

DRC Food Services

Correctional Institution Inspection Committee

April 26, 2016

DRC Quality Assurance

- **Communication:** DRC and Aramark conduct bi-weekly meetings to address concerns quickly, in addition to quarterly business reviews.
- **Training:** DRC training for food service contract staff covers a variety of topics, including: Unauthorized Relationships, Offender Manipulation, Inmate Rules and Regulations, and Prison Rape Elimination Act (PREA). DRC conducts quarterly contractor training for new Aramark employees, as well as a refresher course.
- **Contract monitoring:** Contract monitors are required to regularly conduct site evaluations of their regional institutions. Food service contractors are required to achieve a minimum score of 85 percent on each evaluation to be considered in compliance. Monitors also track daily incident reports that may require an investigation or follow-up actions as needed.
- **Meal evaluation:** DRC staff evaluate every meal. If the evaluation is poor or there are three unapproved substitutions, the evaluation form is sent to the Regional Contract Monitor for review and follow-up.
- **Monthly inventory:** Each institutional Food Service Director must complete a monthly inventory and usage report to monitor the average cost per meal, monthly food usage value, and end of the month inventory value.
- **Master menu:** Food service contractors must provide meals in accordance with the master menu. Menu substitutions are reported weekly.

Food Service Programs

Aramark and the DRC implemented two programs (In-2-Work and Fresh Favorites) that assist inmates with re-integration through food service training and education:

- The **In-2-Work Program** was designed as a reintegration tool that provides offenders with real-world food service training and practical work experience. Participants develop job skills to become more employable upon their return to the community.
- **Fresh Favorites** allows the inmate/student to operate a small business utilizing the Marketing and Merchandising training materials in the student workbook. The program allows for a weekly food sale that offers high quality food for inmates and staff to purchase.

Key Statistics

From 2008 - 2015, the DRC **reduced** their food service expenses **by 17.7 percent**.

Inmate food service grievances have **significantly increased**.

From 2014 to 2015, daily food service incidents **decreased by 62.8 percent**.

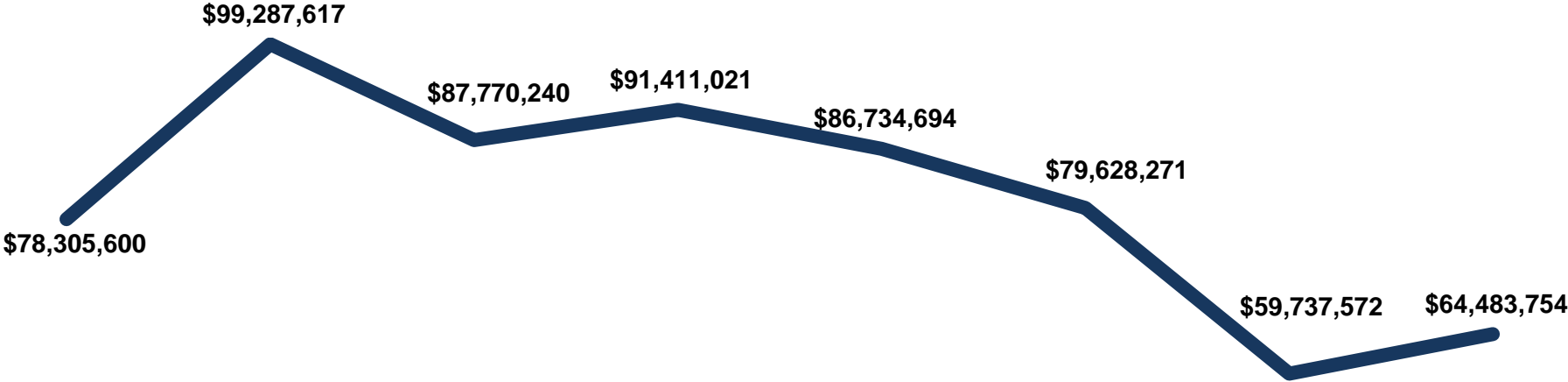
In 2015, all but one institution **averaged 85 percent or above** on their evaluations.

In 2015, **10 institutions were understaffed** on average for the year.

53 percent of Aramark terminations involved unauthorized relationships with inmates.

DRC Food Service Expenditures

FY 2008 - 2015



-17.7%

reduction in food service costs

2008

2009

2010

2011

2012

2013

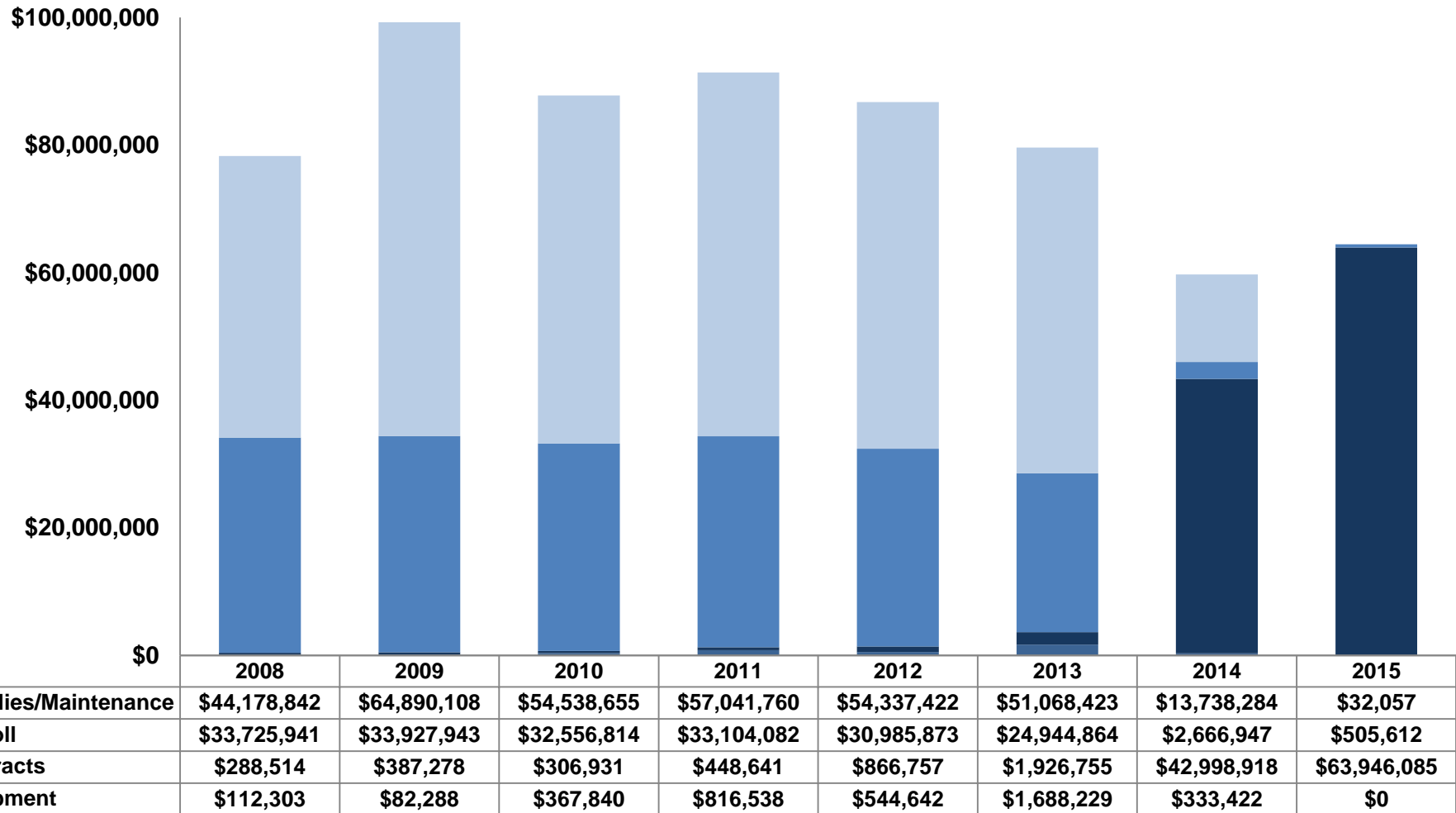
2014

2015

*Data provided by the Ohio Department of Rehabilitation and Correction. Note: above data represents actuals. Based on billing and payment timing, there can be some variation in reported costs per period.

DRC Food Service Expenditures Breakdown

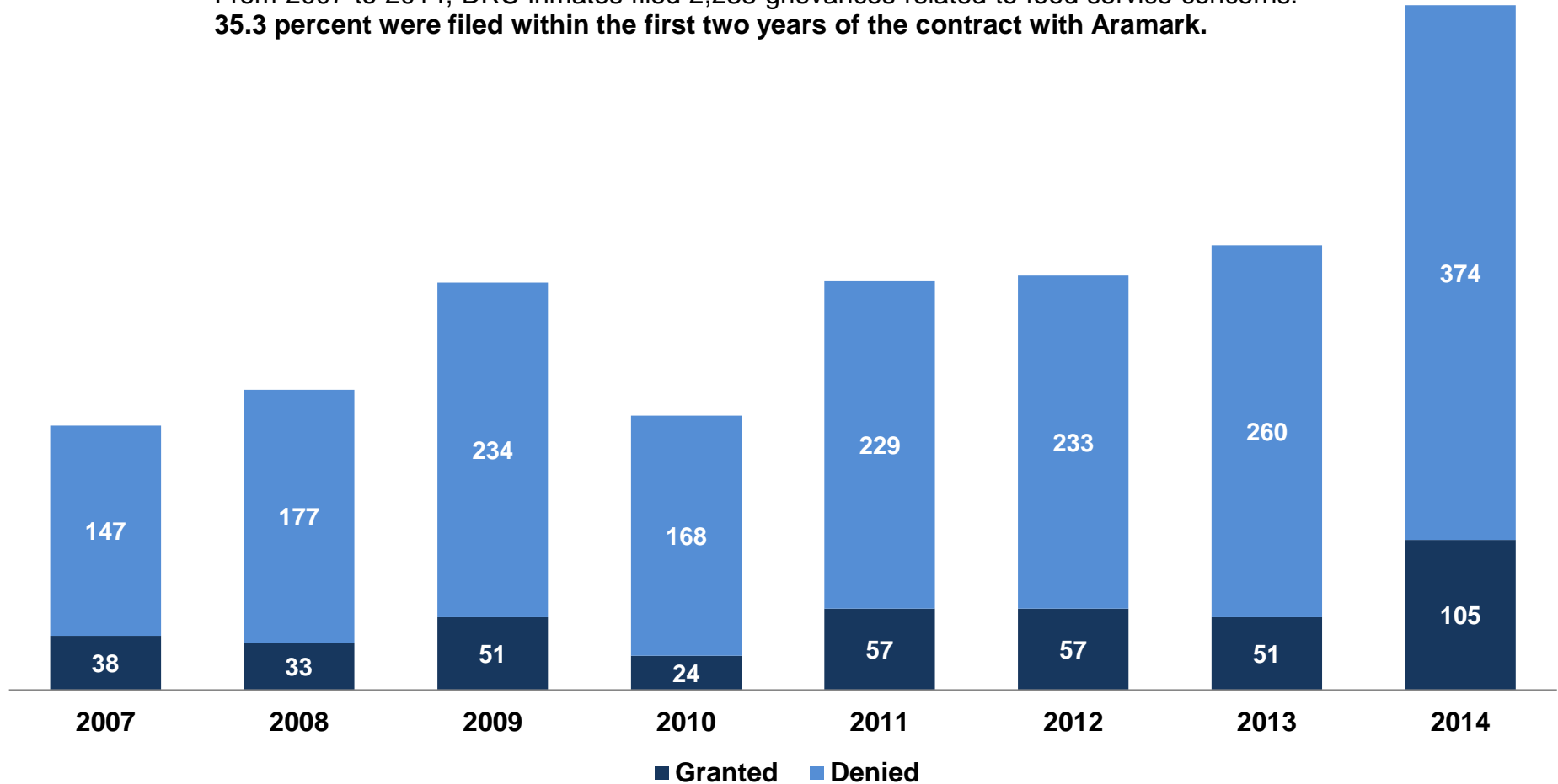
FY 2008 – 2015



*Data provided by the Ohio Department of Rehabilitation and Correction. Note: above data represents actuals. Based on billing and payment timing, there can be some variation in reported costs per period.

Food Service Grievances CY 2007 - 2014

From 2007 to 2014, DRC inmates filed 2,238 grievances related to food service concerns. **35.3 percent were filed within the first two years of the contract with Aramark.**

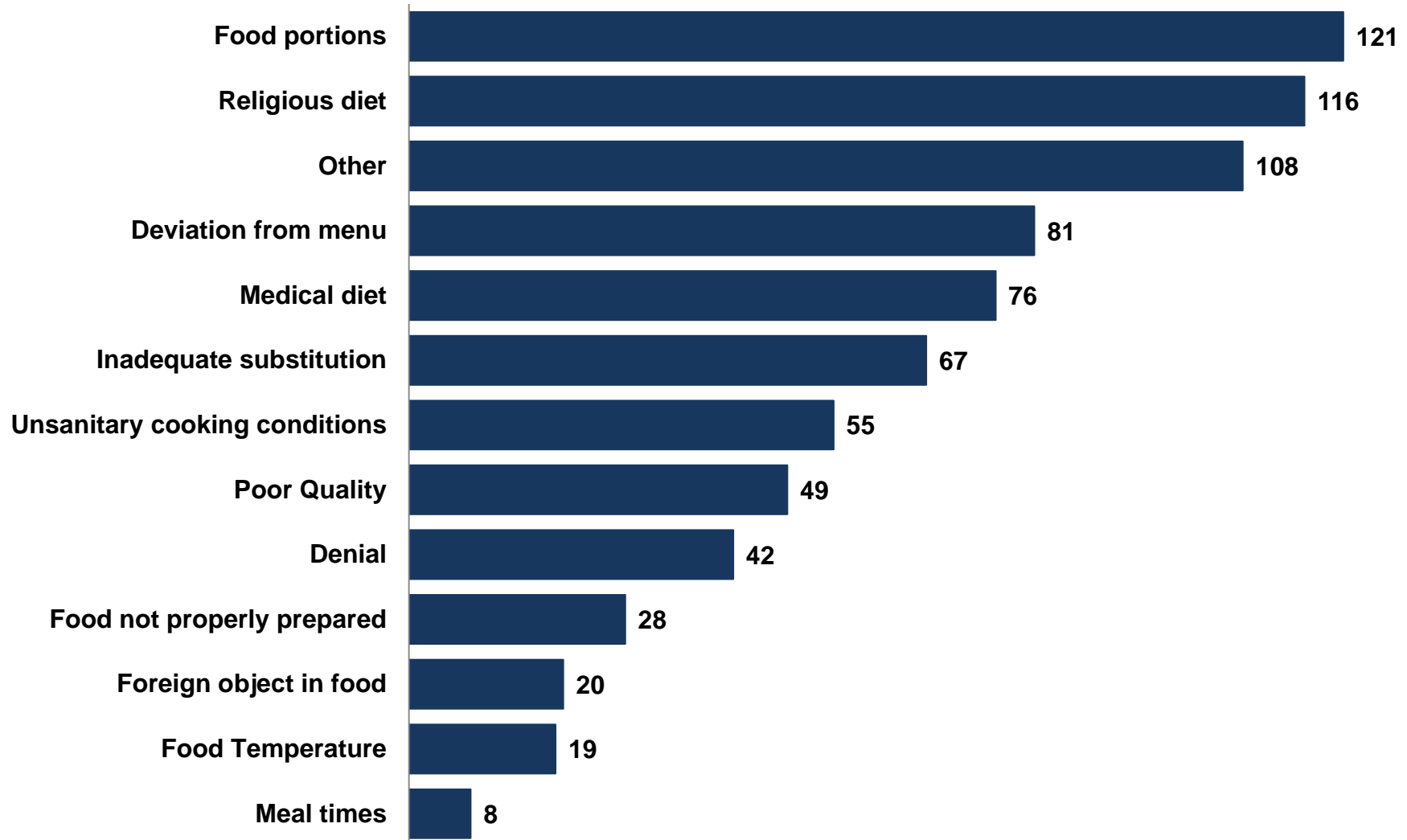


*Grievances are investigated by the Institution Inspector and decided within 14 days of receiving the grievance. If the Institution Inspector finds merit to the inmate's concern, the grievance will be **granted**. However, if the Inspector does not find merit to the inmate's concern, the grievance may be **denied**. If the inmate is dissatisfied with the Inspector's disposition, the inmate has 14 days to file an appeal to the Chief Inspector.

**Data provided by the Ohio Department of Rehabilitation and Correction.

Breakdown of Food Service-Related Grievances

CY 2013 - 2014

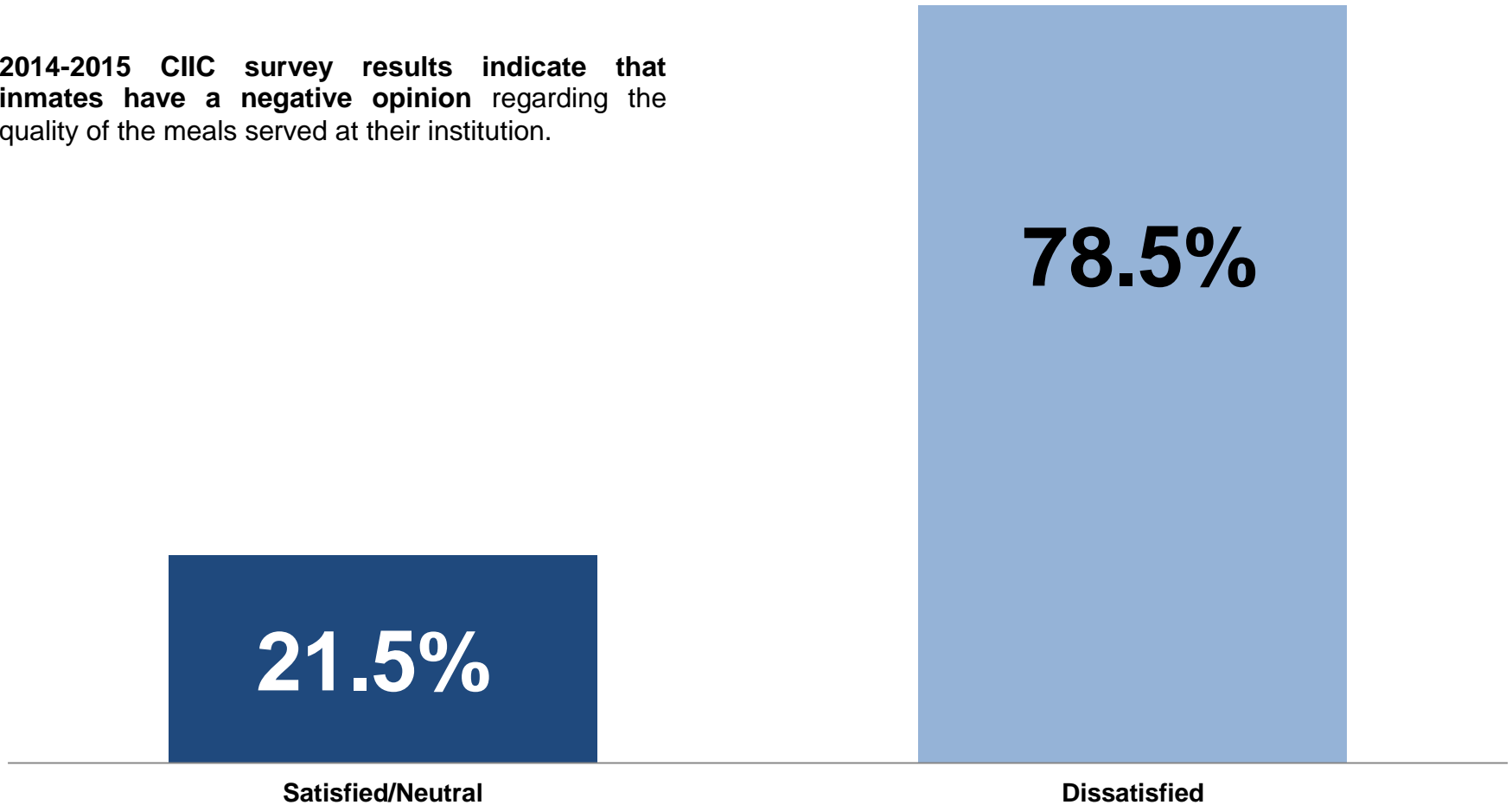


*Data provided by the Ohio Department of Rehabilitation and Correction.

CIIC Inmate Survey Responses

CY 2014 - 2015

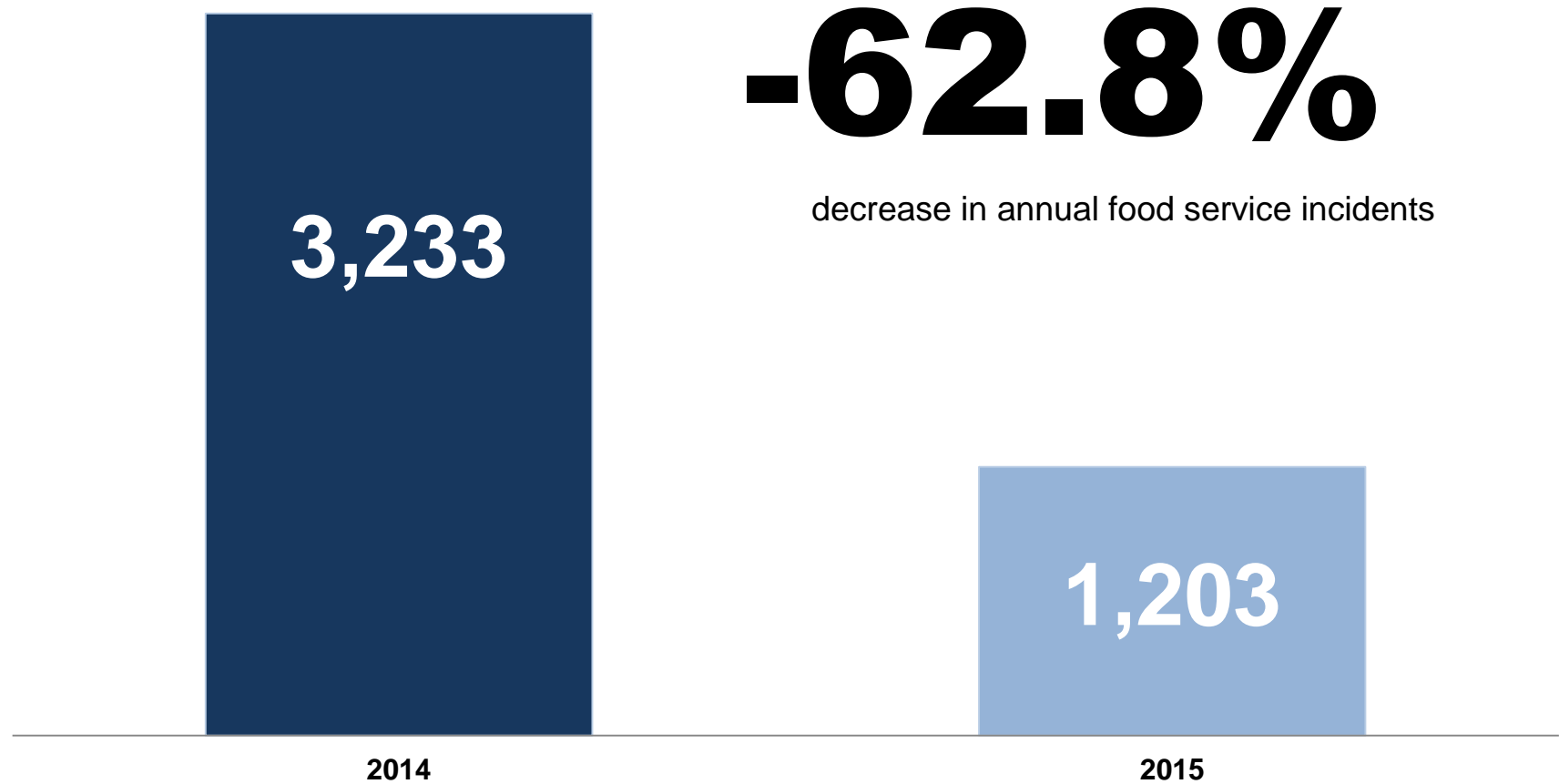
2014-2015 CIIC survey results indicate that inmates have a negative opinion regarding the quality of the meals served at their institution.



*Data provided by the Ohio Department of Rehabilitation and Correction.

DRC Annual Incidents

CY 2014 - 2015



*Data provided by the Ohio Department of Rehabilitation and Correction. Food service incidents include any incidents that occurs in the food service area, including physical altercations, running out of food, serving delays, inmate theft, employee issues, vermin, etc.

DRC Average Compliance Scores per Institution
CY 2015

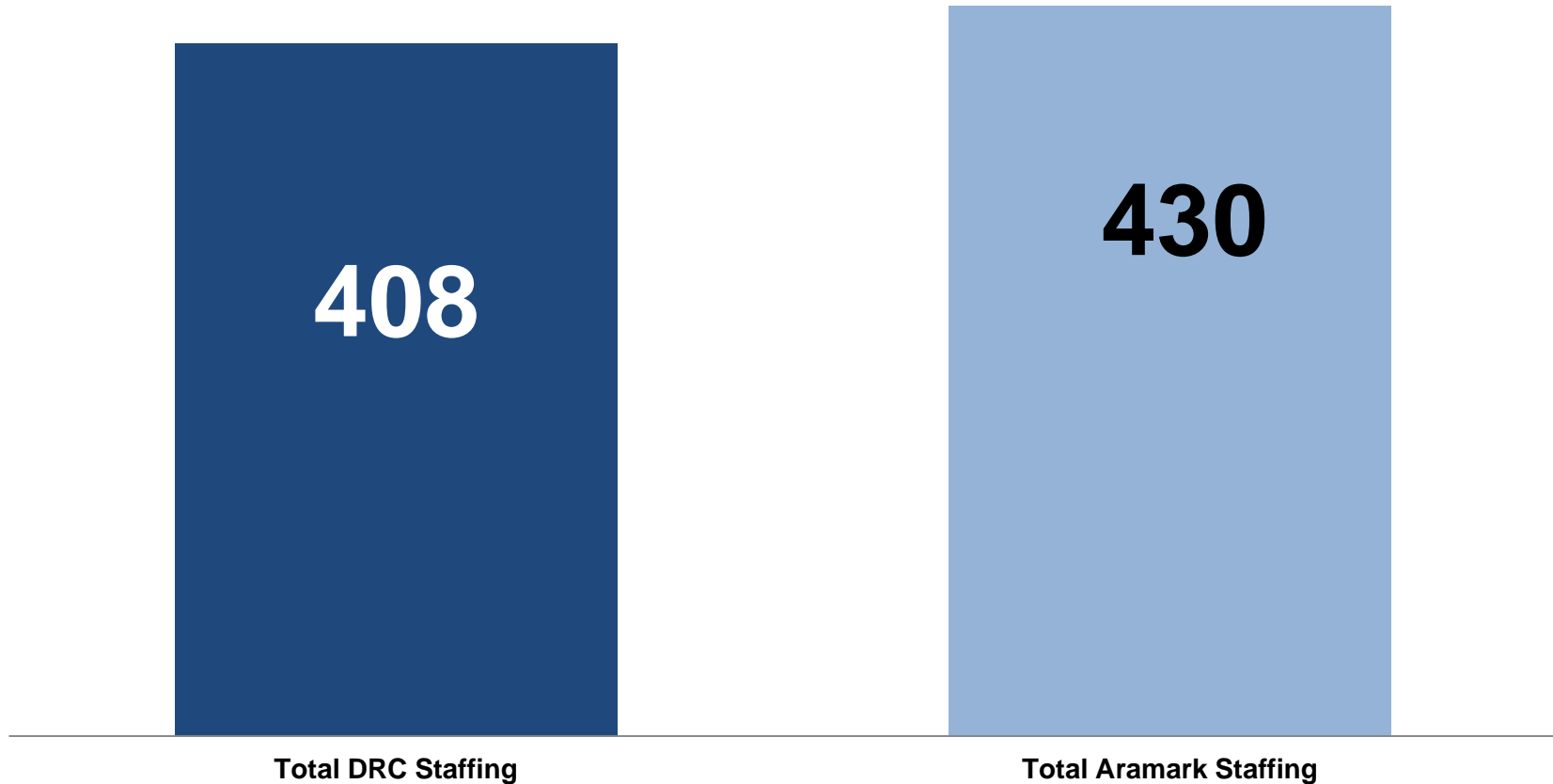
≥ 85%

85% is the minimum score each institution is required to meet on DRC quarterly monitoring site visits.

In 2015, all but one institution (Ross Correctional Institution) met this requirement.

*Data provided by the Ohio Department of Rehabilitation and Correction. The DRC noted that the DRC metrics report is a continuously evolving evaluation tool.

DRC versus Aramark Food Services Staffing Comparison



*Data is based on an average of reported DRC food service staffing across all state-operated institutions from 2012-2013 and an average of Aramark staffing from 2014-15, utilizing snapshot data. The DRC data includes all filled food service positions.

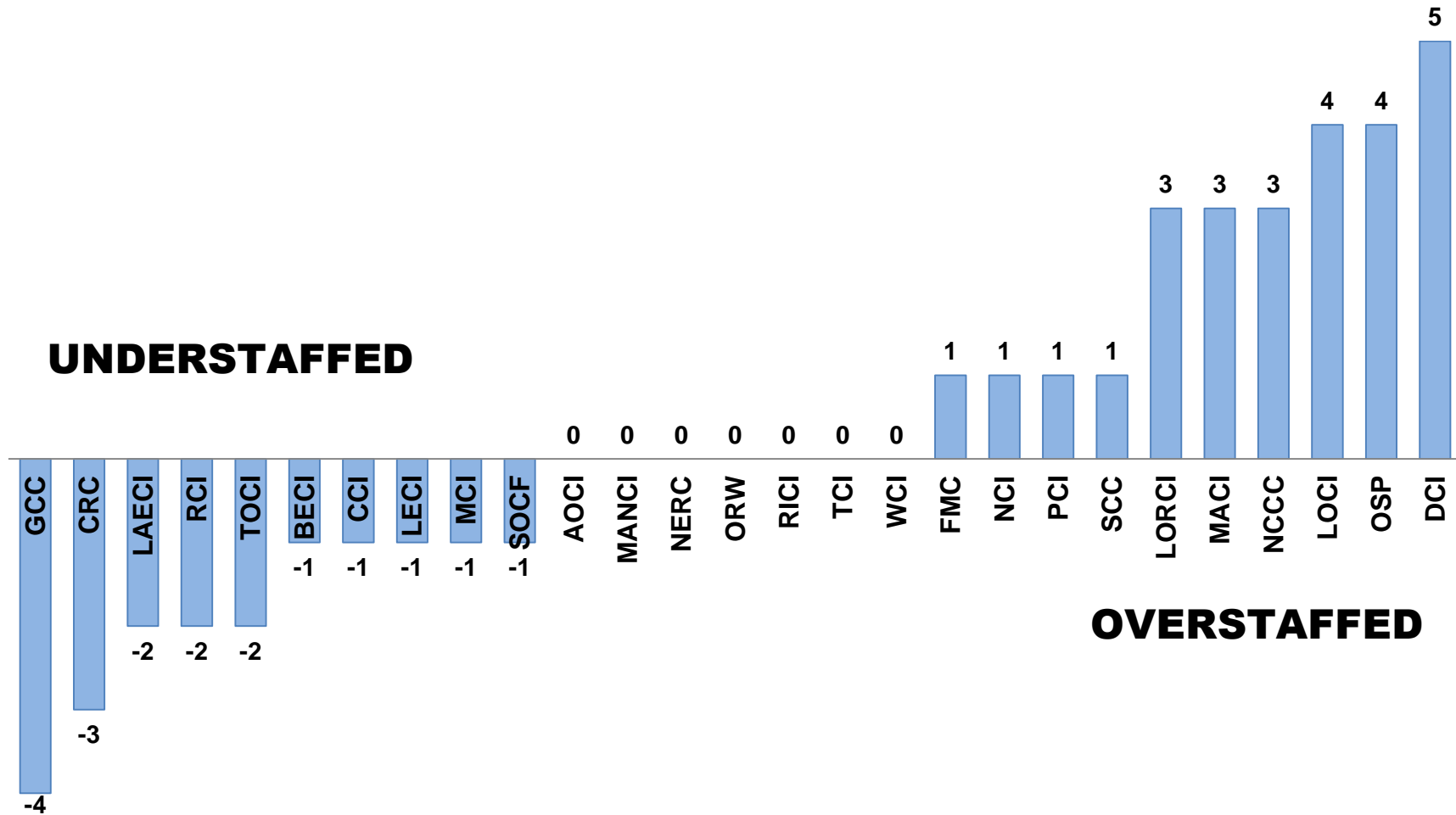
**Data provided by the Ohio Department of Rehabilitation and Correction.

Required versus Average Food Service Contract Staff
CY 2015

| Institution | Required Number of Staff | Average Number of Staff |
|----------------|--------------------------|-------------------------|
| AOCI | 18 | 18 |
| BECI | 21 | 20 |
| CCI | 21 | 20 |
| CRC | 18 | 16 |
| DCI | 8 | 13 |
| FMC | 14 | 15 |
| GCC | 21 | 17 |
| LAECI | 15 | 13 |
| LECI | 18 | 17 |
| LOCI | 13 | 17 |
| LORCI | 12 | 15 |
| MACI | 16 | 19 |
| MANCI | 18 | 18 |
| MCI | 19 | 18 |
| NCCC | 13 | 16 |
| NCI | 18 | 19 |
| NERC | 6 | 6 |
| ORW | 18 | 18 |
| OSP | 17 | 21 |
| PCI | 16 | 17 |
| RCI | 18 | 16 |
| RICI | 18 | 18 |
| SCC | 16 | 17 |
| SOCF | 21 | 20 |
| TCI | 15 | 15 |
| TOCI | 12 | 10 |
| WCI | 15 | 15 |
| Average | 16.1 | 16.0 |

*Number of required positions includes Food Service Directors, Assistant Food Service Directors, and Supervisors.

Difference in Required Staff and Average Number Per Institution CY 2015



*Data provided by the Ohio Department of Rehabilitation and Correction.

Breakdown of Contract Staff Terminations CY 2013 – 2015

217

total Aramark terminations



53% unauthorized relationships with inmates

13% substances

34% security violation

*Data provided by the Ohio Department of Rehabilitation and Correction.

Food Service Grievances

CY 2007 - 2014

| Category | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
|-------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| Other | 43 | 45 | 85 | 37 | 57 | 42 | 34 | 74 | 417 |
| Food Portions | 25 | 40 | 47 | 27 | 44 | 40 | 45 | 76 | 344 |
| Religious diet | 12 | 17 | 21 | 23 | 44 | 42 | 56 | 60 | 275 |
| Deviation from menu | 27 | 24 | 42 | 25 | 29 | 26 | 29 | 52 | 254 |
| Medical diet | 18 | 24 | 23 | 21 | 25 | 24 | 42 | 34 | 211 |
| Inadequate substitution | 17 | 17 | 14 | 13 | 31 | 40 | 30 | 37 | 199 |
| Denial | 8 | 11 | 7 | 13 | 31 | 24 | 21 | 21 | 136 |
| Poor Quality | 13 | 11 | 13 | 6 | 5 | 19 | 15 | 34 | 116 |
| Unsanitary cooking conditions | 3 | 9 | 12 | 7 | 7 | 7 | 16 | 39 | 100 |
| Food not properly prepared | 10 | 7 | 7 | 3 | 8 | 12 | 7 | 21 | 75 |
| Food Temperature | 3 | 3 | 9 | 14 | 3 | 8 | 8 | 11 | 59 |
| Foreign object in food | 6 | 2 | 5 | 3 | 2 | 6 | 5 | 15 | 44 |
| Meal times | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 5 | 8 |
| TOTALS | 185 | 210 | 285 | 192 | 286 | 290 | 311 | 479 | 2,238 |

*Data provided by the Ohio Department of Rehabilitation and Correction.

Breakdown of Average Metric Scores per Institution

CY 2015

| Institution | Food Service & Safety | Comments & Grievances | Reporting | Sanitation | Security/ Chemicals | Staffing | Total Score |
|-------------|-----------------------|-----------------------|-----------|------------|---------------------|----------|-------------|
| AOCI | 90 | 93 | 77 | 89 | 93 | 78 | 87 |
| BECI | 88 | 93 | 88 | 87 | 85 | 90 | 89 |
| CCI | 93 | 94 | 76 | 93 | 100 | 86 | 90 |
| CRC | 99 | 100 | 85 | 91 | 100 | 100 | 95 |
| DCI | 92 | 91 | 81 | 96 | 100 | 94 | 93 |
| FMC | 91 | 100 | 80 | 97 | 96 | 93 | 93 |
| GCC | 93 | 100 | 83 | 96 | 97 | 56 | 87 |
| LAECI | 100 | 100 | 100 | 98 | 96 | 79 | 95 |
| LECI | 96 | 97 | 87 | 94 | 96 | 78 | 91 |
| LOCI | 90 | 97 | 76 | 89 | 100 | 91 | 91 |
| LORCI | 88 | 100 | 80 | 80 | 79 | 100 | 88 |
| MACI | 99 | 100 | 93 | 99 | 100 | 89 | 97 |
| MANCI | 89 | 100 | 72 | 86 | 92 | 74 | 85 |
| MCI | 95 | 97 | 92 | 98 | 96 | 81 | 93 |
| NCCC | 90 | 85 | 86 | 89 | 96 | 96 | 90 |
| NCI | 89 | 100 | 85 | 89 | 81 | 100 | 91 |
| NERC | 92 | 100 | 88 | 100 | 91 | 97 | 95 |
| ORW | 96 | 95 | 83 | 92 | 92 | 79 | 90 |
| OSP | 94 | 92 | 85 | 91 | 91 | 94 | 91 |
| PCI | 88 | 95 | 79 | 93 | 92 | 79 | 88 |
| RCI | 91 | 94 | 78 | 87 | 89 | 68 | 83 |
| RICI | 92 | 100 | 90 | 80 | 98 | 70 | 88 |
| SCC | 90 | 100 | 90 | 81 | 86 | 93 | 87 |
| SOCF | 95 | 100 | 93 | 79 | 92 | 83 | 90 |
| TCI | 92 | 100 | 80 | 92 | 92 | 97 | 92 |
| TOCI | 97 | 97 | 88 | 98 | 98 | 80 | 93 |
| WCI | 91 | 97 | 75 | 87 | 100 | 91 | 90 |

*-The food service contractors are required to score a minimum of 85 percent in each category to be considered in compliance with the DRC contract standards.

** - Data provided by the Ohio Department of Rehabilitation and Correction.

Correctional Institution Inspection Committee

Riffe Center, 77 S. High Street, 15th Floor, Columbus, Ohio 43215, PHONE (614) 466-6649, FAX (614) 466-6929