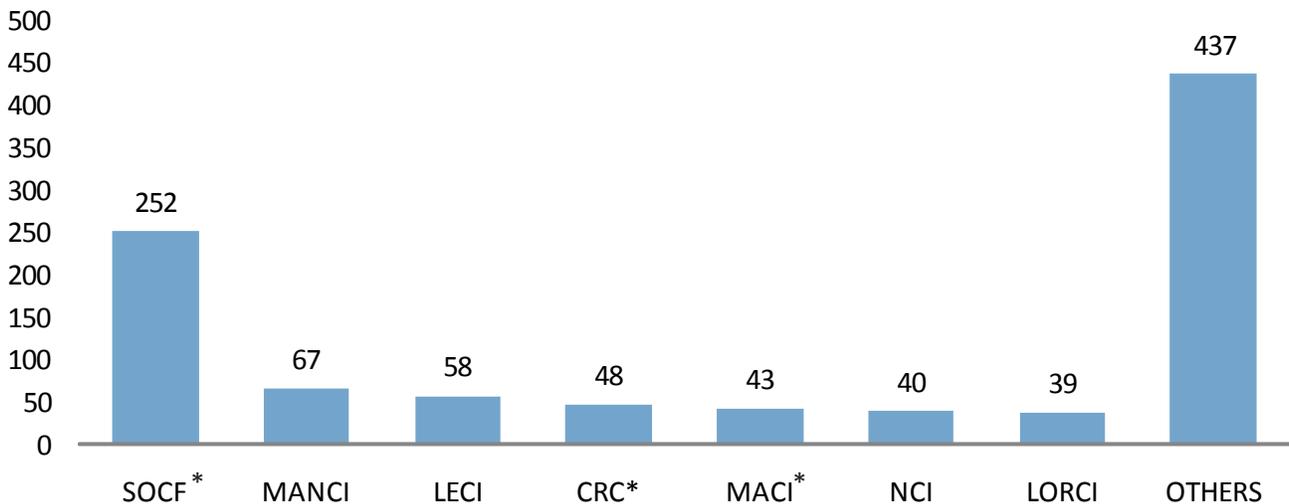
  

Sexual Assaults	Inmate Population on Jan. 1 <sup>st</sup>	Completed		Attempted		Contact		Total	
		N	*Rate	N	*Rate	N	*Rate	N	*Rate
FY08	49,889	0	0.00	0	0.00	20	0.40	20	0.40
FY09	50,884	0	0.00	0	0.00	24	0.47	24	0.47
FY10	50,835	1	0.02	1	0.02	31	0.61	33	0.65

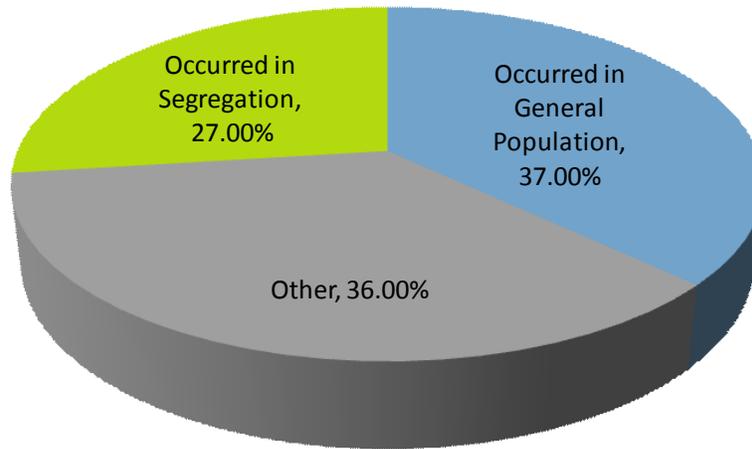
Physical Assaults	Inmate Population on Jan. 1 <sup>st</sup>	Physical Contact		Harassment		Total Assaults		*Rate per 1,000
		N	*Rate	N	*Rate	N	*Rate	
FY08	49,889	72	1.44	573	11.49	1,123	22.51	
FY09	50,884	70	1.38	536	10.53	1,002	19.69	
FY10	50,835	91	1.79	464	9.13	984	19.36	

### Prisons with Most Inmate on Staff Assaults - FY 2010



\* Residential Treatment Unit (RTU)

## Location of Assaults



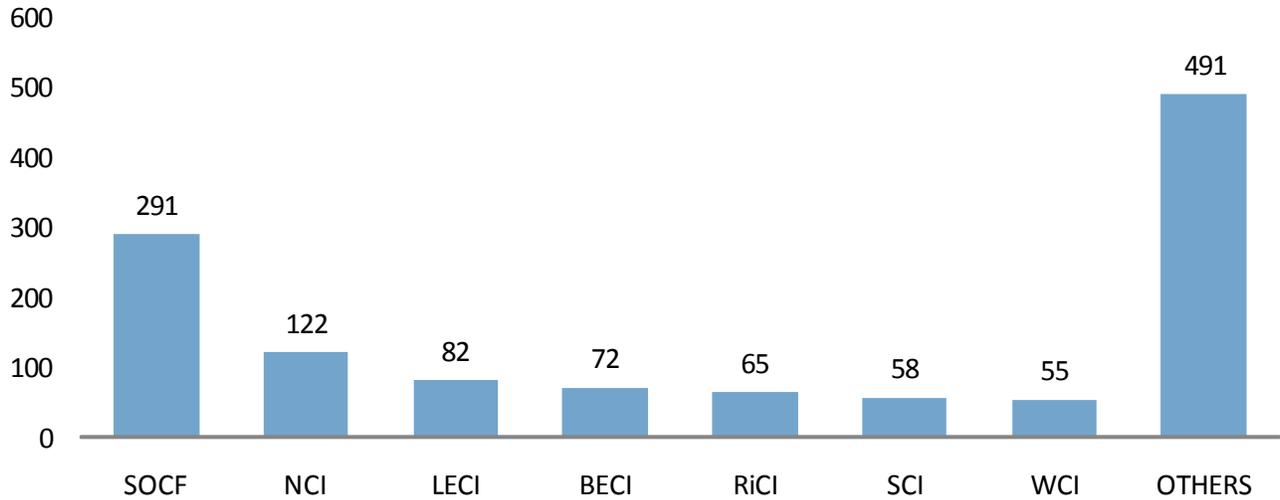
### Inmate on Inmate Assaults

In FY 2010, inmate on inmate assaults were comprised of 1,521 assailants and 1,287 victims at 31 prisons. The victim to assailant ratio was 54% to 46%. The most common method of inmate on inmate assault was punching (58%), followed by kicking (15%) and slinging an object (8%).

### Inmate On Inmate Assaults

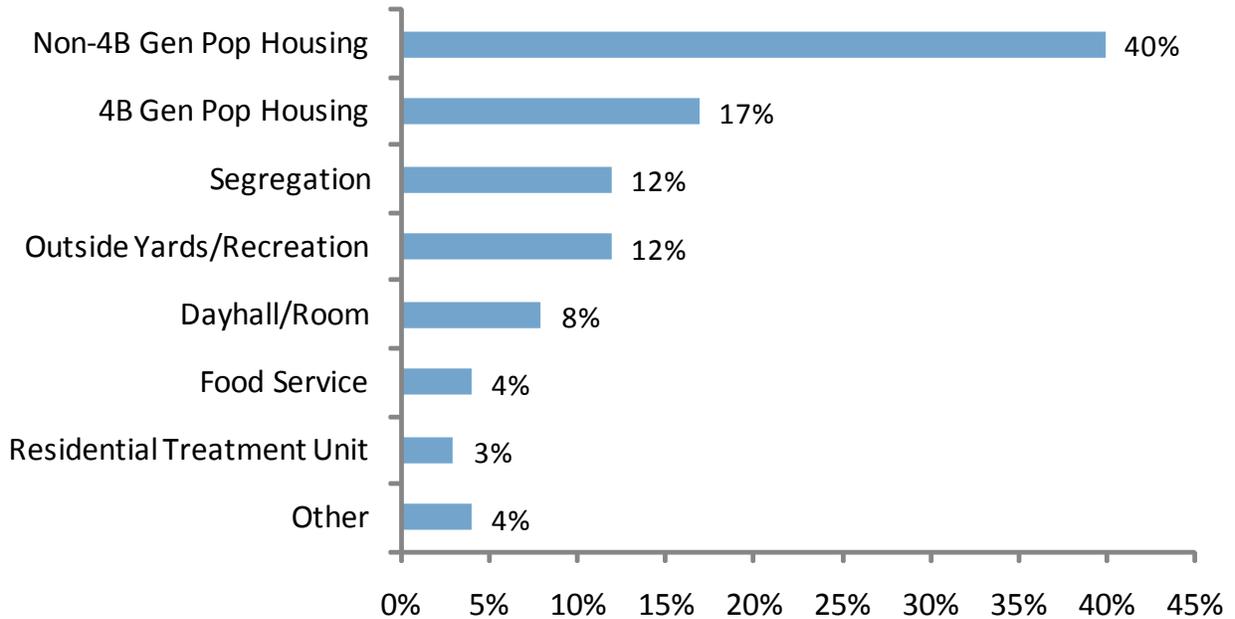
Physical Assaults	Inmate Population on Jan. 1 <sup>st</sup>	Serious		Minor		No injury		Total	
		N	*Rate	N	*Rate	N	*Rate	N	*Rate
FY08	49,889	125	2.51	370	7.42	220	4.41	715	14.33
FY09	50,884	203	3.99	477	9.37	216	4.24	896	17.61
FY10	50,835	198	3.89	544	10.70	188	3.70	930	18.29
Sexual Assaults	Inmate Population on Jan. 1 <sup>st</sup>	Completed		Attempted		Contact		Total	
		N	*Rate	N	*Rate	N	*Rate	N	*Rate
FY08	49,889	14	0.28	2	0.04	10	0.20	26	0.52
FY09	50,884	9	0.18	0	0.00	13	0.26	22	0.43
FY10	50,835	13	0.26	0	0.00	10	0.20	23	0.45
*Rates per 1,000	Inmate Population on Jan. 1 <sup>st</sup>	Harassment				Total Assaults		*Rate per 1,000 inmates	
		N	*Rate			N	*Rate		
FY08	49,889	285	5.71			1,026	20.57		
FY09	50,884	311	6.11			1,229	24.15		
FY10	50,835	283	5.57			1,236	24.31		

## Prisons with Most Inmate on Inmate Assaults - FY 2010



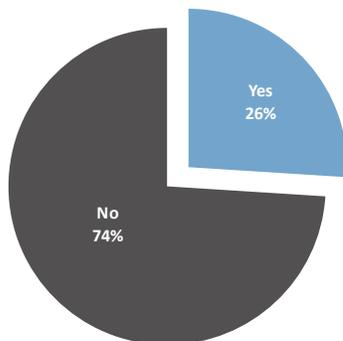
## Inmate on Inmate Assaults - FY 2010

Location of Assaults

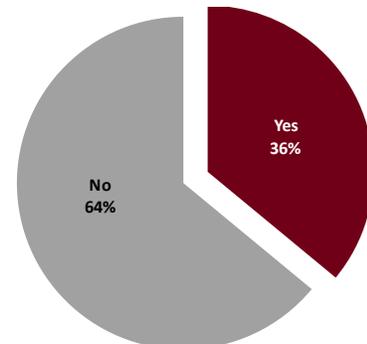


## STG Affiliation - FY 2010

Victims have STG affiliation

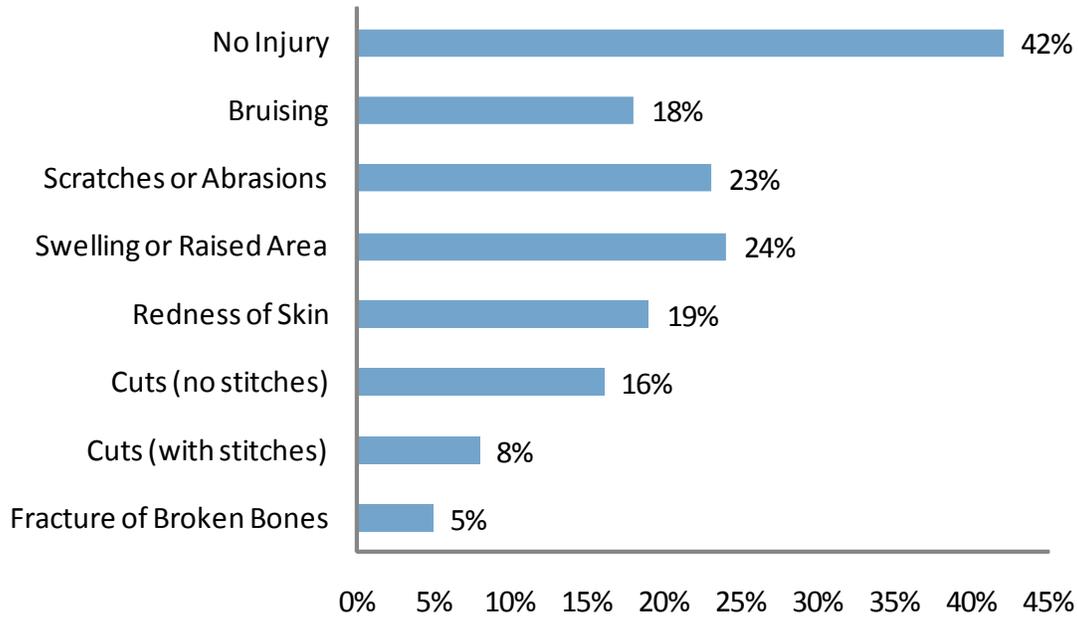


Assailants have STG affiliation



## Inmate on Inmate Assaults - FY 2010

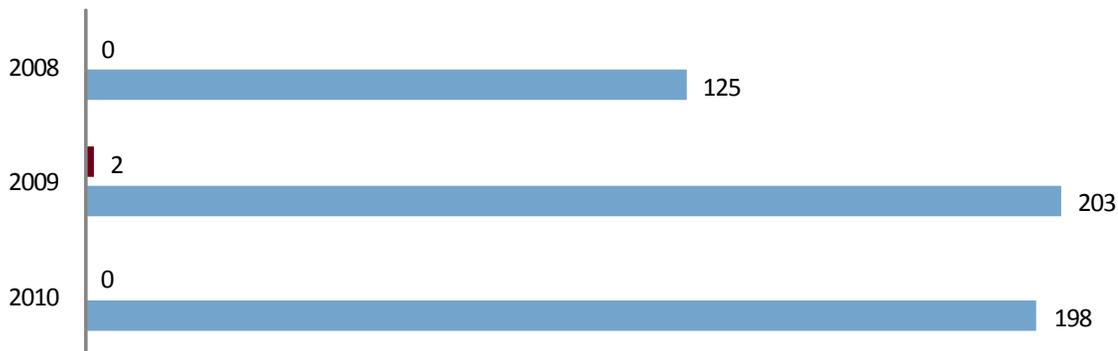
### Nature of Injuries



## Inmate on Inmate Assaults

### Serious Injury & Homicides

■ Homicides: Inmate-on-Inmate ■ Serious Injury Assaults



Number of Offenders  
FY 2010 – 50,206  
6/30/2010

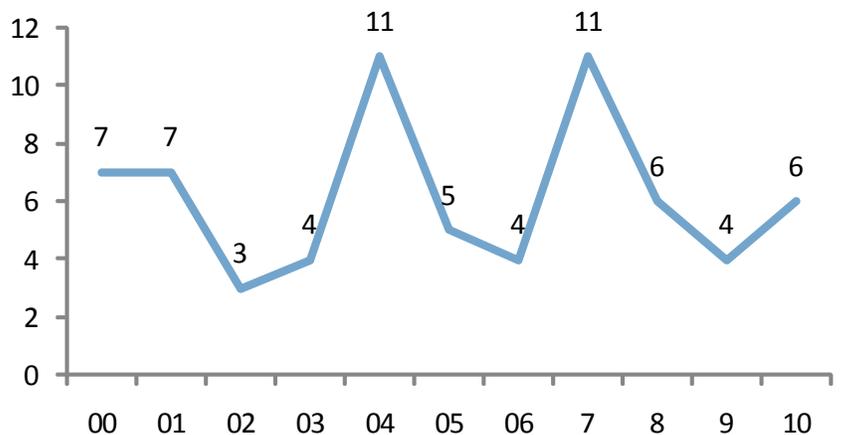
Number of Offenders  
FY 2009 – 51,090  
6/30/2009

Number of Offenders  
FY 2008 – 50,404  
6/30/2008

## Inmate Suicides

- CY 2010-6 Suicides  
6 by Hanging
- CY 2009-4 Suicides  
3 by Hanging  
1 by Laceration
- CY 2008 – 6 Suicides  
6 by Hanging

## Suicides 2000-2010

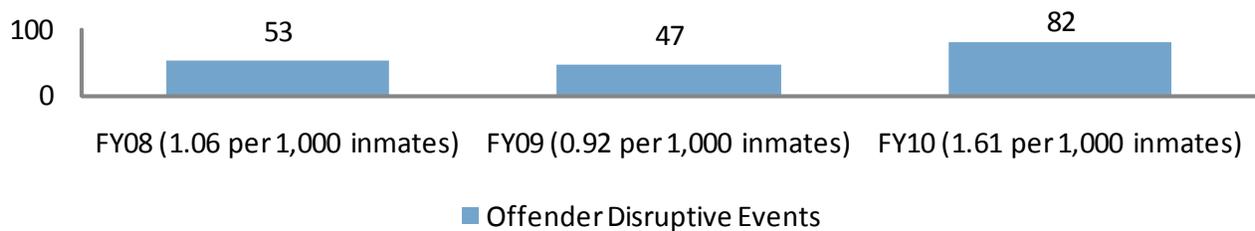


## Inmate Suicide Attempts (CY 2010)

Event	CY08	CY09	CY10
Attempts	89	62	74
Top Prisons *Residential Treatment Units	*CCI – 14 *ORW – 10 *ACI *SOCF – 7	*CRC-5 *GCI-5 *CCI-6 *ORW-6	*CCI - 12 *ORW - 12 *ManCI – 6 *BeCI – 6 *CRC - 6
Frequent Methods All Years	Hanging 1 <sup>st</sup> Laceration 2 <sup>nd</sup> Overdose 3 <sup>rd</sup>	Overdose 1 <sup>st</sup> Hanging 2 <sup>nd</sup> Laceration 3 <sup>rd</sup>	Hanging 1 <sup>st</sup> Overdose 2 <sup>nd</sup> Laceration 3 <sup>rd</sup>

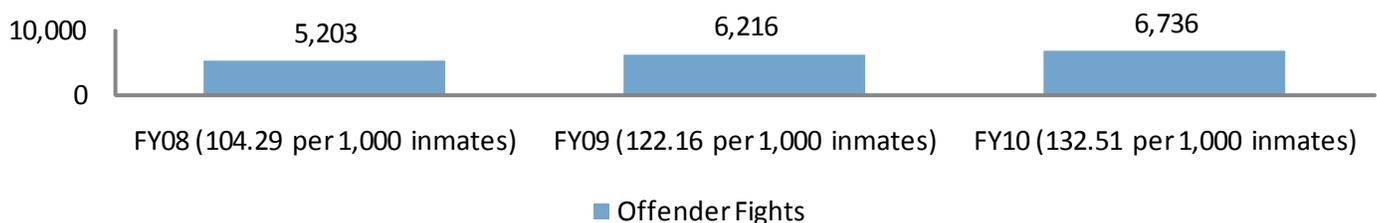
### Offender Disruptive Events

A disruptive event is considered any incident caused by 4 or more offenders that disrupts the routine and orderly operation of the prison (DRC adopted the American Correctional Association's definition of 4 or more in 2007).



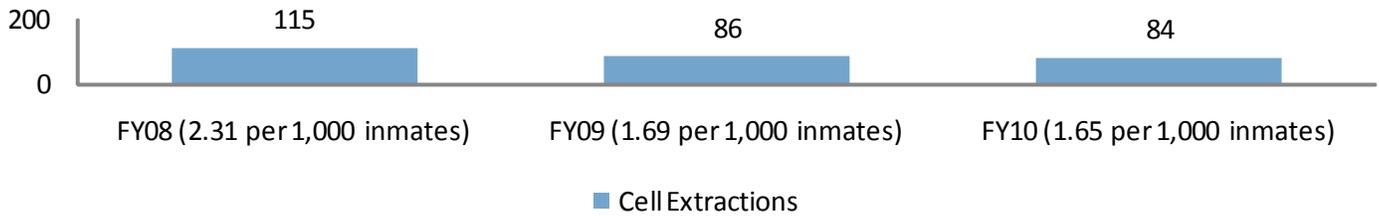
### Offender Fights

A fight is considered a physical altercation between offenders whereby verbal and physical aggression is relatively equal.



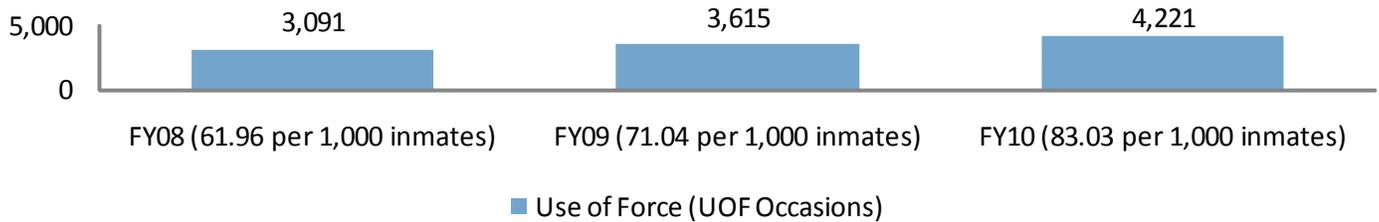
## Cell Extractions

A cell extraction is a planned action of force to remove the offender from one area to another.



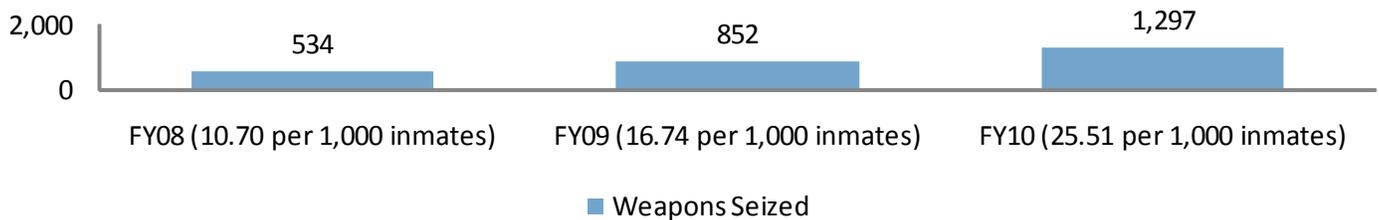
## Use of Force (UOF) Occassions

Force being the exertion or application of a physical compulsion or constraint.



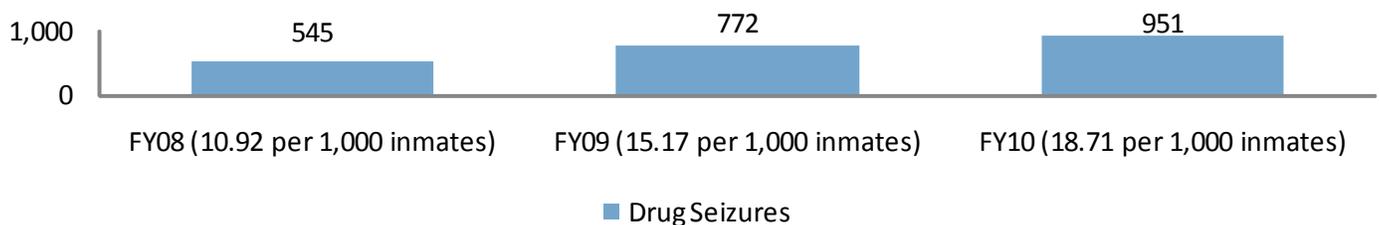
## Weapon Seizures

Knives/shanks and sharp objects are the most common confiscated weapons and are usually found in the general population housing units.



## Drug Seizures

The Ohio Department of Rehabilitation and Correction has a “No Tolerance Policy” for illicit drugs or alcohol. The most confiscated drug was Cannabinoid, followed by alcohol. The majority of confiscations occurred in the general population housing units.

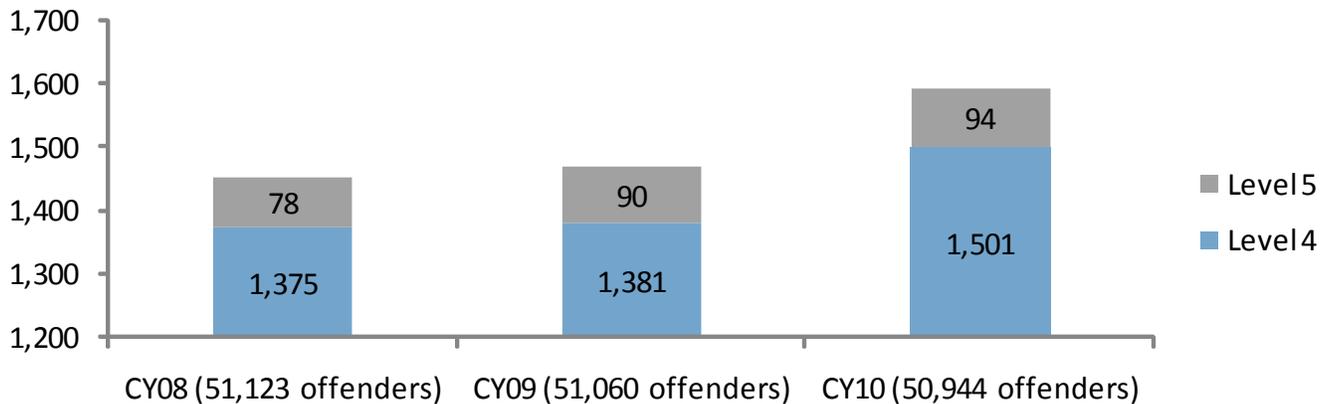


## Escapes & Walkaways

Year	Escapes	Walkaways	Total # of Offenders
FY 08	1	0	49,926
FY 09	1	2	50,910
FY 10	0	1	50,403

## Security Levels 4 & 5

- CY 2008 there were 30 Ohio State Penitentiary Level 5 placements and 3 offenders released to Level 4.
- CY 2009 there were 25 Ohio State Penitentiary Level 5 placements and 5 offenders released to Level 4.
- CY 2010 there were 28 Ohio State Penitentiary Level 5 placements and 13 offenders released to Level 4.



## Rules Infraction Board (RIB)

There were 223,016 conduct violations for FY 2010. Below is a breakdown of the majority rule infractions and their percentages:

- Rule 21 (Disobedience of a direct order): 44,826 violations (20.1%)
- Rule 35 (Being out of place): 43,192 violations (19.4%)
- Rule 51 (Possession of contraband): 23,867 violations (10.7%)
- Rule 61 (Any violation of any published institutional rules, regulations or procedures): 15,395 violations (6.9%)
- Rule 22 (Refusal to carry out work or other institutional assignments): 14,310 (6.4%)

- Rule 26 (Disrespect to an officer, staff member, visitor or other offender): 12,149 (5.4%)
- Rule 19 (Fighting-with or without weapons, including instigation of, or perpetuating fighting): 8,877 (4.0%)

## Offender Grievances

A grievance is a complaint submitted to the inspector or chief inspector by an inmate about any condition of confinement, or the application of a policy, rule or practice that negatively affects the inmate. The inmate grievance procedure is explained in Administrative Rule 5120-9-31.

### Grievance Information

	CY 08	CY 09	CY 10
<b>Number of Institutional Grievances Filed</b>	6,080	6,049	6,101
<b>Number of Grievance Appeals Filed</b>	2,577	2,388	2,330
<b>Grievances Filed Directly w/Chief Inspector</b>	452	497	398

<b>Highest Grievance Categories</b>	CY 08	CY 09	CY 10
Personal Property Issues	20%	22%	21%
Healthcare Issues	19%	22%	26%
Supervision Issues	13%	13%	12%

## Informal Complaints

This is the first step of the inmate grievance procedure. An informal complaint is a complaint submitted by an inmate to the individual most directly responsible for the area or person. The complaint may be about any condition of confinement, or the application of any policy, rule or practice that negatively affects the inmate.

<b>Category</b>	CY 08	CY 09	CY 10
Informal Complaints Filed	34,113	32,493	33,719
Informal Complaint Responses	33,043	31,355	32,386
Percentage of Timely Informal Complaint Responses	85%	85%	84%

## Inmate Grievances

This is the second step of the inmate grievance procedure. A grievance is a complaint submitted to the inspector by an inmate about any condition of confinement, or application of a policy, rule or practice that negatively affects the inmate.

### Prison With Most Grievances Filed

Prison High Volume	Grievances Filed CY 2008	Grievances Filed CY 2009	Grievances Filed CY 2010
MCI	476	491	682
MANCI	340	474	530
SOCF	538	448	436
ACI	277	316	435
MACI	291	417	410
OSP	567	411	296
GCI	327	253	235

## Grievance Process Summary

The Office of the Chief Inspector monitors the application of the inmate grievance procedure in the institutions, ensuring that inmate concerns and problems are being appropriately addressed. An inspector of institutional services is located at each institution. This inspector administers the inmate grievance process at the facility and conducts regular inspections to ensure departmental rules and policies are being properly followed. The Office of the Chief Inspector provides assistance to institutional investigators and inspectors as well as conducts internal administrative investigations for the agency. Within the office, the Bureau of Internal Audits and Standards Compliance (BIASC) assists institutions in attaining American Correctional Association accreditation and conducts internal management audits of the department. This bureau coordinates policy development throughout the department.

# Community Service

DRC's community service program was started in 1991 by former Director Reginald A. Wilkinson in support of the department's "good neighbor pledge."

The community service program allows inmates an opportunity to give back to the community while supporting the department's restorative justice initiative of making a contribution to society. The program helps alleviate boredom and tension in prison, resulting in a safer environment for both staff and inmates. Safer prisons help establish a sense of security within Ohio communities and give offenders a sense of pride and accomplishment as they provide needed services to various organizations throughout the state.

## Community Service Hours

Community Partner	CY 10 Hours (%)
Schools	218,880 (3.5%)
Churches	77,291 (1.2%)
Government	301,452 (4.8%)
Community	5,649,997 (90.6%)
<b>Total</b>	<b>6,234,862</b>

### Pilot Dogs - Inmates Training Guide Dogs

Pilot Dogs is a nonprofit organization founded in 1950 to train guide dogs and to teach blind persons to work with them. Dogs are trained individually for 3 to 4 months, then trained for another 4 weeks to work with their masters. The inmates at Franklin Pre-Release Center (FPRC) have been involved with the first phase of training since 1994. Inmate handlers are carefully screened according to Pilot Dog's stringent standards prior to their participation in the program. Once they have been approved and received training from Pilot Dog staff, the inmate handlers are able to be assigned a 6 - 8 week old puppy. The puppy stays in the program until it reaches about 1 year. At that time the dog is entered into the next phase of training. It may take several months before Pilot Dogs, Inc. can evaluate the success of the service dog.

This is a win-win encounter for both parties. The inmates are trained by Pilot volunteers who are dog trainers. Each week the progress of the puppy and skill level of the handler are evaluated.

# OPI - Ohio Penal Industries

OPI is a self-sufficient operation using no General Revenue Funds (GRF). Revenues received are used for operating expenses or reinvested. Currently, there are 144 civilian employees who are employed by OPI. Total sales for FY 2010 totaled \$28,263,773. Ohio vendors are contracted to assist in generating revenue back into the state.

## OPI Key Facts

Key Facts	FY 07	FY 08	FY09	FY 10
Net Sales (\$)	36,413,261	32,365,106	28,475,599	28,263,773
Shops in Operations	42	42	29	29
Offenders Working in OPI	2097	2081	1964	1347
Total Hours Worked	2,804,203	2,917,542	2,806,035	2,104,844

## OPI Shops & Factories (FY 2010 - 29 OPI Shops)

- Institutional Furniture and Bedding
- Institutional Clothing and Footwear
- Institutional Dental and Optical Laboratory Services
- Janitorial, Laundry and Personal Care Supplies
- Office Furniture, Including Seating and Modular Workstations
- Trash Can Liners
- Ohio and U.S. Flags and Display Boxes
- Vehicle Licensing and Validation
- Institutional Meat and Beverage Processing
- Vehicle Modification and Maintenance Services
- Computer Aided Design (CAD) and Geographical Information Services (GIS)
- Private Partnerships
- Braille Services

For a complete listing of OPI shops at each institution please visit:

[www.drc.ohio.gov/web/opi\\_map.htm](http://www.drc.ohio.gov/web/opi_map.htm)

# Division of Parole and Community Services

The Division of Parole and Community Services (the Division) protects Ohio citizens by ensuring adult offenders are supervised in appropriate community settings with an emphasis on individual assessments, targeted interventions and offender accountability.

The Division of Parole and Community Services, the community corrections division of the Ohio Department of Rehabilitation and Correction, consists of four primary areas: the Adult Parole Authority (APA), the Bureau of Adult Detention (BAD), the Bureau of Community Sanctions (BCS), and the Office of Victim Services (OVS).

The Division works in conjunction with local criminal justice officials and community and state agencies to provide safe, meaningful community sanctions for the adult offender. These non-state prison sanctions emphasize public safety and include opportunities for offenders to change behaviors or situations that brought them into the criminal justice system.

The Division continued to work toward its goal of a 5% reduction in recidivism to impact the DRC goal of reducing the prison population to 48,000 by July 1, 2013. A primary strategy is the implementation of evidence based practices (EBP) in all aspects of operations. Results of the most recent recidivism studies released in CY 2010 indicate significant progress is being made.

## Total Parole / PRC 2008 release sample 1 year recidivism rates

	No Recidivism		Tech violation		New Crime		Total Recid Rate		Total N
	Count	%	Count	%	Count	%	Count	%	Count
Parole	954	85.87%	72	6.48%	85	7.65%	157	14.13%	1111
PRC	6852	83.62%	528	6.44%	814	9.93%	1342	16.38%	8194
Total	7806	83.89%	600	6.45%	899	9.66%	1499	16.11%	9305

Overall, Community Control cases supervised by the APA in CY 2007 & CY 2008 – had a 1 year recidivism rate of 14.3%. This rate is up 0.3 percentage points from the 1 year rate recorded for the CY 2005 & CY 2006 cohort (14.0%).

### UC Study

The University of Cincinnati released its report on the effectiveness of community corrections programs funded by BCS. The APA developed a structured approach to weaving EBP into the fabric of supervision practices. With two field units piloting the new Ohio Risk Assessment (ORAS) tool and other ongoing collaborations with the University of Cincinnati, the Division capitalized on the momentum and trained over 700 field staff in the use of specific EBP techniques and tools.

# Adult Parole Authority

The Adult Parole Authority (APA) is responsible for the release and supervision of adult felony inmates returning to local communities from prison, as well as assisting Courts of Common Pleas with sentencing and supervision duties for felony offenders. It is comprised of the parole board and field services. The APA was created in 1965 and is responsible for the duties addressed in Chapter 5149 of the Ohio Revised Code.

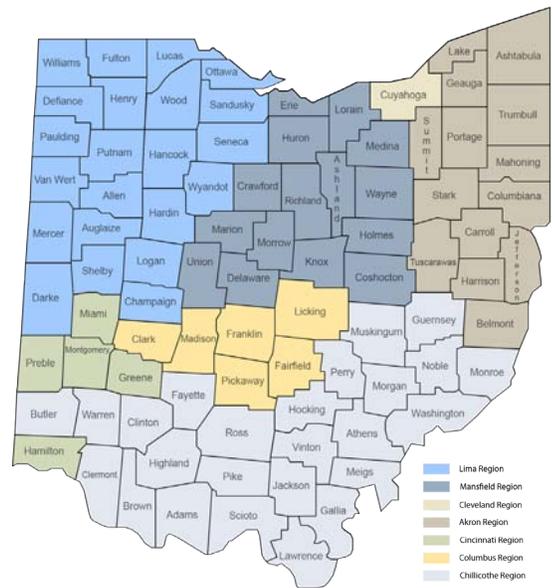
The APA’s mission is to “aid in the reentry of offenders by partnering with community stakeholders and law enforcement agencies to preserve public safety by holding offenders accountable through diverse supervision strategies and technology.” The APA determines release of inmates from prison to parole or transitional control, sets supervision conditions for inmates released on post release control, coordinates placement of offenders in the community and supervises them upon their release from prison. In addition, the APA assists counties in the development of basic felony supervision services upon request for the Courts of Common Pleas. The APA administers Ohio’s interstate compact agreement for probation and parole coordinating movement of supervised offenders among states.

## APA Regions

The Adult Parole Authority is divided into seven (7) regions and encompasses all eighty-eight (88) counties within the state. The day to day operations of supervising offenders and completing investigations take place within these regions. The regions include Akron, Chillicothe, Cincinnati, Cleveland, Columbus, Lima and Mansfield.

## Parole Board

Parole Board Chair Cynthia Mausser was recognized by Association of Paroling Authorities International (APAI) at its annual conference in May 2010, where she was honored as the recipient of the Vincent O’Leary Award. The Vincent O’Leary Award recognizes and rewards individuals who have made significant contributions to APAI and who have demonstrated vision, leadership and commitment to the field of parole.



Adult Parole Authority Regions

The Ohio Parole Board rescinded its use of the Ohio Parole Board Guidelines Manual at all parole release consideration hearings, effective April 1, 2010. Given the dramatic transformation of Ohio’s parole eligible population since the passage of Senate Bill 2, coupled with the current process of reviewing most parole eligible inmates by a majority of board members prior to release, use of the manual was no longer practical or effective.

In FY 2010, parole board members continued to conduct release consideration hearings via video-conferencing. This initiative has streamlined the Central Office Board Review process by allowing

a majority of parole board members to participate in hearings via video-conferencing at 22 DRC institutions. In an effort to provide a consistent source of information, effective March 15, 2010, revisions were made to the Inmate Orientation Policy that require inclusion of parole board information in the Inmate Handbook. The parole board drafted this insert, and it was provided to all prisons.

The parole board reviews all requests for clemency, including commutations, pardons, and reprieves. A favorable or unfavorable recommendation is made to the Governor by at least a majority of the parole board members. The final decision regarding a request for clemency is made by the Governor.

### 2010 Parole Board Decisions

Type	Parole Considerations	Transitional Control	Projected Release Date Reviews
Granted	339	3	108
Denied	1,097	36	64
Projected Releases	115	N/A	N/A
Transitional Control Recommended Pending Judicial Review	N/A	4,451	N/A
Rescheduled	191	2	N/A

### Clemency Decisions

FY 2010 - 14.2% Clemency Favorable Recommendation Rate

Hearing	Favorable FY09	Unfavorable FY09	Favorable FY10	Unfavorable FY10	Total FY10
Commutation	3	113	2	324	326
Death Row	1	6	2	8	10
Pardons	21	47	99	292	391
Reprieves	0	0	0	0	0
Totals	25	166	103	624	727

## Field Violation Hearings

848 VSP Hearings

Hearing Type	Community Sanction / Restored	Prison Term Sanction	Revoked	Total
Post Release Control	119	499	N/A	618
Parole Technical Violator	63	N/A	109	172
Transitional Control Technical Violator	3	N/A	24	27
Interstate Compact	0	0	0	20
Hybrid Cases (Parole/PRC)	5	6	0	11

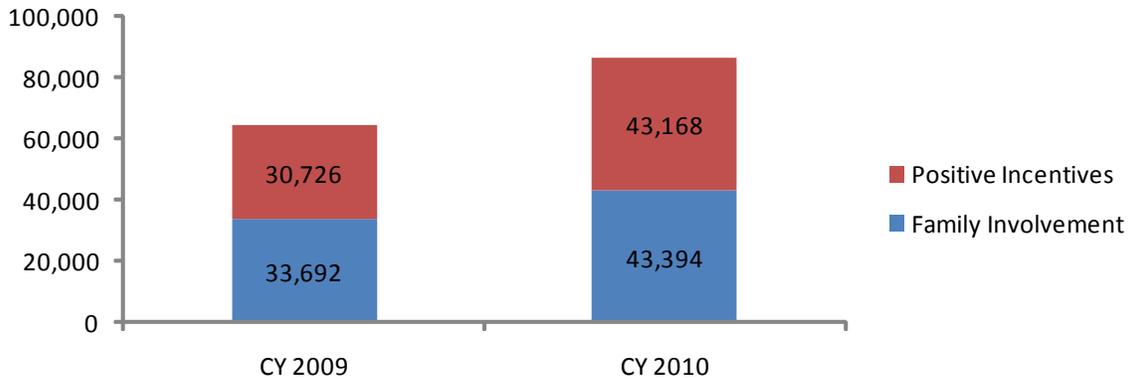
### Field Services

The year 2010 was marked by an ongoing emphasis on Evidenced-Based Practices (EBP). A two year timeline was created detailing the steps involved in incorporating the principles of EBP, T4C and EPICS into field operations. Nationally renowned consultants Neil Goodloe and Mark Carey visited the state to share their experiences with field staff regarding EBP. These former community corrections practitioners provided tangible tools that officers can use to minimize offender risk and ultimately reduce recidivism. Seven prototype units were asked to use EBP tools and to focus on principles consistent with EBP. In addition, all field staff received the Thinking for a Change (T4C), a two day training which stresses a cognitive behavioral approach with offenders that contributes to recidivism reduction. A second Effective Practices in Community Supervision (EPICS) pilot was initiated in 2010. Officers selected for this pilot utilize one on one intervention techniques with offenders that are designed to reduce risk. The process of aligning supervision practices with research is open ended. This constant view towards professional development will ensure the goal to enhance public safety and reduce recidivism is achieved.

Two of the research based supervision strategies currently employed by supervision officers are family involvement and positive incentives. A consistent focus on these strategies has yielded an increase in utilization with the objective of improved offender outcomes. The below diagram illustrates an upward trend in 2010 in comparison to the previous year.

## Family Involvement & Positive Incentives

# of instances by year (statewide)



### Judicial Impact

As a result of an appeals decision in the case of *State v. Bloomer*, which was decided on June 9, 2009, the Adult Parole Authority undertook a review of all mandatory Post Release Control (PRC) cases that were currently under supervision. The appeals court decision, commonly referred to as “Barnes” stated that in order for an offender to be placed on mandatory PRC the court must have stated the mandatory nature of the PRC as well as the duration in the sentencing journal entry. A review of over 12,188 cases was conducted. As a result of the Barnes decision over 5,670 offenders convicted of F1, F2, or any sex offense who had been placed on mandatory PRC were released from supervision. The process of reviewing all PRC cases currently on supervision was completed on March 5, 2010. The decision was a contributing factor in the overall reduction of offenders under supervision of the Adult Parole Authority. The total number of offenders supervised in 2009 equaled 36,897. The following details the supervision numbers for CY 2010.

### CY 2010 APA Supervision

Supervision Type	Total	Supervision Type	Total
Community Control	9,120	Parole	1,204
Compact Parole	1,060	Post Release Control	9,262
Compact Probation	2,724	Probation	102
IPP	308	Treatment in Lieu	491
Judicial Release	1,787	Transitional Control	954
Total Offenders			27,012

### Offender Services Network

Chemical dependency specialists, psychologists, reentry coordinators and sex offender specialists continue to provide direct services and staff support in their area of expertise. Intervention groups are provided based on geographical need and in a manner that is consistent with the risk principle. A statewide monthly summary of intervention program participation is illustrated on next page:

## Sex Offender Intervention (averages per month)

Number of offenders participating	126
Number of active groups	14

## Chemical Dependency Intervention (averages per month)

Number of offenders participating	105
Number of active groups	14

## Thinking for a Change (averages per month)

Number of offenders participating	84
Number of active groups	10

## Employment Preparation Groups (averages per month)\*

Number of offenders participating	150
Number of active groups	18

\*The size and number of groups meeting vary based on community resources and need.

## Fugitive Section

The Field Services section of the Adult Parole Authority (APA) is responsible for entering and clearing warrants on parole violator at large (PVAL) offenders. The Field Services section assists parole field staff with identifying, tracking and locating offenders that flee from the supervision of the APA. The numbers below represents the total number of warrants entered, warrants cleared and number of active PVAL offenders.

Calendar Year 2010	
Warrants Entered	1420
Warrants Cleared	1451
Active PVAL (end of 2010)	591

## Interstate Compact

The movement of offenders under the Interstate Compact for Adult Offender Supervision continued to be a core function of the Adult Parole Authority. The Interstate Commission for Adult Offender Supervision (ICAOS) rules were created to promote public safety and facilitate the movement of 250,000 offenders nationally. ICAOS rules are federal law and do not impact the judicial sentencing of an offender, only how the offender is transferred and supervised over state lines and returned to the sending state when necessary. Compacts such as ICAOS have the authority of federal law and supersede any state law to the contrary. The ICAOS allows for enforcement of the compact against member states for noncompliance by: imposing fines and fees, remedial training and technical assistance, legal enforcement, and suspension or termination of membership in the compact. All 50 states, the District of Columbia, Puerto Rico and the U.S. Virgin Islands are members of this interstate agreement. In CY 2010, 2,400 Ohio offenders

were supervised in other states under the compact while 3,800 offenders from other states were supervised in Ohio. The chart below profiles demographic information regarding compact cases.

## Interstate Commission for Adult Offender Supervision (2010 - Ohio)

Top 5 Sender States

State	Number	Percent
Kentucky	467	22.63%
Indiana	269	13.03%
Michigan	201	9.74%
Pennsylvania	172	8.33%
Florida	148	7.17%

Top 5 Receiver States

State	Number	Percent
Kentucky	232	17.34%
Indiana	179	13.38%
Michigan	139	10.39%
Florida	107	8.00%
Pennsylvania	85	6.35%

Distribution of Reasons for Transfer

Reason	From Total	From Percent	To Total	To Percent
Discretionary	150	11.21%	175	8.48%
Employment transfer of family member to another state	13	0.97%	5	0.24%
Employment transfer of the offender to another state	6	0.45%	8	0.39%
Live with family who are military members	7	0.52%	3	0.15%
Military Member	1	0.07%	1	0.05%
Resident family AND Employment or Means of Support	404	30.19%	918	44.48%

NCIC Offenses Into Profile State

Type	Number	Percent
Dangerous Drugs	603	29.22%
Burglary	175	8.48%
Assault	156	7.36%
Traffic Offenses	145	7.03%
Larceny	138	6.69%

NCIC Offenses Out of Profile State

Type	Number	Percent
Dangerous Drugs	338	25.26%
Family Offenses	165	12.33%
Burglary	102	7.62%
Robbery	101	7.55%
Assault	89	6.65%

## Bureau of Community Sanctions

The Bureau of Community Sanctions (BCS) distributes and monitors grant and capital funds provided to local jurisdictions to establish community punishments for adult offenders who otherwise would be incarcerated in local jails or state prisons. The bureau also manages contracts with private, not-for-profit halfway house vendors for residential placement of adult offenders under the supervision of the felony courts or the Adult Parole Authority.

The bureau includes staff members located throughout the state working with halfway house vendors, independent housing vendors, non-residential community corrections act grant programs, and community-based correctional facility (CBCF) grant programs. The bureau funds halfway house beds to house felony offenders and provides subsidized funding to divert offenders from prison and local jails throughout Ohio. The bureau also oversees the transitional control program

and an electronic monitoring program for offenders who violate their terms of supervision.

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 the Department of Rehabilitation and Correction for sanctioning and treating offenders in the community.

- On March 18, 2010, the University of Cincinnati (UC) released a follow up study of halfway house and CBCF programs. The follow up study confirmed that halfway houses and CBCF's positively impact the recidivism rates of high risk offenders who successfully complete the programs. The study also analyzed the performance of individual programs. While several programs performed quite well, six CBCFs and 12 halfway house programs did poorly. The contracts of the three poorest performing halfway houses were not renewed. The 6 CBCFs and the remainder of the halfway house programs were assessed and will be pursuing a program of intensive training and coaching in evidence based practices by UC and BCS staff to improve their performance.
- Construction began on the Nancy R McDonnell CBCF in Cuyahoga County in December 2009 and was completed in late 2010. The facility is expected to open in early 2011.

### **Community Residential Placements FY10**

- 2,065 residential placement requests were received
- 1,507 offenders or 73% were successfully placed into halfway house, independent housing or permanent supportive housing
- 28% of all referrals were sex offenders
- 30% of all referrals were mentally ill
- 8% of all referrals were both mentally ill and sex offenders

### **Community Corrections FY 2010**

Program	Number of Programs	Counties Served	Admitted Males	Admitted Females
Prison Diversion	61	49	8,460	2,275
Jail Diversion	119	82	15,245	5,189
CBCF	18	87	4,914	1,182
Halfway Houses	21	88	5,729	1,011

## Community Corrections - Demographics FY 2010

Program	Number Admitted	Males %	Unmarried %	Average Age	White%	Black%
Prison Diversion	10,735	79%	87%	32	56%	41%
Jail Diversion	20,434	75%	82%	32	71%	26%
CBCF	6,096	81%	89%	30	71%	27%
Housing Services	424	94%	94%	41	47%	51%
Transitional Control	2,369	90%	88%	33	51%	47%
Halfway House	*6,740 *Including TC	85%	89%	34	53%	44%

## Community Corrections - Program Statistics FY 2010

Program	Average Education	% Offense Type	% Offense Type	% Offense Type
CBCF	11 <sup>th</sup>	40% Drugs	27% Property	20% Violent
Housing Services	11 <sup>th</sup>	42% Sex	24% Violent	16% Property
Transitional Control	11 <sup>th</sup>	33% Drugs	26% Violent	21% Property
Halfway House	11 <sup>th</sup>	32% Drugs	28% Violent	21% Property

### Electronic Monitoring Placements FY 2010

511 offenders were monitored via Global Positioning Satellite or Electronic Monitoring

- 323 of the offenders were under Parole/Post Release Control supervision of the Adult Parole Authority
  - 124 or 38% were violent offenders
  - 130 or 40% were sex offenders
- 188 of the offenders were Transitional Control participants stepped-down into home placements.

## Non-Support

In CY 2007, 790 offenders or 2.8% of the prison population, were admitted to prison for failure to pay child support. This is comparable to the percentages for Domestic Violence, Aggravated Robbery, Attempted Felonious Assault, and all fraud offenses combined. In 2007, emergency funds were allocated to community corrections to combat the swiftly rising prison population. Those funds were targeted to specific populations, including non-support. Counties with particularly high numbers of support cases were identified. DRC launched a 7-county pilot program aimed at reducing the number of non support offenders going to prison and increasing child support payments. Those counties included: Butler, Clermont, Delaware, Franklin, Hamilton, Lorain and Lucas. Monitoring the pilots revealed that these offenders were not just “deadbeat dads”, i.e. people who weren’t paying just because they didn’t want to pay.

Identified issues included:

- Previous encounters with the criminal justice system
- Limited employability
- Lack of diploma or GED
- Substance abuse issues
- Mental health issues
- Average risk to reoffend score was in the moderate range

These offenders require more than basic supervision—intervention and programming is critical to success. Using the lessons learned from the pilot, 6 counties were added and existing programs expanded to include more intervention and programming elements. Specific objectives of decreases in prison commitments and increased child support payments were part of negotiations, as well as requiring programs to include the local child support enforcement agent in the planning of the program. Counties added include: Athens (prosecutorial diversion), Cuyahoga, Erie, Medina, Stark, Summit.

Commitment to prison for non support offenders was 538 inmates for CY 2010 or an overall decrease of 32%. Child support collected for CY 2010 equaled \$748, 252, or an average of about \$78 per month per participant.

## Office of Victim Services

The mission of the Office of Victim Services is to work in partnerships to make a positive difference in the lives of crime victims, by affording them meaningful participation throughout the Ohio corrections process.

## Victim Notification

Total Number of Victims Registered with OVS: 55,210

Total Number of New Registrations in 2010: 3,773

Total Number of Hearing Notices Generated in 2010: 3,647

Based on statistics recorded through the OVS EZ Route/Quick Track phone system, OVS receives approximately 1500 incoming phone inquiries from the public per month.

## **Victim Conference Day and Full Board Hearings**

The Office of Victim Services provided direct support to crime victims and their families during scheduled meetings with the Ohio Parole Board.

Total Number of Full Board Hearings Held in 2010: **38**

Total Number of Victim Conference Day Appointments Held in 2010: **214**

## **Training and Programming**

In 2010, the Office of Victim Services staff conducted 50 program site visits to institutions and community programs. OVS has trained DRC staff and community partners to facilitate Victim Awareness and PROVE programs.

- 145 institution facilitators
- 63 community facilitators

The number of offenders who started and completed the Victim Awareness program in 2010 is calculated using the mandatory paperwork that is submitted to OVS which includes pre/post tests and the program completion report.

Victim Awareness Program Completion:

1,654 offenders started the program in 2010

1,095 offenders completed the program in 2010

66% completion rate

## **Bureau of Adult Detention**

The Ohio Department of Rehabilitation and Correction, through the Bureau of Adult Detention (BAD), promotes safe, secure, and humane jails by assisting local officials in their efforts to comply with the “Minimum Standards for Jails in Ohio,” and providing them information regarding current trends in technology, operations, construction, and best practices in the area of community corrections. This assistance is accomplished through research, inspections, technical assistance, compliance monitoring, and appropriate support to correct operational and physical barriers that may hinder compliance with minimum standards. The bureau also provides the following services:

- Assisting local officials in identifying and correcting deficiencies in their jail facilities or operations.
- Developing and coordinating technical assistance resources.
- Formally recognizing those jurisdictions that achieve substantial compliance with the standards.
- Conduct jail assessments to assist local officials with addressing over-population, operational, or infrastructure issues.
- Offer vulnerability assessments that identify risk factors in jails that may lead to security breaches.

### **Short-Term Offender Project**

This project is a successful partnership between DRC and the Cuyahoga County Jail that targets Cuyahoga County offenders who were originally sentenced to DRC for a term of 120 days or less. To date, the number of offenders initially projected has doubled and reach-in efforts from community partners has exceeded expectations. The bureau worked with the Bureau of Community Sanctions to provide prison diversion funding for the project.

### **Jail Evaluation**

The nation's first in-depth evaluation on jail operations was completed to determine best practices that will result in new core jail standards for the state's 349 jails. This was a collaborative effort with DRC and the Office of Criminal Justice Services. Rollout of the new standards, re-classifications of jails and inspection process is expected in the spring of 2011.

### **Jail Booking Data Panel Added to Ohio Courts Network**

After two-years of work and partnering with the Supreme Court of Ohio and the Office of Criminal Justice Services by way of a stimulus grant (ARRA), the jail booking panel within the Ohio Courts Network was added and is now fully functional. The result is 45% of the state's booking data is now available to Ohio's justice partners.

### **Byrne JAG Funding Award**

BAD submitted and was awarded a grant for DRC to assist OCN with Phase II of the Jail Booking Project that will add 25% of Ohio's jail booking data for a total of 70% of the state's jail booking data residing within OCN by the end of 2011.

### **Administrative Code Language Added to Department of Commerce**

Language was added to the Ohio Building Code that will require local jail projects to receive approval from the bureau per ORC 5120.10 that requires specific phases for the proper construction or renovation of a jail. Approval from the bureau has been an oversight over the years as a result of building authorities and local contractors' lack of awareness.



## **Workforce Development Activities**

Offender Workforce Development is designed to enhance opportunities for successful employment and retention of returning citizens. The program director solicits support through innovative pre- and post-release services designed to meet the needs of individuals returning to Ohio communities with criminal histories and a desire for sustainability. Training, education and technical support are also offered to community-action organizations, job developers, one-stop centers, and other state agencies providing services to former offenders.

### **Offender Network for Employment (O.N.E)**

O.N.E. (Offender Network for Employment) is a holistic program designed to address recidivism and reintegration barriers (including employment and retention) from a perspective to assist with an offender's successful reentry by providing continuity and employment assistance, training and support services before and after an offender's release.

### **Work Opportunity Tax Credit (WOTC)**

The Work Opportunity Tax Credit (WOTC) and Welfare-to-Work (WtW) Tax Credit Programs are incentive programs promoted by DRC in partnership with Ohio Department of Job and Family Services to encourage employers to hire former offenders and other hard-to-hire job seekers. WOTC is designed to help job seekers who are in need of employment acquire work experience and move toward economic self-sufficiency.

### **Federal Bonding Program**

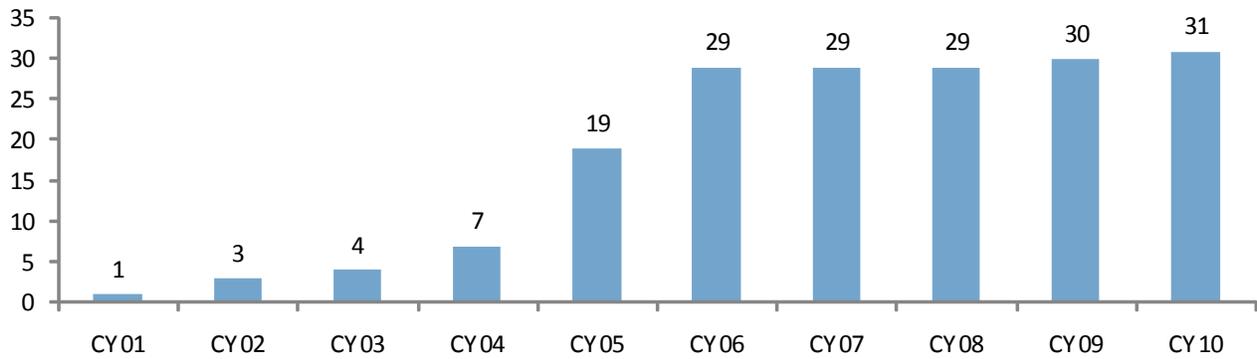
The Federal Bonding Program (FBP) is an employment incentive program designed as a post-release service to encourage businesses to consider returning citizens for employment in that they are often categorized as "not bondable" and denied work opportunities. The FBP is administered by the Ohio Department of Rehabilitation and Correction and is available at no cost to the job seeker or employer. Job seekers with a criminal history often experience barriers to gaining employment. Ex-offenders are routinely classified as "at risk" job applicants, and employers view these applicants as being potentially untrustworthy workers. As a result, ex-offender job applicants are routinely denied employment.

The U.S. Department of Labor (U.S. DOL) sought a means of eliminating bonding as a barrier to employment to ease employer concerns that at risk job applicants would be untrustworthy workers. In 1966, the U.S. DOL created the FBP covering anyone who was at risk and formerly classified as NOT BONDABLE. In August 1998, the Ohio Department of Rehabilitation and Correction was authorized by the National Director of the Federal Bonding Program to manage the program for Ohio.

### **Citizen Circles**

A Citizen Circle is a group of community members assisting ex-offenders and families in transitioning the offender from prison to the community using the DRC reentry domains and community resources as a guide.

## Citizen Circle Formation



## Citizen Circles by Region CY 2010

APA Region	Groups Formed	# of Meetings	# of Participants	# of New Participants
Akron	4	106	23	112
Chillicothe	1	62	4	17
Cincinnati	2	51	3	6
Cleveland	5	29	5	35
Columbus	4	17	4	26
Lima	10	274	30	87
Mansfield	5	5	25	114
Totals	31	544	94	397

# Quality of Life

This section cites information about offender quality of life, (e.g., visits, commissary sales, telemedicine consults (TMC), recovery services, drug testing, reentry, community service, federal bonds and employment data).

## Veteran's Programming

The U.S. Department of Veterans Affairs' (VA) mission is to serve America's veterans and their families with dignity and compassion and to be their principle advocate in ensuring that they receive medical care, benefits, social support, and lasting memorials promoting the health, welfare, and dignity of all veterans in recognition of their service to this nation. The VA has launched an initiative to address the needs of incarcerated veterans through reentry outreach and homeless prevention.

The Reentry Specialist will develop a specific plan, estimate reentry populations, and coordinate services for returning veterans. Veterans are a unique subgroup of the general inmate population

as they have diverse needs, clinical and social problems that are likely to present significant community re-adjustment issues upon release from jail or prison. These veterans are benefiting from the reentry collaborations with the partnership goals of reducing criminal and homeless recidivism.

### **Family Programming**

Opened in 2001 at the Ohio Reformatory for Women (ORW), Achieving Baby Care Success was created to keep mothers with their infants to sustain the mother/infant bond while the offender is incarcerated. The pregnant offenders are screened for the program prior to delivery and must meet certain criteria. Once approved to participate in the program, the mothers are afforded the opportunity to participate in many classes and programs that will enhance their parenting skills. These classes include CPR, infant nutrition, stress management, problem solving, child development, communication skills, and goals.

ORW has a partnership with Union County's Help Me Grow program which ensures continuity of services once the offenders are released from ORW. Additionally, there are offenders who care for the infants so the mother can attend classes including GED classes.

## **Visitation**

The Department of Rehabilitation and Correction realizes the importance of inmate visitation and strives to provide a safe environment where offenders can visit family and friends.

### **CY 2010 Offender Visits**

<b>Institution</b>	<b>Visits</b>	<b>Institution</b>	<b>Visits</b>	<b>Institution</b>	<b>Visits</b>	<b>Institution</b>	<b>Visits</b>
ACI	15322	LECI	27623	NEPRC	11906	TOCI	21313
BECI	18349	LOCI	27547	OCF	1708	WCI	16074
CCI	22295	LORCI	24252	ORW	19977		
CMC	2389	MACI	36458	OSP	8275		
CRC	19372	MANCI	21743	PCI	20430		
DCI	20489	MCI	20070	RCI	26989		
FPRC	8746	MEPRC	286	RICI	26182		
GCI	28636	NCCI	18480	SCI	16428		
HCF	4185	NCCTF	16458	SOCF	7413		
LAECI	20577	NCI	19148	TCI	25055	<b>Total</b>	<b>574,175</b>

## **Volunteers/Mentors**

DRC is committed to recruiting dedicated, talented and resourceful volunteers and reentry mentors to provide services to offenders, formerly incarcerated persons and communities assisting in rehabilitation and reentry efforts. The department offers educational training, staff support, networking opportunities, a volunteer hotline number and volunteer email to obtain information about volunteering, and technical assistance for volunteers and reentry mentors. In 2010, there were over 10,000 volunteers registered and working in prisons.

## CY 2010 Prison Volunteers by Category

(10,116 volunteers)

Volunteer Counts by Services:	
Unit	489
Education	144
Religious	8121
Recovery Services	611
Recreation	102
Other	649
Not Entered	0
<b>Total</b>	<b>10,116</b>

## Volunteer by Race & Sex

(10,116 volunteers)

Category	Number	Percent
Asian	31	.3 %
Black	2661	26.3 %
American Native	27	.27 %
Other	337	3.33 %
White	6168	60.9%
Race not Entered	892	8.8 %
Male	6100	60.4 %
Female	3820	37.8 %
Gender Not Entered	179	1.77 %

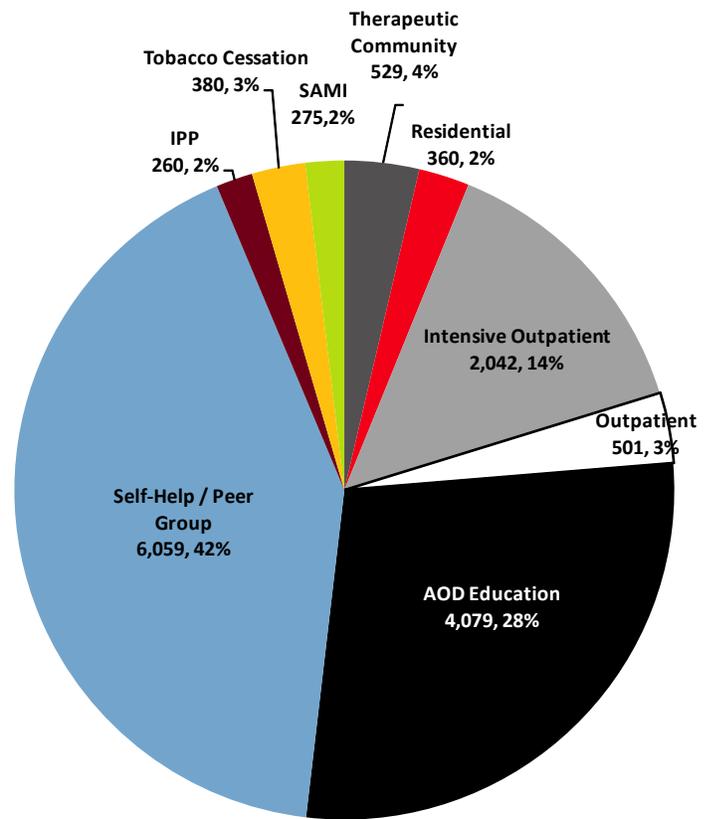
## Recovery Services

The array of recovery services offered at institutions begin with reception center alcohol or drug screening. Parent institutions offer structured programming and ancillary services that utilize state-of-the-art practices. The following is a brief overview:

- **Therapeutic Communities** – A treatment modality that uses an offender hierarchy in which treatment stages are used to reflect personal and program growth.
- **Recovery Services Residential Units** – Delivers cognitive behavioral treatment services to offenders residing in a common living area. Recovery Services Residential Units consist of three months of Cognitive Behavioral Therapy (CBT) and three months of continuing care services.
- **Intensive Outpatient Programs** – Treatment services that are delivered for a minimum of 15 hours a week. A minimum of 10 of the hours must be CBT specific. The remaining hours will consist of ancillary services.

- **Self-help / Peer Group** – An independent support/fellowship group organized by and for drug abusers and alcoholics to help members achieve and maintain abstinence and/or cope with the effects of drugs and alcohol.
- **Substance Abuse & Mental Illness (SAMI)** = AOD services provided for inmates on the mental health caseload.
- **Intensive Program Prison (IPP)** = Prisons for male and female offenders that have an intense 90 day regimen focusing on education, training, work, substance abuse treatment, community service, conservation work and other regimens or combinations of these regimens.
- **Outpatient Program** = Treatment services that are provided less than eight hours per week in regularly scheduled sessions for program participants who reside in general population.
- **AOD Education Program** = A treatment modality that delivers services that affect the knowledge of the consequences and effects of alcohol and other drugs use.

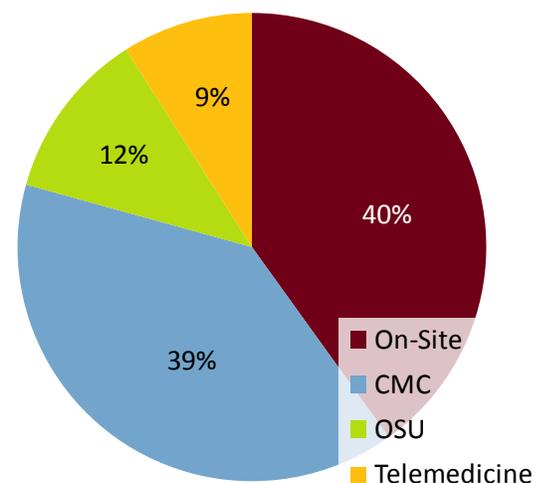
**DRC Inmate Participants in AOD Programming Number and Percent of Participants in FY 2010**



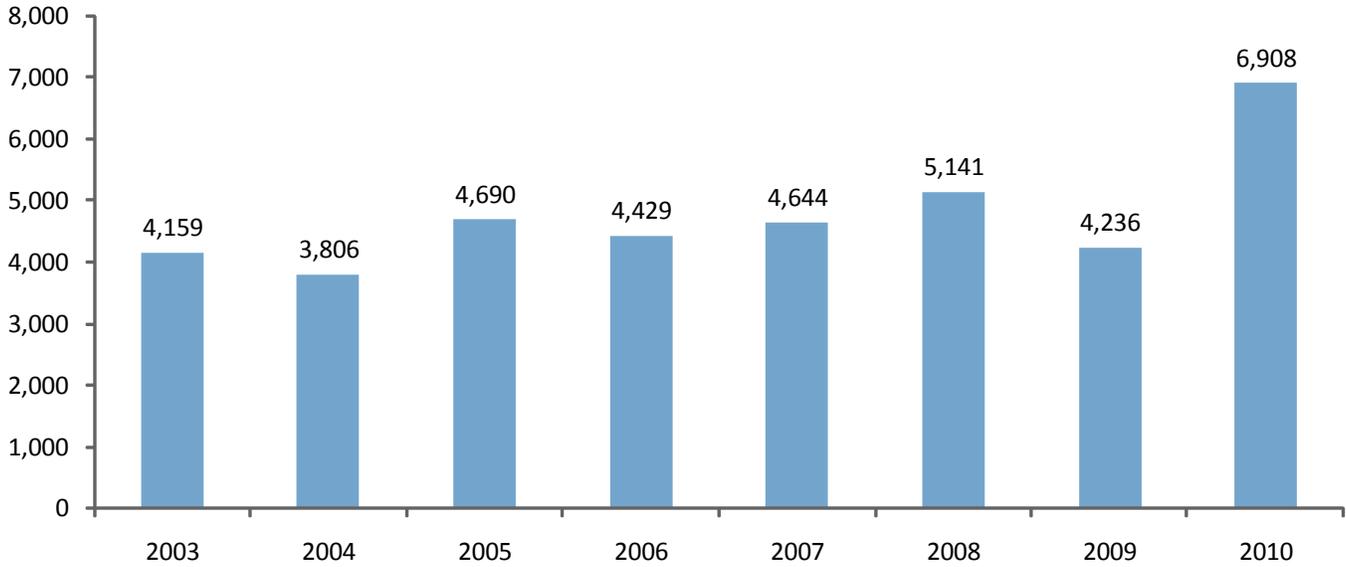
## Medical Services

The Bureau of Medical Services is committed to improving the health of patients by providing excellent medical care. The Bureau of Medical Services is responsible for the oversight and coordination of the delivery of health care services to all inmates incarcerated in Ohio's prisons.

In March 1995, the department successfully implemented telemedicine, an interactive video technology that provides specialty medical consults to Ohio prison inmates. The technology, the use of which improves communication and continuity of care while decreasing transportation costs, links all DRC institutions across the state and the Bureau of Medical Services with the Corrections Medical Center and The Ohio State University Medical Center. Approximately 7,000 such patient consultations are now completed each year, with 67,000 having been completed since implementation of the program.



## FY 2010 Telemedicine Utilization



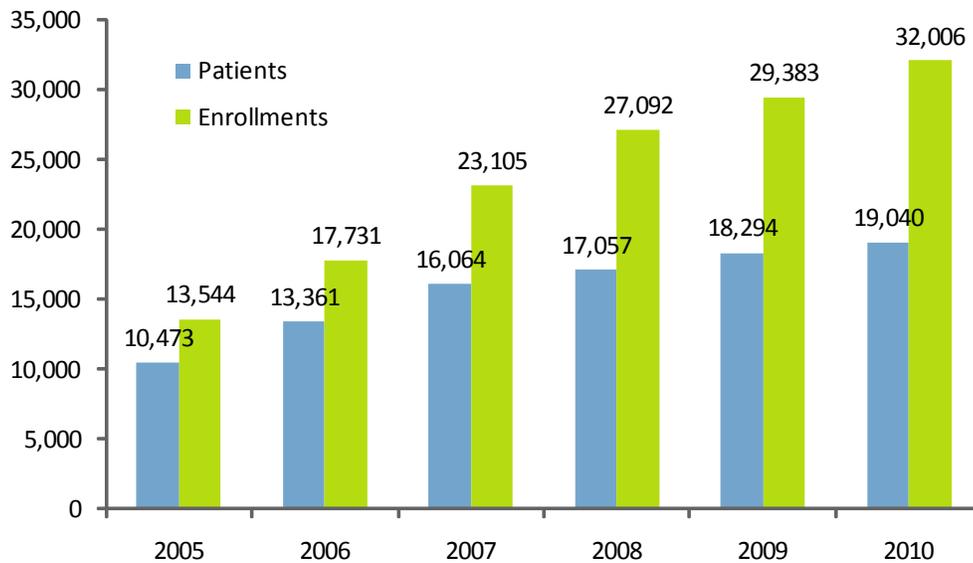
Medical consults completed via telemedicine include:

Gastroenterology, Infectious Disease, General Medical, Dialysis, Pulmonary, Renal Cardiology, Neurology, Neuro Surgery, Plastics, Sleep Study, Thoracic, Hepatitis C, Surgery, Burn Clinic.

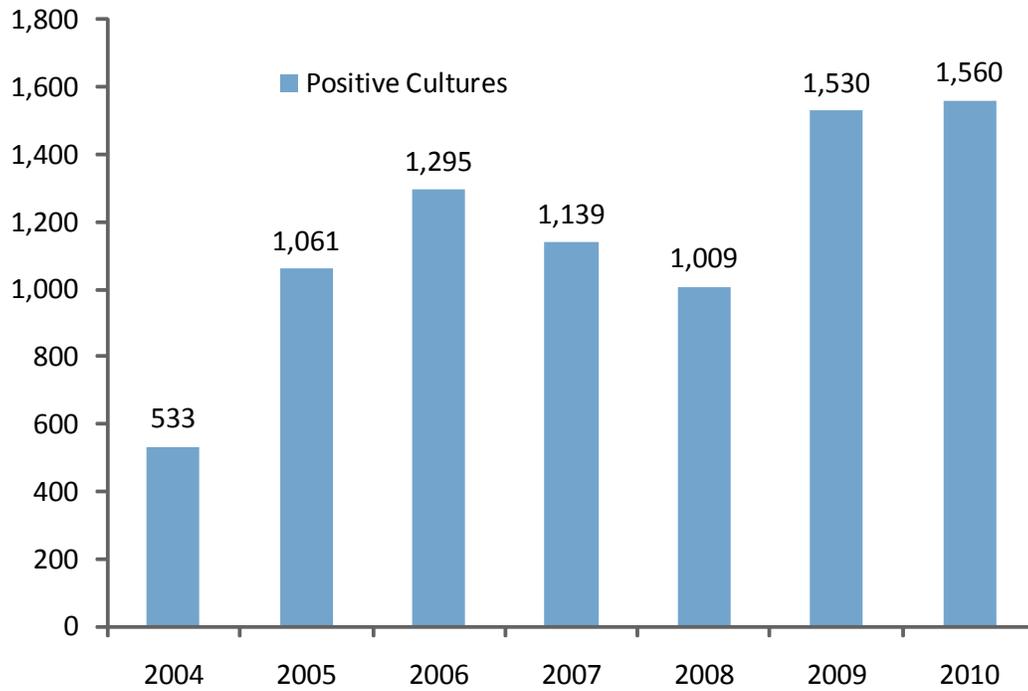
## Chronic Disease Enrollment

### Chronic Disease Historical - CY 2010

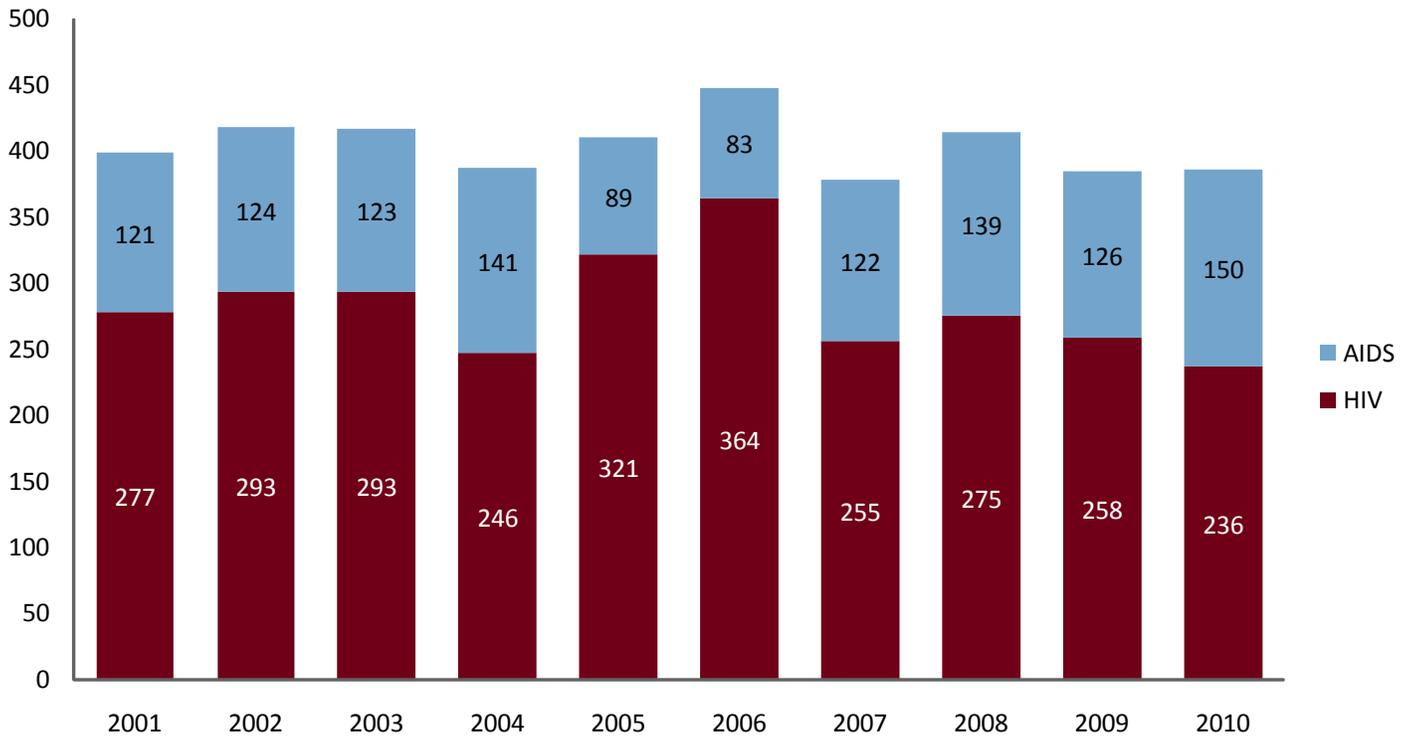
Patients may have multiple enrollments, ex: Cardiac, Diabetes etc.



### MRSA History - CY 2010



### HIV Historical



## **Food Service Operations Reorganized**

In July 2010, DRC reorganized Food Service Operations moving them from the Division of Business Administration to the Office of Prisons under the direct leadership of the Bureau of Medical Services (BOMS). The move was an effort to enhance the relationship between nutrition, medical operations, and food service operations using the Continuous Quality Improvement process (CQI). The goals focused on reducing waste, enhancing purchasing power, and lowering food costs without compromise to offender nutrition needs or state, local, and federal mandates.

BOMS began with an analysis of total food service operational spending as well as total food costs. In FY 2010, DRC spent \$86.3 million to cover staff, food, maintenance, and supplies. The cost per meal was \$1.62, with \$1.02 in food cost and \$.60 in labor cost. Our agency saved approximately \$1 million dollars in labor costs with the implementation of the brunch program. BOMS also began restructuring the menu for cost efficiency. In December 2010, dry milk and diced beef were removed from the menu. Combined with a few other menu changes, we expect to save \$500,000 annually.

The most exciting change in food service operations is the execution of utilization management. Utilization review is a statistical concept and primary business tool used to assist management teams in measuring and calculating the implementation of services. In the food service arena, the utilization review program will introduce the CQI as a way of normal business operations. The program will also manage staff resources and control overtime. Finally, yet importantly, the CQI process will establish standardization of services, accountability, integrity, and quality of services. The Operation Support Center hopes to avoid at least \$2 million in food costs under this new methodology.

## **Mental Health**

Mental health screening services are provided to all offenders who enter the custody of the DRC at the reception centers.

Subsequent services are provided to offenders on the mental health and/or MRDD caseload based on the screening and evaluation process. Priority is given to individuals with a serious mental illness (SMI). The mental health services provided include outpatient, residential treatment, and acute care psychiatric hospitalization at the Oakwood Correctional Facility (10 bed JCAHO/ACA accredited unit).

Residential Treatment Units (RTU) are located at the following institutions:

- Allen Correctional Institution
- Ohio Reformatory for Women
- Warren Correctional Institution
- Southern Ohio Correctional Facility
- Grafton Correctional Institution
- Chillicothe Correctional Institution
- Correctional Reception Center
- Oakwood Correctional Facility (Buckeye Creek Unit)

Oakwood Correctional Facility's Apple Glen Unit: A distinct 50-bed residential treatment advanced care unit within OCF serving offenders with co-occurring medical and mental health level of care needs.

In addition to providing general mental health services, the Bureau of Mental Health Services provides risk assessments for the parole board.

## **Sex-Offender Population Management**

There are approximately 10,000 sex offenders in DRC institutions. DRC's institution-based sex offender programs are driven by determining the level of risk to sexually re-offend. Offenders who are assessed to be in the higher levels of risk are prioritized for sex offender programs.

All sex offenders entering DRC's institutions are placed at the Sex Offender Risk Reduction Center (SORRC) at the Madison Correctional Institution upon leaving their respective reception centers. Clinical staff at SORRC complete sex offender-specific risk assessments and assign the level of risk to sexually re-offend. Those who are placed in the higher levels of risks are scheduled for comprehensive sex offender assessments, which provide detailed information on patterns of risk. These assessments serve as the basis of treatment planning. In 2010, 1,062 sex offenders were processed through the SORRC.

The department provides two sex offender programs:

The Mandatory Sex Offender Education Program is a 24-session psychoeducational program that is designed to address the issues of sex offenders who deny their offenses and to provide information for sex offenders who are entering more intensive treatment.

The Comprehensive Sex Offender Program is a 9 to 18 month cognitive-behavioral treatment program that addresses thinking errors, cognitive distortions and patterns of deviant sexual arousal. This is a group counseling-centered program that prepares offenders to manage their risk to sexually and criminally re-offend.

All offenders who are classified as sex offenders and score as medium-high to high risk to sexually re-offend are required to complete the Mandatory Sex Offender Education Program. The Comprehensive Sex Offender Program is offered to offenders who admit to their offenses. It is a voluntary program.

Sex offender programs are offered at the following institutions:

- North Central Correctional Institution
- Belmont Correctional Institution
- Madison Correctional Institution
- Lebanon Correctional Institution
- Chillicothe Correctional Institution
- Ohio Reformatory for Women
- Allen Correctional Institution, the Sugarcreek Developmental Unit (specialized sex offender programming for offenders with mental retardation).

## **The Adult Sex Offender Certification Advisory Board**

The Adult Sex Offender Certification Advisory Board monitors and recommends certification of such programs for the purposes of compliance with section 2950.15 of the Revised Code. The board has now recommended the certification of thirty adult sex offenders programs statewide, all of which have been approved by the Director's office for certification.

## **Ohio Central School System**

It is the vision of the Ohio Central School System (OCSS) that all inmates of the Department of Rehabilitation and Correction (DRC) will be provided with the necessary academic, job training and social/emotional skills required for successful reentry into society as effective, participating and productive citizens.

## **Education Profile of Reception Inmates**

The Ohio Central School System reports that most inmates lack the education achievement level and job skills necessary to maintain meaningful employment. Inmates also appear to have disproportionately high incidence of special learning needs. For example, 7.6 is the average educational achievement grade level recorded for these reception inmates.

DRC reports reveal that 21.6% of the male population and 15.4% of the female population function below a 6.0 reading level and are considered functionally illiterate. In addition, 62.67% of the males and 70.14% of the females were not gainfully employed prior to incarceration; 80% of the inmate population coming into reception do not hold a verified high school diploma or General Educational Development (GED); 37% of those inmates under the age of 22 have suspected incidences of learning disabilities, while 28.98% of those inmates under the age of 22 may qualify for special education services.

## **Accomplishments of the Last Fiscal Year (FY 2010)**

- 1,018 DRC inmates successfully completed tutor training.
- 1,979 DRC inmates earned their literacy certificates.
- 1,682 DRC inmates received their high school diploma or GED. OCSS has more GED completers than any other program in Ohio.
- 1,412 DRC inmates successfully completed career technical career development programs which are a year in length. OCSS offers certification in 67 different trade areas recognized by the Ohio Department of Education, in accordance with the standards and guidelines of that agency, making OCSS one of the largest vocational schools in Ohio.
- 5,613 inmates successfully completed the career technical career enhancement programs which are 5 weeks in length.
- 66 inmates completed the requirements for the 100% apprenticeship certificate. OCSS offers certification in 49 different trade areas recognized by the Ohio State Apprenticeship Council/ US Department of Labor.
- 132 inmates completed the requirements for the 50% apprenticeship certificate.
- 44 federal bonds were issued in 2010.

# Audits and Accreditation

## **Bureau of Internal Audits and Standards Compliance**

Within the Office of the Chief Inspector, the Bureau of Internal Audits and Standards Compliance (BIASC) 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).

### Policy Revisions CY 2010

Policies Reviewed	131
Policies Reviewed – No Revision Warranted	273
Policies Rescinded	19
New Policies	9

The Bureau of Internal Audits and Standards Compliance supports the mission of the Ohio Department of Rehabilitation and Correction by coordinating policy development that enhances the quality of life throughout the department. The bureau promotes effective operation through conducting evaluations and enforcing applicable laws, administrative regulations, policies, professional standards, and the requirements of external agencies.

Each facility and parole region within the department is subject to an annual internal management audit coordinated by BIASC to monitor compliance with identified national, state, and local standards and regulations. BIASC is also responsible for the administration of health and safety programs and initiatives in all department facilities.

DRC is one of the few states in the country to have earned the Golden Eagle Award from the ACA for obtaining ACA accreditation in all of its facilities, including: each prison, the training academy, Operation Support Center, penal industries, parole services, and the parole board.

ACA reaccreditation audits, conducted by external corrections professionals, are a formal observation and evaluation of facility programs, operations, physical conditions, and practices to determine a level of compliance with recognized American Correctional Association standards for reaccreditation purposes.

## ACA Reaccreditation Audits CY 2010

Facility	ACA Mandatory Standards	ACA Non-Mandatory Standards
CCI	100%	97.9%
LAECI	100%	100%
LOCI	100%	98.9%
ORW	100%	98.2%
OSP	100%	99.5%
SCI	100%	99.0%
TCI	100%	99.3%

Please visit the American Correctional Association web page ([www.aca.org](http://www.aca.org)) to learn more about its accreditation program.

## Resources & Links

Office of Prisons - [www.drc.ohio.gov/web/officeofprison.htm](http://www.drc.ohio.gov/web/officeofprison.htm)

Office of Human Resources - [www.drc.ohio.gov/web/humanresources.htm](http://www.drc.ohio.gov/web/humanresources.htm)

Bureau of Public Information - [www.drc.ohio.gov/public/publicinformation.htm](http://www.drc.ohio.gov/public/publicinformation.htm)

Administration - [www.drc.ohio.gov/web/administration.htm](http://www.drc.ohio.gov/web/administration.htm)

Correctional Facilities Map - [www.drc.ohio.gov/web/prisprog.htm](http://www.drc.ohio.gov/web/prisprog.htm)

Community-Based Correctional Facilities - [www.drc.ohio.gov/web/cbcf\\_region\\_map.htm](http://www.drc.ohio.gov/web/cbcf_region_map.htm)

Halfway House Region Map - [www.drc.ohio.gov/web/halfway\\_house\\_map.htm](http://www.drc.ohio.gov/web/halfway_house_map.htm)

Policy and Offender Reentry - [www.drc.ohio.gov/web/officepolicyandreentry.htm](http://www.drc.ohio.gov/web/officepolicyandreentry.htm)

Parole and Community Services - [www.drc.ohio.gov/web/parole.htm](http://www.drc.ohio.gov/web/parole.htm)

Adult Parole Authority Regions Map - [www.drc.ohio.gov/web/apa\\_region\\_map.htm](http://www.drc.ohio.gov/web/apa_region_map.htm)

Office of Victim Services - [www.drc.ohio.gov/web/victim.htm](http://www.drc.ohio.gov/web/victim.htm)

Ohio Ex-Offender Reentry Coalition - [www.reentrycoalition.ohio.gov](http://www.reentrycoalition.ohio.gov)

For more information and statistics on the different areas within DRC, please visit:  
<http://www.drc.ohio.gov/web/Reports/reports.htm>

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