

FISCAL YEAR 2017

ANNUAL REPORT

John R. Kasich, Governor

Gary C. Mohr, Director



Department of
Rehabilitation & Correction

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Message from the Director



It is with sincere pride that I present you with the Ohio Department of Rehabilitation and Correction's (ODRC) Fiscal Year August 1, 2017 Annual Report (July 1 – June 30). Within this report you will be provided an overview of the agency's major accomplishments and initiatives during the previous 12 months. I'd like to take this opportunity to highlight just a few of those accomplishments.

In true ODRC fashion, we continue to position ourselves as the top corrections agency in the country. During the past few years we have made some tremendous impacts on our system, and those things are bringing about positive results which we can see today.

One of those endeavors is the implementation of the electronic health record, eClinicalWorks, at all facilities. The system encompasses all health care service areas within ODRC to include medical, dental, mental health, recovery, and sex offender services. By combining health care service treatment in one electronic patient record, ODRC has eliminated "silos" between service areas and improved communication and collaboration between care providers.

Additionally, ODRC's first Secure Adjustment Unit opened at Madison Correctional Institution. This new unit is designed to house offenders with serious mental illness who also have an ongoing behavior issues that result in serious misconduct reports. This unit is designed with a higher concentration of mental health, unit management and security staff to ensure access to intense services while maintaining the upmost level of security. The goal of the Secure Adjustment Unit is to prevent individuals with serious mental illness from being placed in long-term restrictive housing, while simultaneously providing quality behavioral health and programmatic services in a safe and humane manner.

ODRC also is currently administering four Targeted Community Alternatives to Prison pilot grants that involve eight county common pleas courts in Clinton, Ross and Medina counties, as well as a multi-county pilot including Lucas, Defiance, Henry, Williams and Fulton counties. The pilot targets non-violent Felony 5 offenders who are estimated to be approximately 3,400 of the Felony 5 commitments statewide. By assisting local communities to manage these low-level offenders as a less costly, more effective alternative to state prison, this funding opportunity from ODRC will ensure that these individuals receive the essential treatment they need at the community level, and will also help reduce Ohio's growing prison population.

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

Sincerely,

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

Gary C. Mohr
Director

The Ohio Department of Rehabilitation and Correction

Vision Statement

Reduce crime in Ohio

Mission Statement

Reduce recidivism among those we touch

Operations



Ed Voorhies
Managing Director of Operations

Bureau of Classification and Reception

The Bureau of Classification and Reception classifies and assigns inmates to appropriate security level institutions from reception and during their incarceration. This area is responsible for the review, approval, coordination and scheduling of all inmate transfer requests in conjunction with centralized transportation as well as the review, approval, and facilitation of placement requests and transports for the interstate transfer of inmates to and from the agency with other states and/or the Federal Bureau of Prisons. All Security Threat Groups are monitored by this Bureau and specialized Security Threat Group staff provide direct field support in both the prisons and community by assisting prison staff, the Adult Parole Authority and local law enforcement. The Bureau also approves requests for institution separations and other specialized transfers, provides training for institution staff concerning the classification process, and conducts site visits to address specific issues as needed. The bureau classifies nearly 20,000 individuals admitted yearly.

Security Threat Group

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

Special Operations

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

Bureau of Sentence Computation and Records Management

Bureau of Sentence Computation and Records Management is responsible for interpreting sentencing documents and computing release dates. They are responsible for the accurate and timely management, retention and disposal of departmental records. This area also includes the central record office which

coordinates all details of inmate releases and related screenings, scheduling outside court hearings, warrant checks and processing detainees.

Office of Prisons

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

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

Statewide Regional Operations

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

Health Care and Fiscal Operations



Stuart Hudson

Managing Director of Health Care and
Fiscal Operations

Office of Correctional Health Care

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

Bureau of Medical Services

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

The Bureau of Medical Services provides continuous quality care for the offender population and strives to implement processes that enhance patient care including notable accomplishments (not all inclusive):

- Creation and implementation of the Medical Judicial Release Protocol. This protocol allows ODRC to work with the judicial system and Ohio Department of Medicaid for community placement of offenders who have been identified as imminent danger of death, medically incapacitated, or diagnosed with terminal illness.
- Enactment of a medical protocol which facilitates the accessibility of naloxone to the community partners: Halfway House staff, Community Based Correctional Facility staff, and Correction Community Residential Centers.
- Establishment of an assisted living unit at the Allen Correctional Institution for the aging population. The patients that reside within this unit are those who require some assistance but are still relatively independent. The goal is to keep this population mobile and independent as long as possible. Attendants provide assistance and direction to those in need.

Behavioral Health Services

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

In FY 2017, some of the many accomplishments include:

- Opened two units focused on offenders with mental illness.
- Expansion of 79 Residential Treatment Unit beds for security level 2 offenders at the Grafton Correctional Institution.
 - A Residential Treatment Unit is a more intense level of care for offenders with serious mental illness who are unable to maintain and function in a general population environment.
 - The Residential Treatment Unit has 24/7 mental health staffing with lots of support and treatment to assist offenders with stabilizing their mental illness and improving their overall functioning.

Office of Administration

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

The Division of Business Administration

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

Bureau of Budget Planning and Analysis

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

Bureau of Information & Technology Services

The Bureau of Information and Technology Services is responsible for ODRC's statewide information and technology operations to include information service center, applications development, network / data security, PC support, telecommunications, network infrastructure, video conferencing, strategic planning and statewide application support for ODRC customers and community partners.

The bureau continues ongoing efforts to launch a secure ODRC inmate network. In 2016-17, staff completed all principle software programming, infrastructure networking, and purchased thin client computing devices in preparation for the deployment of the new secure statewide ODRC inmate network system.

The Bureau of Construction, Activation, Maintenance and Sustainability

The Bureau of Construction, Activation, Maintenance and Sustainability manages capital improvement projects, a preventative maintenance program, and utility conservation and environmental sustainability initiatives for ODRC. The prisons are divided into five regions, each of which is supported by teams of two project managers. These teams work closely with institutional maintenance staff on all projects, and partner with the Ohio Facilities Construction Commission to manage large-scale projects over \$1.5 million.

The bureau has more than 200 active projects to support ODRC's institutions at any given time and have completed 136 projects over the past 12 months. Capital expenditures from June 2016 – May 2017 totaled \$75.9 million, an increase from the previous 12 months of \$18.5 million.

The bureau has worked with the facilities commission to initiate the first biennium of ODRC's Master Plan, which will progress through five upcoming biennia of capital requests. The first biennium request is to support the structural and population management needs of the facilities. Major highlights include the deconstruction of the old Orient complex and construction at three locations to support male, female, geriatric, medical and mental health populations.

Sustainability efforts at ODRC continued to expand; standardized utility tracking was initiated, for further assistance in cost savings including utility monitoring, electronic bill upload, comparison charts and additional information. There were 23 institutions that participated in Demand Response this past summer, earning over \$1.1 million. The Demand Response program allows ODRC to shed load from the electrical grid to help avoid a brownout or blackout. Additional revenue came from recycling programs, which earned more than \$210,394 in FY17.

Ohio Penal Industries

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

Office of Acquisition and Contract Compliance:

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

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

Court and Community



Cynthia Mausser

Managing Director of Court and Community

Bureau of Community Sanctions

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

The non-residential prison and jail diversion grants, administered by the bureau, are intended to support and enhance local community corrections programs. These grants include Community Corrections Act, Probation Improvement and Incentive Grants and the pilot SMART Ohio grants. Probation Improvement and Incentive Grants as well as SMART grants were designed to improve community supervision outcomes by establishing goals of reducing community control violators and Felony 4 and Felony 5 commitments to prison. Many counties have realized this goal and have improved the supervision services provided. ODRC will distribute approximately \$21,780,890 in Probation Improvement and Incentive Grant funds in FY2016/17.

In April 2017, the Lorain Medina Community Based Correctional Facility completed construction of a 50-bed expansion of the facility. The expansion provided an additional 10 female beds and 40 additional male beds, bringing the facility total to 127 beds. In addition to the 50-bed expansion, the renovation project also included a first-of-its-kind administrative wing with office space for 50 Department of Rehabilitation and Correction, Elyria Unit, Adult Parole Authority staff. The Adult Parole Authority move helps ODRC avoid all future lease payments for office space.

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

The West Central Community Based Correctional Facility, located in Union County, began a two phase renovation project. The first phase will add space for three additional classrooms, providing much needed

programming space. The second phase of the project will begin in FY 2018 and will add 24 additional beds.

Field Services

Field Services includes the Adult Parole Authority field staff, Fugitive and Interstate Compact. The Adult Parole Authority supervises approximately 37,000 offenders which includes parole, post release control, community control and interstate compact. The Field Services section includes 650 staff and provides court services to 42 counties in the state. There are six Adult Parole Authority regions covering 88 counties. The fugitive section assists the Adult Parole Authority with entering warrants on offenders who abscond supervision. This section also tracks violators who are in custody out of state and offenders in custody due to immigration status. The interstate compact section ensures Ohio is compliant with the rules under the Interstate Commission for Adult Offender Supervision. This section assist with coordinating movement of offenders received from, or transferred to, other states via the Interstate Compact Agreement.

The Ohio Parole Board

The Ohio Parole Board determines the release of inmates from prison to parole; assesses offenders for placement on post-release control supervision; and screens offenders for transitional control and 80 percent judicial release. In addition, the board evaluates all clemency applications and forwards its findings/recommendations to the governor for final approval. As a result of Senate Bill 160, Roberta's Law, the parole board also oversees the identification and location of victims of crime, providing notice of upcoming parole hearings and other events to those victims as well as judges and prosecutors.

Office of Victim Services

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

The Office of Victim Services also administers the Victim-Offender Dialogue program and other victim-centered programming within the institutions and the Adult Parole Authority regions. The Office of Victim Services offers a Victim-Offender Dialogue program. This program is a process in which the crime victim or a victim's family member(s) can request to meet with the offender who caused harm to them and/or their loved one. This is a victim-centered and victim-initiated program. Trained facilitators meet with the crime victim(s) requesting dialogue and the inmate/offender separately until both parties are ready to meet in person for a one time meeting. The offender can choose to participate or decline to participate, it is completely voluntary and either party can end the dialogue process at any time. Victim Offender Dialogues can happen when the offender is still serving their prison sentence or during the course of their supervision. The purpose of the Victim-Offender Dialogue program is to focus on the harm done to the victim and the offender's responsibility in repairing that harm. Currently, there are close to 53 open cases with more than 500 requests for dialogue from crime survivors/surviving family members since the program was established.

The Office of Victim Services also held Victim Offender Dialogue and Personal Responsibility of Violence Elimination new facilitators trainings in 2016 and 2017.

Office of Programming, Development and Evaluation

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

Office of Offender Reentry and Enterprise Development

The Office of Offender Reentry and Enterprise Development is comprised of several departments that consist of Reentry, Enterprise Development, Evidence Based Practices – Quality Assurance and Religious Services. Regional Reentry Administrators and Reentry Coordinators located in Adult Parole Authority Regions throughout the state support the collaborative work of the Department and the Ohio Ex-Offender Reentry Coalition. The partnerships established with the Reentry Coalition aim to support state and local agencies in an effort to become proactive rather than reactive in their approach to offender treatment, service delivery, and public safety.

One of the priorities of this office is to create a network of resources in the community to work with staff toward reducing recidivism. To promote effective strategies aimed at reducing recidivism, evidence-based practices staff and quality control team members in the field have developed two new strategies that are designed to promote effective reentry.

Justice Reinvestment Initiative Grant

The project is designed for low risk offenders to report to their respective supervision agency via a kiosk or other non-person reporting system allowing officers to reinvest time with higher risk offenders utilizing Cognitive Behavioral Interventions. The project will be implemented in the Adult Parole Authority Offices in Cleveland, Akron, Lorain and Marion. Other program sites include Marion County, Medina County and Lorain County Probation Offices. This grant was awarded in September of 2016.

Smart Supervision

The goal of this project is to reduce prison populations, save money and create safer communities. The focus is on youth ages 18 to 24 years who are under the jurisdiction of the department. The project will focus on offenders in Cuyahoga, Franklin, Hamilton, and Mahoning Counties. A reentry pre-release structure will be piloted promoting the use of evidence-based programs and strategies to create a continuum of services from incarceration to the community. A key component of the project is increased collaboration with community agencies, treatment providers, reentry resources, and parole services.

Enterprise Development

Enterprise Development is tasked with examining the existing labor market and with the promotion of partnerships with the public and private sector. Last year, the Office of Enterprise Development heard from various employers representing not only the trucking industry, but employers in job sectors that included manufacturing, landscaping, construction, roofing, maintenance and repair.

To date, approximately 303 offenders have graduated the Commercial Driver's License Program. Capital Transportation provides onsite instruction at two correctional facilities. Graduates are then eligible for job offers from *PI & I Trucking*. We understand that there is a high demand for qualified Commercial Driver's License drivers. Many of the program graduates remain in the trucking industry post-release.

Enterprise Development, along with Education and the Department of Jobs and Family Services provides oversight of the Restored Citizens Program. This program offers some significant enhancements to OhioMeansJobs, the state online employment resource, in order to further assist restored citizens with employment. As a part of the program the department will issue vetted employers access to the Restored Citizens Program in order to review offender profiles for employment consideration 90 days prior to release. In addition, previously incarcerated individuals may opt in to the program which will allow employers opportunity to access their information in the secure database. For more information on the program please email: ODRC.restoredcitizens@ODRC.state.oh.us

Religious Services

Religious Services oversees all faith-based programs throughout the state correctional institutions. The office provides technical supervision to chaplains located in all of the correctional facilities throughout the state. Institutional chaplains provide for the spiritual needs of all requesting offenders regardless of faith preference. There are more than 60 documented religious groups in Ohio correctional facilities. A total of 7,258 volunteers from numerous communities and faith-based organizations provide opportunities for inmates to engage in various religious activities and programs.

Volunteers are a valuable resource and greatly contribute to the mission of the department. Through their diverse experiences volunteers assist offenders in realizing their own abilities, they instill hope and prepare them for a return home. More than 8,900 individuals volunteer in the department.

Bureau of Research

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

Ohio Central School System

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

In fiscal year 2017, the school system continued to encourage academic achievement and assists with a variety of ODRC projects focused on the students' reentry into society such as Restrictive Housing Reform, Federal Bonding, the O.N.E Stop/Ohio Means Jobs access and processing of the Certificate of Achievement and Employability.

Office of Legal Services



Stephen Gray

Managing Director of Risk Management
and Chief Legal Counsel

Risk Management

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

Organizational Development



Ed Banks

Managing Director of Organizational Development

Office of Equal Employment Opportunity

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

Bureau of Personnel

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

The Bureau includes the following units:

- Compensation, Benefits and Off Work Unit is responsible for processing all off work and benefit programs as well as payroll processing and oversight for the agency in regards to reports and analyzing data. This unit further provides oversight, quality assurance and training to the local personnel offices in the areas of payroll, off-work claims and health care benefits.
- Operation Support Center and Adult Parole Authority Personnel Unit is much the same as the local personnel offices. Staff in this unit process payroll, off-work claims, personnel actions, and all unclassified and financial disclosure employee processes for the agency. In addition, they serve as the point of contact for staff that have personnel related questions.
- The Workforce Hiring and Administration Unit is comprised of two sections, the Workforce Planning section, and the Assessment and Hiring section. These sections oversee and manage assessment/selection functions at the agency level. Workforce planning provides direction and support to local personnel offices by reviewing and submitting personnel actions to the Department of Administrative Services for review, performing job analysis, oversight of the request to fill process, and submitting changes to classification plans. The unit also oversees agency position management, employee drug testing, independent medical evaluations, and other projects as it relates to personnel.

HR Research and Data Management

HR Research serves as the principal source of information for the agency regarding HR data and conducts HR-related research. Examples of responsibilities include providing monthly and annual reports, responding to information requests from internal customers and external constituency groups, providing quality assurance/data management, agency report writing/technical support related to IT systems, providing technical support related to research, and conducting and consulting on special projects.

Bureau of Labor Relations

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

The Reginald A. Wilkinson Corrections Training Academy

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

Special Project: Kaizen Lean Ohio Events

The Workforce Hiring and Administration team has been working with the Selection Policy to find ways to eliminate and/or streamline processing steps and to allow the supervisor over the vacant position more flexibility and accountability when reviewing applications and making recommendations for selection. In August 2016, there was a committee consisting of central, regional and local personnel staff to review the processes and find ways to eliminate and/or streamline the steps. Upon review of the recommendations, it was determined to participate in a Kaizen Lean Ohio event sponsored by the Department of Administrative Services. The Lean Ohio team consisted of center, regional and local personnel staff along with ODRC stakeholders and other state agencies. The team met in March and dissected each step in the process and found ways to provide more efficiency and standardization.

The next step was to determine how to reach the major improvements. The management personnel staff of the Kaizen team held a meeting with a variety of ODRC personnel staff and stakeholders to discuss the reduced number of minimum qualification checks and the review of applications in establishing the applicant pool. The group created revised processes, Subject Matter Expert Applicant Summary form and Subject Matter Expert Applicant Review form. The next step is to submit a variance 34-PRO-04 to pilot the changes at the Southeastern Correctional Complex for select exempt positions. As a case merit file is being reviewed based on the new criteria, adjustments will be made to the processes and forms. Once finalized, additional institutions will be piloted until all ODRC is properly trained and ready to move forward with the revisions. The goal is for full implementation no later than the end of 2017.

Communications, Legislative, Chief Inspector

Office of Communications

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

Office of the Legislative Liaison

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

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

Office of the Chief Inspector

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

Bureau of Adult Detention

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

- The Bureau of Adult Detention provided oversight to include conducting annual inspections to approximately 316 jails of all classifications. Of those inspections, 175 were on-site inspections, while the 141 temporary holding facilities were primarily inspected through the use of self-audits.
- During the fiscal year 2017 inspection cycle, 93 full-service jails and minimum security jails were inspected with initial results of 45 compliant jails and 48 status (non-compliant) jails. Through the follow-up work completed by the bureau staff, working in conjunction with the jail staff, an additional 13 jails improved their performance and were added to the list of compliant jails. More jails continue to be actively engaged in the follow up process, so the list of compliant jails is expected to increase.
- The bureau provided oversight to five new jail construction projects and approximately 17 renovation projects of varying scope.
- The bureau investigated 120 complaints and reviewed 59 critical incidents.

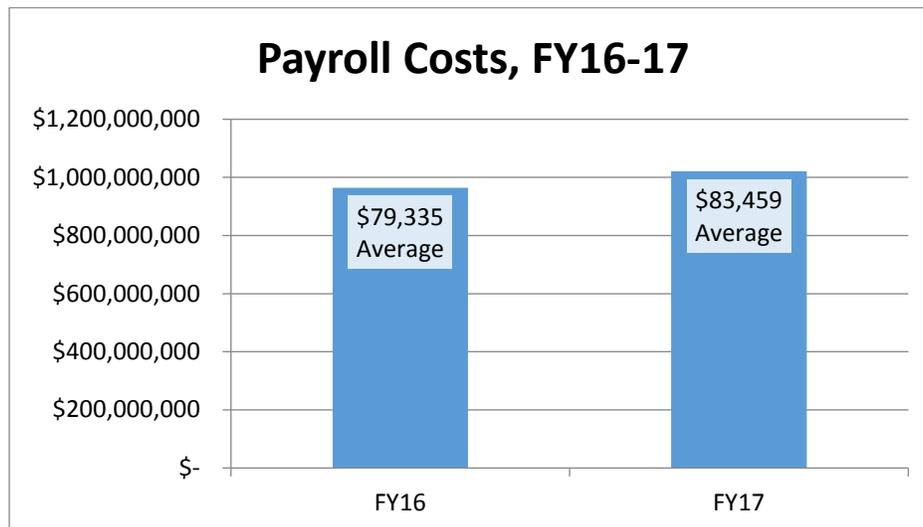
Bureau of Agency Policy and Operational Compliance

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

FY17 Employee Demographics

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

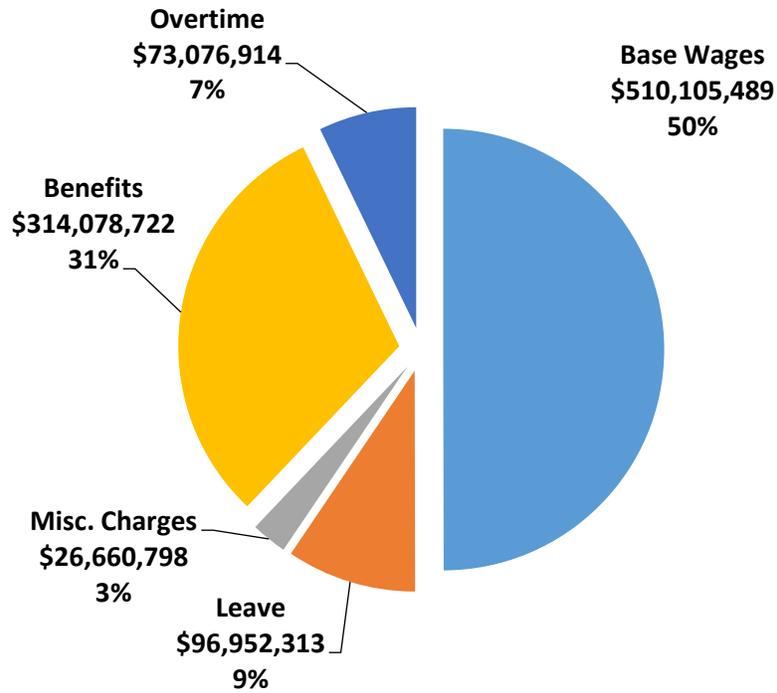
Fiscal Operations



Payroll

This section organizes expenditures by program and total funds, including property, staff and offenders. Expenditures are organized by the following: General Revenue Funds (GRF); Non-General Revenue Funds

(non-GRF); revenue; expenditures; utility costs; Performance Contracts (PERF); Construction, Activation and Maintenance (CAM); and, payroll.



Offender Costs

Area	FY16	FY17	FY17 Total
Security	\$ 31.21	\$ 32.47	\$ 598,824,961
Medical Services	\$ 10.31	\$ 10.84	\$ 199,853,901
Administration	\$ 7.68	\$ 8.36	\$ 154,187,854
Support Services	\$ 7.38	\$ 7.27	\$ 134,033,352
Facility Maintenance	\$ 5.20	\$ 5.17	\$ 95,395,943
Mental Health	\$ 2.87	\$ 3.21	\$ 59,261,897
Unit Management	\$ 2.86	\$ 3.10	\$ 57,109,391
Education Services	\$ 1.80	\$ 1.86	\$ 34,359,356
Recovery Services*	\$ -	\$ -	\$ -
Total	\$ 69.31	\$ 72.28	\$ 1,333,026,654

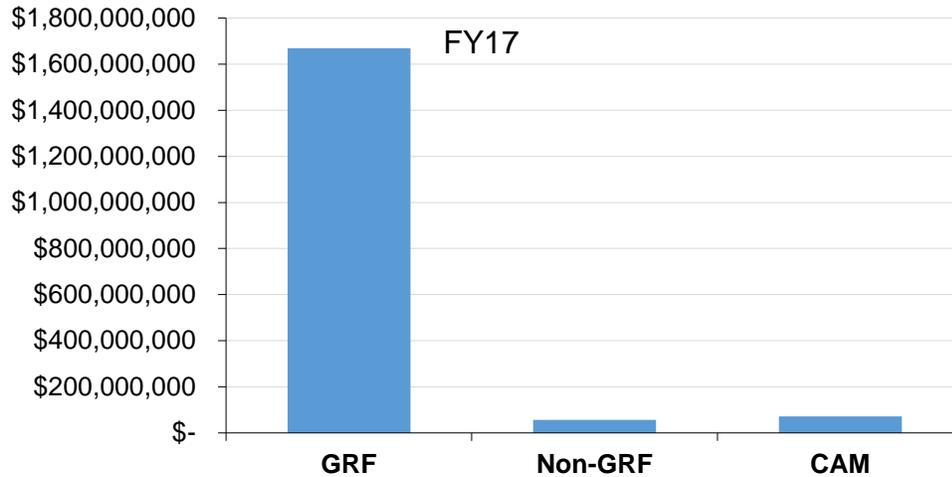
Average daily cost per offender

Includes private prison contract

*All costs are borne entirely by OMHAS

Expenditures

Expenditure	FY16	FY17
GRF	\$ 1,602,072,927	\$ 1,668,863,050
Non-GRF	\$ 65,107,469	\$ 56,596,593
CAM	\$ 63,754,436	\$ 72,151,904
Total	\$ 1,730,934,832	\$ 1,797,611,547



Utilities

	FY16	FY17
Natural Gas	\$ 5,781,724	\$ 6,113,922
Electricity	\$ 16,947,706	\$ 15,956,251
Water and Sewage	\$ 12,190,446	\$ 12,055,798
Performance Contracts	\$ 3,198,665	\$ 3,845,567
Other Utilities	\$ 16,399	\$ 113,070
Total	\$ 38,134,940	\$ 38,084,608

Annual Donations

In accordance with the Ohio Revised Code 5120.13, DRC shall accept and hold on behalf of the state, if it is for the public interest, any grant, gift, devise, or bequest of money or property made to or for the use or benefit of any institution described in section 5120.05 of the Revised Code. For FY17, each facility reported the receipt of donations in the manner as provided by law. Please reference the following report [on our site \(www.drc.ohio.gov\)](http://www.drc.ohio.gov).

Offender Demographics

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

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