

**CORRECTIONAL INSTITUTION INSPECTION COMMITTEE  
REPORT:  
INSPECTION AND EVALUATION  
OF THE  
NORTH COAST CORRECTIONAL TREATMENT FACILITY**

**September 10, 2009**

**Prepared and Submitted by  
CIIC Staff**

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**CORRECTIONAL INSTITUTION INSPECTION COMMITTEE REPORT:  
INSPECTION AND EVALUATION OF THE  
NORTH COAST CORRECTIONAL TREATMENT FACILITY**

**I. INSPECTION PROFILE**

**Date of Inspection:** August 6, 2009

**Type of Inspection:** Unannounced

**CIIC Member and Staff in attendance:** Rep. Tyrone Yates, CIIC Chair  
Shirley Pope, CIIC Director  
Toni Del Matto, Inspector  
Gregory Geisler, Inspector  
Adam Jackson, Inspector

**Facility Staff Present:** Hector Santiago, Warden  
Tammy Burnham, Deputy Warden  
of Operations  
Tammy Serrano, Deputy Warden of  
Special Services  
David Catanese, Major

**Areas and Activities included during the Inspection:**

- Entrance/Processing
- Pre-Inspection Meeting
- Administrative Offices: Business, Inmate Cashier, Inmate Records, Training Department
- Visiting, including Children's Ohio Reads Room
- Medical Services
- Dental Services
- Mental Health Services
- Attendance at Inmate General Meal Period
- Inmate Dining Hall
- Kitchen and Food Prep Area
- Attendance at Substance Abuse Treatment Program Group
- Paw Prints Training arena/Pound Puppy Apprenticeship Program
- Library
- Segregation
- Housing Units
- Recreation
- Meeting with Representative Group of Staff
- Closing Discussion



## INTRODUCTION TO QUESTIONNAIRES

Two questionnaires were developed by CIIC for use on inspections from 2007 to the present. One of the questionnaires is based on selected sections of *Expectations*, which contain inspection criteria used by the British Inspectorate. These *Expectations* were the subject of one of the presentations at an international conference on effective prison oversight in 2006. They are reported to be consistent with international standards for adult incarceration. The purpose of gathering information on the extent to which Ohio correctional institutions are similar or different from selected sections of *Expectations* is twofold: To identify possible areas in need of improvement, and to identify possible means of addressing reported areas of concern.

The second questionnaire is based on the 16 recommendations of the Ohio Correctional Faith-Based Initiatives Task Force. The purpose of the questionnaire is merely to gather information on the extent to which progress is being made in implementing the recommendations. Brief, handwritten responses to the questions by any staff person knowledgeable of the subject, were requested.

To avoid burdening any one staff person at the facility with the task of responding to the entire questionnaire, sections and subsections identified by topics were separated and stapled, ranging from one to three pages each. The Warden could choose to give each section or subsection to a different staff person who is knowledgeable in the particular area. Very brief responses, such as “yes”, “no” and/or explanations, indicating the extent to which the facility’s practices are similar or different from *Expectations*, were requested. Completed questionnaires were requested to be returned to the CIIC office within ten days of the inspection.

## EXPECTATIONS

The *Expectations* are self-described as a tool for examining every aspect of prison life, from reception to reentry. The expectations draw upon, and are referenced against, international human rights standards. The Inspectorate’s four tests are:

- **Safety**
- **Respect**
- **Purposeful Activity**
- **Reentry**

These are increasingly accepted internationally as the cornerstones of a “healthy” custodial environment, providing consistent criteria in a system that is increasingly under pressure and subject to conflicting demands. *Expectations* have been used as the basis for an independent and evidence-based assessment of conditions in prisons. Its content and approach have proven to be helpful to those who are monitoring and examining prisons in other jurisdictions. *Expectations* consist of eight sections and subsections. Sections included in the questionnaire are provided below:

<b>Environment and Relationships:</b>	Residential Units: Overview Residential Units: Clothing and Possessions Residential Units: Hygiene Staff – Prisoner Relationships
<b>Duty of Care:</b>	Complaint/Grievance Procedure Bullying and Violence Reduction Self-Harm and Suicide
<b>Activities:</b>	Learning and Skills and Work Activities Library
<b>Good Order:</b>	Security and Rules
<b>Services:</b>	Food Services

The questions and responses are inserted in the relevant subject area included in this report.

## II. INSPECTION SUMMARY

The CIIC Director provides a brief summary of each prison inspection to the Department of Rehabilitation and Correction (DRC) Assistant Director as soon as possible following each inspection. Excerpts are provided below from the August 10, 2009 communication regarding the inspection of the North Coast Correctional Treatment Facility.

*On August 6, 2009, CIIC conducted an on-site inspection of the North Coast Correctional Treatment Facility. NCCTF staff were very cordial and accommodating. Their positive attitude and motivation towards their mission were most impressive. The following is a summary of the inspection findings:*

### Sanitation

- **Cleanliness:** *The cleanliness of the entire facility was the best ever seen. The entry area shined, and the rest of the facility reflected the same attention to sanitation. Inmates commented during the meal period that “This is one of the cleanest camps!”*
- **Cleanliness Philosophy:** *Staff relayed that officers also believe in their “cleanliness philosophy.” Staff explained that in the context of the “Success for Life” philosophy, many inmates have never been taught how to clean house.*

- **Communication and Supervision:** In discussing this with security staff, it was relayed that it is important to have good communication and supervision when it comes to cleaning, including:
  - Thoroughly explain to inmates what you want them to do.
  - Show the inmates how you want them to do it.
  - Check on how the inmate is doing in the job. Follow-up with the inmate before the job is complete to ensure there is no miscommunication.
- **Cleaning Crews:** Staff relayed that they have cleaning crews working day and night. Staff relayed that assignment to cleaning duty is a frequently used penalty for rule violations. According to staff, inmate porters clean the bathrooms three times per shift for a total of nine times a day. Staff also relayed that it is easiest to clean overnight during third shift when most of the inmates are sleeping. Food service reportedly uses two inmate porters per shift to ensure the kitchen preparation areas remain clean.
- **Cleaning Supplies:** Staff relayed that an all purpose cleaner is all that is used to clean the facility and noted that anything needed is provided by the administrators.
- **Bedding:** Bed sheets were clean and beds were neatly made.
- **Hand Sanitizers:** Hand sanitizing dispensers are mounted on the walls, easily accessible for use throughout the facility including housing units.
- **Bathrooms:** The CIIC Chairman was most pleased that all soap dispensers were filled in all of the bathrooms.
- The majority of the bathrooms were extremely clean. The floors and sinks were clean in each unit. The CIIC Chairman was very impressed with the cleanliness of the restrooms, and pleased that the water is hot.

### Maintenance

- The facility was well- maintained based on observations and communication on site.
  - Screens are on every window, with the result of housing areas being insect-free, and enabling a breeze and fresh air to come through the windows.
  - The maintenance department appears to be very efficient in making repairs. Although there were two out-of-order toilets in Two House, the Warden was aware of the issue and advised that a maintenance request has been submitted to fix the problem. One inmate relayed that there is a problem or malfunction with some of the exhaust fans.
  - There were no cracks in the shower floors or the walls.

## Food Services

- **Meal:** *The quality and quantity of the lunch meal was very good. The lunch meal included turkey fajitas, lettuce salad with Italian dressing, and mandarin oranges. The meal's presentation was appetizing. The meal, especially the entrée, was assessed to be the best of all meals to date served on inspections, according to the CIIC Chairman. Many inmates stated how much they enjoyed the food, with several stating that the food at NCCTF is much better than their previous institutions.*
- **Beverage:** *Instead of serving Kool-Aid in a clear plastic pouch, NCCTF uses self-serve juice dispensers similar to those seen in fast food restaurants. Choices include grape juice, orange drink and fruit punch.*
- **Brunch:** *No inmates complained about the new DRC brunch meal policy in which a combined breakfast and lunch are served as one meal on the weekends, so that only two meals are provided, with a cost savings in staff time. Further, no inmates expressed concern over the length of time between meals on the weekend. Some inmates indicated that they would like to have more time to eat because of the size of the portions served during brunch, but staff indicated they are addressing the concern.*
- **Atmosphere:** *The dining room was orderly, free of any tension, with light chat among the inmates who felt totally comfortable approaching and talking with the CIIC team.*
- **Kitchen Sanitation/Maintenance:** *The kitchen area was very clean and well-maintained. This was especially impressive considering that the food service workers were in the process of cleaning up from the lunch meal while also preparing for the upcoming dinner meal.*
- **Cleaning Workers:** *Food service reportedly uses two inmate porters per shift to ensure the kitchen preparation areas remain clean.*
- **Temperatures:** *The temperatures on the coolers and the freezer were appropriate.*
- **Dry Storage:** *The food packed in dry storage was neat and orderly.*

- **Sealed Items:** *There were no open items in the preparation area, storages, or coolers.*

### Segregation

- *The Segregation unit was well-lit, and inmates were relaxed and quiet.*
- *There were only seven inmates in segregation including five in Security Control, and one each in Local Control and Disciplinary Control.*

### Staff/Inmate Interaction

- **Clients/Customers:** *NCCTF staff consider inmates to be their “customers,” which guides how they treat their clients. Staff believes that meeting their correctional, treatment and rehabilitative needs is their responsibility. NCCTF expects the inmates to respect staff and follow the rules and regulations of the facility.*
- **Atmosphere:** *The atmosphere was relaxed and respectful. There was no indication of any tension between staff and inmates.*
- *The atmosphere in the housing units was very good. Inmates relayed that “It’s always peaceful and quiet.” Inmates were reading, writing or listening to music with earplugs. The dorms were quiet and cool, with a breeze from the fans.*
- **Inmate Movement:** *The inmate movement on the yard was orderly and controlled, yet relaxed.*
- **Safety and Security:** *In the pre-inspection discussion, staff relayed that inmates may relay to CIIC that staff are “petty” about the rules, because staff expect them to follow the rules. Staff added that NCCTF is “their last stop,” and they view rule compliance with part of the learning process involved in the Success for Life philosophy. No inmates complained about staff enforcement of the rules. The atmosphere gave all indications of being safe and secure.*
- **Appropriate Supervision:** *Although some inmates expressed concern regarding the tone used by some Officers, there were no allegations of harassment, intimidation, or inappropriate supervision.*
- **Communication:** *Staff are approachable, and based on their communication; they have daily interaction with inmates, and encourage communication from inmates. Communication was cited by staff as one of their priority areas of focus.*

*Inmates felt comfortable approaching administrative staff during the inspection, who listened and took notes about the reported problem.*

- **Care, Concern, Commitment:** *Staff relayed that they are trained to let the inmate know they care and can help them address their concerns professionally, though without establishing an inappropriate relationship.*
- **Posters:** *Sexual Assault posters were displayed in many areas of the institution, including the entry area of the medical department, and exit area of the inmate dining hall. Posters directed at staff, warning that staff misconduct can result in their incarceration, were posted in the staff dining area.*
- **Treatment Facility:** *On entering one of the units, one of the CIIC team members commented, “This doesn’t look like a prison,” and an inmate immediately responded, “This isn’t a prison, it’s a treatment facility!”*

## **Staff**

- **Staff Retention:** *Staff relayed that they have a very low staff turnover rate, and that they see “commitment, care and concern” among their co-workers. Others shared that if any one of them needs anything, staff will be there to help.*
- **No Permanent Posts:** *Officers explained that at NCCTF, all officers are basically “floaters,” learning virtually all of the posts, rotating every 30 days in most areas, with a six month rotation in a few areas, such as medical services and education.*

## **Mental Health Staff**

- *The discussion with mental health staff left extremely positive impressions. They seemed to have a positive attitude toward inmates. They relayed having a caseload of 78 which includes all three mental health classifications.*
- *When asked for their thoughts on responding to bad behavior on the part of maximum security inmates who are on the mental health caseload by placing them in 4B long term lockdown, they relayed that the more effective response would be to provide them with a higher level of mental health care, such as that provided at Oakwood Correctional Facility.*

- *The Mental Health staff expressed positive regard for Dr. Hammond and the DRC Bureau of Mental Health Services at Central Office, noting that practices are now more clinician driven than policy driven.*
- *Positive comments were also expressed regarding the DRC efforts to improve suicide prevention practices.*

### **Grievance Procedure/Inmate Complaints**

- ***Few Grievances:*** *The Inspector/Investigator commented that there are no large “quality of life” issues among the inmates, and only a few grievances are filed by inmates.*
- ***Success for Life Committee:*** *One of the reasons for the low volume of grievances and absence of burning issues may be the “Success for Life Committee,” in which four inmates are selected by staff from each unit, with a total of 12 inmates, who meet with staff to openly discuss problems, issues or concerns expressed by inmates. The Inspector relayed that he receives valuable feedback from inmates during the “Success for Life Committee” meetings. Other staff agreed that the “Success for Life Committee” meetings are an extremely valuable source of information and ideas. Issues discussed include commissary items that should be added and use of the Industry & Entertainment fund which comes solely from commissary sales.*
- ***Communication:*** *Staff also relayed that staff are “big on understanding and listening” to the inmates, which prevents problems and complaints from developing.*
- ***Medical Staff:*** *The Health Care Administrator relayed that she attends pill call to listen to any inmates who have questions or concerns, and always takes a notebook to make notes and to follow-up as needed. The HCA wants the inmates to know that she cares about their concerns and recognizes their importance.*

### **Programming**

- ***Staff Involvement:*** *Staff relayed that all levels of staff are involved in programming. This reportedly helps the inmates to see the “human” side of the staff, particularly the Correctional Officers. One shared that when an officer teaches a class, “Inmates see a different side of each of us.”*

- ***Abundance of Programming and Activities:*** Staff relayed that they focus on having positive programming available and in keeping inmates busy. They also relayed that they are “big on certificates.” Staff relayed that there is an abundance of programming available as well as recreational activities. Only one inmate claimed that there is “nothing to do,” and staff explained that “idleness depends on the inmate,” i.e. their willingness to participate. Unit staff relayed that for “house detail,” every inmate has a job and they have “tons of porters.”
- ***Vocational Programs:*** Inmates expressed a desire for more vocational programs, and the staff relayed their hope to expand in that area. In the staff group discussion, staff relayed that “All inmates want more vocational programs.” Inmates expressed interest on site in barber school and electrician school.
- ***Puppy Apprenticeship:*** An outdoor fenced in puppy training arena was the first ever seen in the prisons, and was very impressive, as was the information on the community service Paw Prints Program in which select handlers teach citizens how to train their problem dogs so that they can stay in their home. One released inmate graduate of the Pound Puppy Apprenticeship reportedly has a successful business in Marysville, Ohio.
- ***Landscaping Program:*** The landscaping was very impressive. The entry to each unit and the walkways were surrounded by mulch, greenery and flowers. Staff relayed there is a landscaping program that includes on-going competition between the housing units to achieve the best landscaping.

### **Visiting Room**

- The Visiting room is also used for programming, and was very impressive, bright and shiny, reflecting their high standards of cleanliness.
- The Children’s Reading Room is the best that the CIIC team has ever seen. Inmate artists painted beautiful, professional-looking, child oriented murals on the wall, including a rainbow. The room contains child size tables, chairs and books. The children’s coloring artwork was proudly displayed on one of the walls as well. Community service workers created a felt game to play “tick tack toe,” which was also secured on one of the walls. Inmate workers, possibly tutors, are carefully screened and assigned to work in the reading room.
- The dedication of the visiting room to former Warden Jacqueline L. Thomas is an excellent tribute to her memory.



### **Library**

- *The library is small, but has a warm atmosphere, with a unique newspaper and magazine stand operated by an inmate worker.*
- *The books in stock in the library make it “the best” seen to date on inspections, according to the CIIC Chairman. It was noted that the library has a number of hard bound books that have not been found elsewhere in other prisons to date. It was also noted that the categorization of books in the library is far more detailed than in other prisons, which typically is limited to “fiction” and “non-fiction.” Still, a paucity of African American literature was noted as a deficiency.*

### **Intensive Prison Program**

- *Staff relayed that as of September 30, 2009, per DRC decision, the Intensive Prison Program (IPP) will be discontinued at NCCTF. There are currently 42 inmates (out of a possible 60) involved with the program. The IPP offers eligible inmates with sentences up to five years, with an opportunity for early release after successfully completing the 90 day program.*
- *The NCCTF staff indicated that they do not know the reason for discontinuing the IPP at the facility.*
- *Inmates expressed serious concern regarding the discontinuance of the IPP at NCCTF. Inmates relayed that they were transferred to NCCTF specifically to participate in the IPP. However, the inmates were reportedly recently informed that they would participate in the Intensive Outpatient Program (IOP) instead, which is the same program as IPP without early release. Some inmates from southwestern Ohio counties (i.e. Hamilton and Butler counties) transferred from the Lebanon Correctional Institution minimum camp and were very disappointed to learn that the IPP was discontinued. As a result, some inmates stated they wanted to transfer back to the institution because it was closer to their home and their families could continue to visit.*

### **Furlough**

- *Several inmates expressed concern regarding the delay in approval of their furlough. The inmates relayed that they were expected to be considered for early release six months from their expected release date. Staff relayed that the delay is*

*due to a backlog in the APA office. There is reportedly only one DRC/APA staff person to do the screening. However, one more staff person has been hired and will be attending two months of training before they can assist with the backlog.*

#### **A. DRC FOLLOW-UP COMMUNICATION**

In the CIIC Director's August 10, 2009 communication to the DRC Assistant Director, clarification as to the reason for the discontinuance of the Intensive Prison Program at NCCTF was requested. Clarification was also requested regarding the concerns of the inmates at the facility who are eligible for the Intensive Prison Program and for whom the sentencing judge has approved Intensive Prison Program placement. The CIIC inspection team assumed that those who have been approved for the Intensive Prison Program but have not yet had an opportunity to participate at North Coast CTF would be transferred where they could complete an IPP. Clarification was requested.

In response, on August 11, 2009, the DRC Assistant Director explained that, "The reason for the discontinuation of IPP at NCCTF is budgetary. We can do it at other sites for less money. The IPP there will end on September 30. At that time 15 inmates will still be in the program. They will not be done. A continuation of the program will continue at another site." As to other possible sites, it was relayed that the matter is fluid, and the Recovery Services Coordinator will be visiting NCCTF soon.

On August 10, 2009, the NCCTF Warden also relayed that they appreciated the opportunity "to show off our facility. The staff and inmates work hard and are proud of it. Thank you for the report of your inspection. We will have a follow-up report back to you."

#### **B. NCCTF INSPECTION FOLLOW-UP COMMUNICATION**

During the inspection, inmates relayed several concerns to the CIIC inspection team, which were shared with the Warden during the closing. The follow-up communication provided by the Warden on August 14, 2009 is provided below with the exclusion of any names:

##### **PROGRAMS**

**Issue:** Inmate alleged that his racial and ethnic needs were not being met whether it was related to religious services, reading materials, etc.

**Response:** Staff met with the inmate and he stated that he has no additional needs other than learning a vocation/trade so he would be better prepared to enter the workforce. Staff explained to the inmate that MTC is looking to expand the vocation program very soon and also recommended that she would get him on the waiting list for the AOT program.

**Issue:** An inmate complained of not being able to make long distance calls from the telephones in the housing units.

**Response:** This issue was addressed with the institutional Inspector, who administers the inmate phone system. The Inspector stated: Without knowing the inmate's number I cannot look up his account and see the specifics of why he is having telephone problems. However I did check the inmate phone system and found it working properly with inmates able to make long distance calls. The following could be different reasons as to why he could be having a problem making long distance calls. If a telephone number has a long distance block on it, which means they will not accept any long distance calls, the inmate will not be able to call. The family would have to take the block off the phone. These blocks are usually with the local carrier; Sprint, Verizon or AT&T. The department's phone carrier (GTL) could have put a block on the telephone because of a high, unpaid bill. Once the bill reaches a certain dollar amount GTL will block any incoming collect calls until the bill is paid. All NCCTF inmates are provided with a toll-free number they can call to resolve any of the problems, so this option is available to the inmate that complained.

**Issue:** There was a question as to why the (IPP) Intensive Prison Program was being discontinued at North Coast.

**Response:** Staff relayed that they could not speak for the ODRC Director, but their understanding is that in response to the states' budget crisis, which has resulted in cuts to the ODRC budget, it was necessary to eliminate the IPP in order to stay within the budget limitations and still proceed with the North Coast contract.

## **MEDICAL**

**Issue:** Inmate had an infection on his head. CIIC inquired if the infection was properly treated. What is his diagnosis?

**Response:** The medical staff feels this is not a serious issue. Staff are treating the infection appropriately with antibiotics. The inmate will have to follow up care with the doctor again the following week to check his progress.

**Issue:** An inmate's tooth/filling continues to come out. Why did it take him so long to be treated the first time?

**Response:** The staff relayed that he will be seen by the dentist on Thursday, August 20. Fillings do take time to schedule because they are considered routine and not an emergency. We must treat emergencies first. The upcoming increase in the dental staffing will alleviate some of this problem.

**Issue:** An inmate expressed concern with the Dentist. The inmate reportedly was waiting for dentures, and wanted to know if he must pay for them or if they are paid for. No one is reportedly communicating to him.

**Response:** According to staff, the inmate will be seen by the dentist this week. Staff made arrangements with the Cashier's office to address when an inmate needs to come up with funds to pay for dentures. This process will include sending the cashier a charge slip to receive the money and then to hold that money so the dentures or other apparatus can be ordered.

**Issue:** The inmate complained of a bone spur & medical is reportedly not treating it.

**Response:** Staff relayed that treatment for bone spurs is pain management and that is the course they will take.

**Issue:** Inmate with hernia issues has not received a belt, and was reportedly denied surgery.

**Response:** A Hernia Belt has been ordered and his case was reviewed with him by the medical staff last week. It was explained to him that a hernia is not life threatening unless there are complications present. He will continue to be monitored for complications and has been instructed to notify the medical department with any changes in condition.

### **EDUCATION**

**Issue:** An inmate stated to a CIIC team member that he is still on the GED waiting list and has not been able to take the GED test. Is this true? Is there an estimated time for him to start GED?

**Response:** The inmate was added to GED a.m. class on July 31, 2009. Unfortunately he failed to report to class and participate. We will notify him again of the start of the class on August 13, 2009 and insert him into GED a.m. class. In addition, he has no record with the Ohio GED Office. Dr. Lund will make sure that he and the Instructor start him into the process so that he has an opportunity to qualify to take the actual GED test as soon as possible. We will be having a full test administration on September 2 & 3, 2009 and another one on October 13 & 14, 2009.

### **SUPERVISION**

**Issue:** Inmate complained of harassment by a Correctional Officer.

**Response:** The Warden addressed this issue with the appropriate staff, and was tasked to locate any documentation of informal or grievances filed by the inmate against the Officer. The inmate filed an Informal Complaint on August 7, 2009, complaining that the Correctional Officer quote "has it out for me" and that he has being targeted by the Officer for discipline. The complaint was sent to the unit staff, who wrote back to the inmate directing him to send his complaint to the third shift staff, who supervises the Officer, but the inmate never did send an informal to the supervisor for a follow-up investigation. In light of this, the Warden conducted an investigation and the results are as follows: The inmate has received a total of (8) eight conduct reports in the last two months. Of those tickets (6) were for being "out of place", (1) for possession of contraband, and (1) for a dress code violation. Of these tickets, the Officer issued (4). The others were written by other officers. The Officer has been assigned to the housing units for the past

month and thus has had more contact with this inmate than other officers. I have had no other complaints from this particular inmate or any other concerning Correctional Officer conduct or supervision of them.

### **III. CIIC STATUTORY REQUIREMENTS**

#### **A. ASSIST IN THE DEVELOPMENT OF IMPROVEMENTS**

The statute requires the CIIC to “Evaluate and assist in the development of programs to improve the condition or operation of correctional institutions; (and to) Prepare a report for submission to the succeeding general assembly of the findings the committee makes in its inspections and of any programs that have been proposed or developed to improve the condition or operation of the correctional institutions in the state.”

#### **The Library: Creation or Expansion of Minority Book Sections**

During the course of the 2009 inspections which always include the library, the CIIC Chairman, Representative Tyrone K. Yates, has cited the need for African American and also Hispanic designated Book Sections in Ohio prisons and juvenile correctional facilities. There is also a need for sufficient copies of periodicals of popular magazines for the African American and Hispanic inmates. Jet, Ebony, and Black Enterprise were suggested. In addition to the literature, African American and Hispanic movies, and books on tape should be provided. The purpose of the proposed improvements is to enhance cultural awareness, not only on one’s own but of others, and to enlighten inmates through classic biographies.

The proposal will help to improve inmates, contribute to good order, and improve the libraries. So much good could be done by a focus on the library, which could provide books about real people who inspire and bring out the best in us. In the therapeutic community model of substance abuse treatment in prisons, they insist that the critical ingredient for success is that a real person is on the staff who has been where the offender is, and who has succeeded in changing their life. They provide the model and this is said to provide renewed hope and confidence that they, too, can overcome addiction and make something of their life. The same inspiration can come from books about real people.

With the overcrowding and understaffing, it is a constant challenge for staff to keep the inmates busy with programs and activities, yet idleness leads to serious safety and security problems. Many inmates seem to crave the library, possibly for the solace that it provides. Many more could learn to enjoy reading with the right selection available.

Surely some of the reading incentives that the public libraries and schools use for school children, could be used within the DRC and DYS institutions. The facilities could form ad hoc committees to include inmates in order to zero in on making their library the best that it can be.

There are dedicated librarian staff in the prisons. Unfortunately, a number of librarian positions have been left vacant due the budget problems. At some institutions, other staff volunteer their time just to keep the library open for a few hours a day.

Inmates in segregation have limited access to the library. Those in Local Control are in segregation for up to six months. Those in “4B” and above are effectively in isolation indefinitely, sometimes for years. If they were provided with good biographies and even good self-help books, at least the isolation would be filling their mind with something positive that may make a difference in their life. Reading can keep them sane, as well as make them think, which ultimately affects their actions.

### **Library Walk-Through**

As relayed in the summary, the library is small, but has a warm atmosphere, with a unique newspaper and magazine stand operated by an inmate worker. The books in stock in the library make it “the best” seen to date on inspections, according to the CIIC Chairman. It was noted that the library has a number of hard bound books that have not been found elsewhere in other prisons to date. It was also noted that the categorization of books in the library is far more detailed than in other prisons, which typically is limited to “fiction” and “non-fiction.” Still, a paucity of African American literature was noted as a deficiency.

**Access to Administrative Rules:** An inmate law clerk relayed that he did not know where the Administrative Rules are located, nor where the Ohio Revised Code is. Later it was relayed that they are behind the librarian’s desk. Reportedly, only one of the law computers is functional. The library is stacked with many titles and other mediums.

**CIIC Memo:** Photos of CIIC staff from the previous biennium were posted on the side of a bookcase. The CIIC address and contact information as provided on the CIIC web site was posted below the photos. The current memo for the members of the 128<sup>th</sup> General Assembly may be obtained from the CIIC web site at [www.ciic.state.oh.us](http://www.ciic.state.oh.us).

### **Expectations Questions and Responses: LIBRARY**

1. Does the prison have an effective strategy for maximizing access to and use of a properly equipped, organized library, managed by trained staff? **The library is open six days a week for 33.5 hours total including evenings and weekends. Book cart goes around on Sunday and Holidays.**
  - a. How do prisoners with mobility problems get access? **The layout of the library provides enough room for wheelchairs to get in and around.**
2. Are the library materials broadly reflective of the different cultures and needs of the prison population, including Braille, talking books, and foreign language books? **We have a moderate amount of Spanish books to meet the needs of the Hispanic community.**
3. Do all prisoners have access to a range of library materials, which reflect the population’s needs and support learning and skills? **The library’s collection of fiction and non-fiction and reference material is well-rounded. Our law library service provides access to materials the prisoners want that we do not have.**

4. Does this include:
  - a. Literacy? **Since February, we have had to build a collection that meets the different reading levels present in our population.**
  - b. Math? **Our collection has a few math textbooks on algebra and calculus as well as GED books that information and practice tests.**
  - c. Language? **We have several dictionaries and a thesaurus available**
  - d. Employability? **Our re-entry section has half a dozen titles specific to ex-offender job searches and resumes, etc. There are several more similar books in the general collection.**
  - e. Vocational training? **Materials are available in the reentry and general collection of a variety of vocations, such as construction and commercial driving (truck driving).**
  - f. Social and life skills? **The collection has items on speech writing, relationships, and parenting skills.**
5. Do library materials include a comprehensive selection of up-to-date legal textbooks and DRC Administrative Rules and DRC Policies? **Legal resources come in book form and the inmates also have access to Westlaw on computers. DRC policies as well as AR are available to read in the library.**

## **B. ATTENDANCE AT A GENERAL MEAL PERIOD**

Per statutory requirement, each inspection must include attendance at a general meal period. *On the date of the inspection, the lunch meal period was attended. The meal consisted of salad with Italian dressing, white rice, two tortilla shells, turkey fajita, and mandarin oranges. The meal was considered adequate in portion and taste.*

*NCCTF offered inmates a drinking dispenser that allowed inmates to select the type of juice of choice or water. Most institutions serve their milk or juice in a plastic pouch that is often hard to open. The drink dispenser was similar to those seen in fast food restaurants.*

## **FOOD SERVICES**

### **Dining Hall**

A mailbox conveniently located outside of the dining hall allows inmates to submit their outgoing mail as well as their kites, informal complaints, and grievances regarding institutional concerns.

The breakfast, lunch, and dinner menus were posted on a dry-erase board in the entry of the dining hall for inmates to observe. Inmates regard this as a helpful practice.

The noise level was moderate as inmates proceeded through the food service line in single file. Inmates flash their badge in front of a scanner that tracks the inmate's attendance at each meal period. The scanner records the inmate's name, number, and the time of day they arrived in the dining hall. *The scanner is also used in other institutions and appears to be an excellent way to prevent double backs or additional meals. The scanner also reportedly helps to project the number of inmates to expect for particular meals. This apparently helps control food costs.*

### **Inmate Comments**

The meal period included an opportunity to listen to inmates. The positive feedback from inmates was most impressive. Many inmates seemed to feel more comfortable with the environment at North Coast CTF than their previous institutions. Although most of the feedback from inmates was very positive, there were some inmates who openly relayed concerns regarding the programs and their purpose for being at North Coast CTF.

- **Programs:** *One inmate relayed that he was very satisfied with his stay at North Coast CTF. According to the inmate, staff are very helpful and seem to care more about his concerns than his previous institution. Perhaps the clearest indication of his satisfaction is that he truly believed the programs that he participated in helped make him a better person. One inmate acknowledged that while North Coast CTF has more programs than his previous institution, he does not feel the program he participated in helped him at all. Although the inmate did not want to elaborate, another inmate listening to the conversation stated that he is not eligible for the programs at North Coast CTF and also did not understand why he was there.*
- **Rules:** *The inmate also relayed that staff are "petty" in regard to enforcing the rules and regulations. In the pre-inspection meeting with administrative staff, staff relayed that some inmates would express such comments. Staff explained that following the rules is an important part of their operational philosophy of "Success for Life." CIIC staff have found that the prisons with strict rule enforcement tend to benefit by having a safer environment for inmates and employees.*
- **Intensive Prison Program Discontinuance:** *Several inmates from southwest Ohio openly relayed concerns that the Intensive Prison Program is being discontinued. The inmates also relayed that they were transferred to the institution to participate in the program. However, since they have longer sentences to serve they are getting displaced by inmates with shorter sentences. Their frustration over this was apparent.*
- **Too Far for Visitors:** *They further relayed that they felt "trapped" at NCCTF, and could not get visits from their families who could not travel an estimated three to four hours to northern Ohio. Reportedly, their requests for transfers have been denied by the Warden and staff.*



## **KITCHEN**

*The food service staff were in the process of preparing for the dinner meal, while cleaning up any messes made during the preparation for the lunch meal. The efforts of the food service staff to keep the food preparation area clean were most impressive. The counters were clean and the floor was clear of water and debris. Food service staff wore the required hairnets and plastic latex gloves for sanitary purposes, and required all CIIC inspection team members to wear the hairnets in the food preparation area as well.*

*The staff reported that all the equipment is in working condition with the exception of one kettle that was waiting on parts for repair. Reportedly, the maintenance staff does an excellent job of maintaining the equipment. This enables them to provide the approved menu items established by the ODRC.*

*The kitchen was equipped with four coolers, a freezer, and two dry storage areas. The coolers registered an appropriate temperature of 37 degrees. The fruits and vegetables were stored neatly and appropriately covered. The dry storage goods, such as the breads, and the canned fruits and vegetables were stored neatly up to the required 12 inches from the top of the ceiling. According to staff, coolers and other food storage areas are cleaned every day. Each cooler, storage area, and the freezer are emptied and scrubbed once a week. Of the inmates that work in food service, there are two porters each shift who are responsible for cleaning. In addition to the inmate porters, inmates who have committed rule infractions are sent to food service to detail the coolers and storage areas as extra duty for disciplinary reasons. On the day of the inspection, there were reportedly 27 inmates working in food service for breakfast, and 30 for lunch and dinner.*

*According to the Warden, the food service workers are able to eat as much food as they want at the end of each shift as an incentive to do a good job.*

### **Expectations Questions and Responses: FOOD SERVICES**

1. Are prisoners offered varied meals to meet their individual requirements? **Yes, for religious, vegetarian, and diabetic.**
2. Is food prepared and served according to religious, cultural and prevailing food safety and hygiene regulations? **Yes, as followed by the menu.**
3. Do all areas where food is stored, prepared and served, conform to the relevant food safety and hygiene regulations? **Yes. Rotated-first in-first out.**
4. Are religious, cultural or other special dietary requirements relating to food procurement, storage, preparation, distribution and serving, fully observed and communicated to prisoners? **Yes. We follow all procedures for each meal.**

- a. Are Halal certificates displayed where prisoners can see them? **Yes, the menu is on the board in the front.**
- b. Are appropriate serving utensils used to avoid cross-contamination? **Yes, one utensil for each item.**
- c. Do kitchen staff make special arrangements for different types of food, and special dietary requirements for e.g.

Pregnant inmates? **N/A.**

Specific religions? **Yes, for Ramadan and Catholic.**

Prisoners with disabilities? **Yes. They sit in the front of the dining hall.**

- d. Do prisoners who are on special diets have confidence in the preparation and content of the meals? **Yes, follow the menu.**
5. Are all areas where food is stored, prepared and served properly equipped and well managed? **Yes, labeled for use.**
  6. Are prisoners and staff who work with food, health screened and trained, wear proper clothing, and prisoners are able to gain relevant qualifications? **Yes, go through training.**

Do medical clearance forms exist on food service workers, and are training courses offered?

7. Are prisoners' meals healthy, varied and balanced and always include one substantial meal each day? **Yes, have Healthy Heart menu.**
  - a. Are prisoners encouraged to eat healthily and are they able to eat five portions of fruit or vegetables a day? **Yes, have Healthy Heart menu.**
  - b. Do prisoners on transfer miss out on their main meal? **No, they received one or the other depends on the time of transport.**
8. Do prisoners have a choice of meals including an option for vegetarian, religious, cultural and medical diets? **Yes, according to their diet.**
  - a. Are all menu choices provided to the same standard? **Yes.**
  - b. Are options for religious or cultural groups open to all, and not just those who practice their religion officially? **Just their religion.**
9. Are prisoners consulted about the menu, and can they make comments about the food? **Yes, by Kite.**
  - a. If logs of comments are kept, how frequently are they consulted? **Yes, the Kite logs-answer Kites.**

b. Is there a food comments book?

**Yes, there are Kite logs in Food Service Manager's Office.**

10. Is the breakfast meal prepared on the morning it is eaten? **Yes, prepared each morning.**

11. Is lunch served between noon and 1:30 pm and dinner between 5 pm and 6:30 pm?

**Lunch is served from 10:30am to 12:30 p.m. and dinner is served 4:30 p.m. to 5:30 p.m.**

12. Do prisoners have access to drinking water (including at night time), and the means of making a hot drink after evening lock-up? **This is dependent on security levels for hot drinks. Drinking water is always available.**

13. Are prisoners able to eat together (except in exceptional circumstances)? **Yes in the dining hall.**

14. Does staff supervise the serving of food in order to prevent tampering with food and other forms of bullying? **Yes. The Staff Supervisor.**

15. Where prisoners are required to eat their meals in their cells, are they able to sit at a table? **Yes. Notable in segregation or medical call.**

16. Do pregnant prisoners and nursing mothers receive appropriate extra food? **N/A.**

### **C. ATTENDANCE AT AN EDUCATIONAL OR REHABILITATION PROGRAM**

The statute also requires each inspection to include attendance at an educational or rehabilitative program. On the day of the inspection, the CIIC inspection team observed a Quest Recovery Services (Substance Abuse Treatment) Program in the H2 housing unit. According to staff, the purpose of the program is to assist inmates in their re-entry to society by changing their behavior patterns.

*Seventeen inmates were present for a group discussion about what they will do differently when faced with frustrations after they are released from prison. The group leader spoke about the importance of finding ways to express oneself, to meditate, take a time out, walk, work, keep a journal, or spend times with your children.*

*The program instructor stressed to the inmates that it is important to develop self-worth. He relayed that if a person feels good about himself, he does things differently. The instructor encouraged the inmates to make better decisions, to identify the behavior that needs to change, and to fix it now, rather than wait until release, for then it will be too late. The instructor recommended that the inmates make a 30-day plan for personal goals to obtain before they are released. He also discussed intuition and urged those in the group to pay attention to their own intuition. The instructor appeared to be very effective in his communication with the inmates. Inmates were fully engaged in the conversation. Some spoke of how "boredom" played a part in*

*their previous choices. Others spoke of being surrounded by family and friends involved in substance abuse, and having to make a change. Some relayed that the program has “changed my thinking.”*

## **PROGRAMS OVERVIEW**

North Coast Correctional Treatment Facility offers programs in education, recovery services, re-entry, community services, and religious services. The programs are designed to prepare offenders for successful re-entry upon their release and encourage community involvement.

## **RECOVERY SERVICES**

As noted in the 2003 Inspection Report on the North Coast Correctional Treatment Facility, the Intensive Prison Program (IPP) is a 90-day early release program for eligible DUI or OMVI offenders. Ohio Revised Code sections 5120.031, 5120.032 and 5120.033 provide the statutory requirements of the Intensive Prison Program. Per the statute, the DRC has the authority to develop and implement Intensive Prison Programs for male and female prisoners who were sentenced to a mandatory prison term for a third or fourth degree felony OMVI offense. The Department was required to contract for the private operation and management of the initial IPP, and could contract for the private operation and management of any other IPP, which includes prisons that focus on educational achievement, vocational training, alcohol and other drug abuse treatment, community service, conservation work, and other intensive regimens or combinations of intensive regimens.

As of September 30, 2009, the institution will no longer facilitate the program, but will continue to operate a 13-week Intensive Outpatient Program. According to staff, these programs are essentially the same. However, the option that offers inmates the opportunity to reduce their sentence to 90 days upon completion of the IPP will not be available in the Intensive Outpatient Program at North Coast CTF. This change was reported to be an important part of the re-negotiation of the new contract between MTC and the ODRC. Reportedly, the ODRC insisted upon the change to finalize the contract renewal.

In 2003, North Coast CTF had an Intensive Prison Program capacity of up to 100 inmates. On August 6, 2009, the staff relayed there were only 42 inmates out of a potential of 60 enrolled in the Intensive Prison Program. Reportedly, North Coast CTF will transition to the Intensive Outpatient Program when the current group graduates from the Intensive Prison Program. Reportedly, the facility will still have the intensive outpatient and other recovery services programs.

The DRC provides monthly statistics regarding the recovery services programs offered at North Coast Correctional Treatment Facility. The NCCTF Monthly Recovery Services Report provides information regarding the Intensive Outpatient Program, the Intensive Prison Program including the DUI/DWI program, and the Alcohol and Other Drug Education Program.

### **Recovery Services Staff**

According to their Monthly Recovery Services Report, NCCTF had 32 staff members including 17 with the Alcohol and Other Drug Treatment program. There were 15 contract employees on the institution recovery program staff with no vacancies. The following shows the number of staff for July 2009.

**Table 1. NCCTF Recovery Services Staff Statistics for July 2009**

<b>RECOVERY SERVICES STAFFING</b>	<b>NUMBER</b>
<b>Credentialed Staff</b>	<b>14</b>
Alcohol and Other Drug Treatment Supervisor	1
Correctional Program Coordinator	1
Secretary	1
<b>Total Credentialed Staff</b>	<b>17</b>
Institution Recovery Program Staff: Current Contract Positions	15
<b>Total Institution Recovery Program Staff</b>	<b>15</b>
<b>Total Staff</b>	<b>32</b>

### **Intensive Prison Program**

According to the Recovery Services Monthly Report, 36 inmates were involved in the Intensive Prison Program on July 1, 2009. Of the 36 inmates, 22 were carried over from the month of June and 14 were new admissions to the program. NCCTF reported that 12 inmates successfully completed the program, and there were no unsuccessful completions. A total of 24 inmates were carried over to August 2009. There were reportedly eight inmates on the waiting list at the end of July. The following provides the statistics for July 2009.

**Table 2. North Coast CTF Intensive Prison Program Statistics for July 2009**

<b>Program Participant Data</b>	<b>Number of Inmates</b>
Clients at Beginning of the Month	22
New Admissions	14
<b>Total Inmates on July 1, 2009</b>	<b>36</b>
Successful Completions	12
Unsuccessful	0
Clients Carried Over to the Next Month	24
<b>Offenders on the Waiting List at end of the month</b>	<b>8</b>

According to the Recovery Services Monthly Report, the DUI/DWI program is a 90-day IPP program with a reported 23 inmates on July 1, 2009. Reportedly, 16 of the inmates were carried over from the previous month and seven were new admissions. Five inmates successfully completed the program and there were no unsuccessful completions. A total of 18 inmates were carried over to the following month. There were no inmates carried over to August. The following illustrates the statistics for July 2009.

**Table 3. North Coast CTF DUI/DWI Intensive Prison Program Statistics for July 2009**

<b>Program Participant Data</b>	<b>Number of Inmates</b>
Clients at Beginning of the Month	16
New Admissions	7
<b>Total Inmates on July 1, 2009</b>	<b>23</b>
Successful Completions	5
Unsuccessful	0
Clients Carried Over to the Next Month	18
<b>Offenders on the Waiting List at end of the month</b>	<b>0</b>

### **Intensive Outpatient Program**

According to the Recovery Services Monthly Report, 96 inmates were involved in the IOP on July 1, 2009. Of the 96 inmates, 57 were carried over from the month of June and 39 were new inmates admitted to the program. NCCTF reported 23 inmates completed the program, and only two unsuccessful completions. Reportedly the unsuccessful completions were based “other” circumstances (i.e. an inmate transfer, release, or out-to-court). As a result, a total of 71 inmates were carried over to August 2009. There were reportedly 107 inmates on the waiting list at the end of July. The following illustrates the statistics for July 2009.

**Table 4. North Coast CTF Intensive Outpatient Program Statistics for July 2009**

<b>Program Participant Data</b>	<b>Number of Inmates</b>
Clients at Beginning of the Month	57
New Admissions	39
<b>Total Inmates on July 1, 2009</b>	<b>96</b>
Successful Completions	23
Unsuccessful	2
Clients Carried Over to the Next Month	71
<b>Offenders on the Waiting List at End of the Month</b>	<b>107</b>

### **Alcohol and Other Drug Education Program**

According to the Recovery Services Monthly Report, the Alcohol and Other Drug (AOD) Education Program is a 12-week re-entry-approved program with a reported 27 inmate participants on July 1, 2009. Of the 27 inmates, 14 were carried over from the previous month, and 13 were new admissions. Three inmates successfully completed the program, while there were also two unsuccessful completions. Reportedly the two unsuccessful completions were based on “other” circumstances (i.e. an inmate transfer, release, or out-to-court). A total of 22 inmates were carried over to the following month. In addition to the 22 inmates carried over to August, there were also 13 inmates on the waiting list at the end of July. The following provides the program statistics for July 2009.

**Table 5. NCCTF Alcohol and Other Drug Program Statistics for July 2009**

<b>Program Participant Data</b>	<b>Number of Inmates</b>
Clients at Beginning of the Month	14
New Admissions	13
<b>Total Inmates on July 1, 2009</b>	<b>27</b>
Successful Completions	3
Unsuccessful	2
Clients Carried Over to the Next Month	22
<b>Offenders on the Waiting List at EOM</b>	<b>13</b>

### **RE-ENTRY**

According to the NCCTF Inmate Handbook, “Going Home to Stay” is the motto for re-entry to encourage inmates to fully prepare for their return to society. Inmates within seven business days of their arrival meet with the Re-entry Management Team (RMT). The RMT recommends classes that inmates should attend based on their needs. Inmates receive a copy of their Re-entry Accountability Plan, which lists recommended classes. The inmate’s Case Manager meets with him quarterly to review his Re-entry Accountability Plan and to determine if additional classes should be recommended.

### **Release Preparation Program**

According to the information provided by staff, the Release Preparation Program is offered monthly. There are 16 workshops offered during the month. The classes are offered Monday through Thursday at various times, and are held in the visiting room. The following topics are included:

- Employment Readiness: Goal Setting, Work History, Resume/Applications, Job Search, Interviewing, Job Retention
  - Community Resources: Birth Certificate and Temporary Identification (given upon release only if social security number is verified with the State of Ohio, Process for obtaining social security card (explained during reentry), Voting rights, Ohio Job and Family Services, Community Justice ABLE Centers, Driver's license and traffic laws, Expungement, Other community agencies and services, Offender Job Linkage Program

## EDUCATION

According to the North Coast Correctional Treatment Facility Inmate Handbook, the Education Department, officially entitled the "Northern Sky Learning Center", offers courses for the furthering of inmate education. The education and vocational courses offered by NCCTF include the following:

- Adult Basic Education (ABE)- The fundamental curriculum at NCCTF. ABLE/Literacy is an academic program for all offenders who read at a reading level below 227 on CASAS and who do not possess a high school diploma or GED verified by the Ohio Central School System. The student remains in the ABLE program until a reading level of at least 227 on CASAS is achieved.
- Pre-GED- The intermediate curriculum at NCCTF. This program is designed to assist in preparing the student in passing the General Equivalency Diploma Exam. The criteria for this program includes a reading level score between 227 to 239 on CASAS and does not possess a high school diploma or GED verified by the Ohio Central School System.
- GED- The advanced curriculum at NCCTF. This program is also designed to assist in preparing the student in passing the General Equivalency Diploma Exam. GED classes involve intensive study in the areas of writing skills, mathematics, reading, social studies, and science. The criteria for this program require a reading level score of 240 and above on CASAS.
- Automated Office Technology - A TABE reading score of 8.0 or above is required for the AOT class. The class is designed for 240 classroom hours and includes computer basics, keyboarding, Microsoft Word, Power point, and Excel.

Inmates who are placed in ABE, Pre-GED, or GED classes are mandatory students for six months or until one of the following conditions are met: Official verification of inmate's high



school transcript or GED transcript is received in the Education Department, inmate passes the State GED test, or the inmate leaves NCCTF.

Inmates without high school diplomas or GED are automatically on waiting lists for mandatory ABE, Pre-GED, or GED classes. Reportedly, every effort is made by the education department to meet the needs of each inmate. Inmates interested in getting on the waiting list for AOT computer class are advised to kite the Education Department.

The NCCTF Ohio Central School System Monthly Enrollment Report was reviewed. From July 1, 2008 to June 30, 2009, there were 364 inmates enrolled in academic programs. During the period, 168 GED tests were given, of which 93 passed (55.4 percent). Also during the period, 16 Adult Basic Literacy Education certificates, 19 Pre-GED certificates and 69 GED certificates were awarded.

The facility had eight Literacy Tutors in the period, and trained 14 Tutors. According to the Ohio Central School System Monthly Enrollment Report, 14 inmate tutors completed 5,367 hours in Fiscal Year 2008. During the month of July 2009, four tutors completed 480 hours.

The same monthly report states that in the fiscal year ending June 30, 2009, 572 children were served in the Reading Room, with 440 Narrator hours documented. In the month of July 2009, 37 children were served in the reading room, with 40 Narrator hours logged.

**Table 6. Number of North Coast Correctional Treatment Facility Inmates Enrolled in an Educational or Vocational Program with Breakdown by Category in FY 2008**

Type of Educational/ Vocational Program	Number Enrolled in Fiscal Year July 1, 2008- June 30, 2009	Waiting List
<b>Career-Tech Program/Administrative Office Technology Total</b>	<b>367</b>	<b>68</b>
GED (240+/ 9.1+)	194	4
Pre-GED (227-239/6.1-9.0)	86	33
ABLE (0-226/0-6.0)	84	81
<b>Academic Total</b>	<b>364</b>	<b>118</b>
Apprenticeship	<b>79</b>	<b>0</b>
Special Education	10	0
<b>TOTAL</b>	<b>820</b>	<b>186</b>

**Table 7. Number of North Coast Correctional Treatment Facility Inmates Enrolled in an Educational or Vocational Program with Breakdown by Category in July 2009**

<b>Type of Educational/ Vocational Program</b>	<b>Number Enrolled in July 2009</b>	<b>Waiting List</b>
GED (240+/ 9.1+)	53	1
Pre-GED (227-239/6.1-9.0)	28	22
ABLE (0-226/0-6.0)	24	87
<b>Academic Total</b>	<b>105</b>	<b>110</b>
<b>Administrative Office Technology/Career-Tech Program Total</b>	<b>51</b>	<b>63</b>
Special Education	3	0
Apprenticeship	52	0
<b>TOTAL</b>	<b>211</b>	<b>173</b>

**Expectations Questions and Responses: LEARNING, SKILLS AND WORK ACTIVITIES**

1. Are prisoners encouraged and enabled to learn, and do they have access to good library facilities? **Yes, we promote the library a lot.**
2. Is sufficient purposeful activity available for the total prisoner population? **Yes, six-days per week.**
3. Are all prisoners assessed to provide a clear understanding and record of their learning and skills needs including literacy, math, and language support, employability and vocational training, and social and life skills? **Yes, mandatory education procedures.**
4. Is the learning and skills and work provision in the prison informed by and based on the diverse needs of prisoners and provides prisoners with both the opportunity of and access to activities that are likely to benefit them? **Yes, lots of options are available.**
  - a. Does provision meet the needs of older, younger adult, and disabled? **Yes, lots of options.**
5. Are there sufficient activity places to occupy the population purposefully during the core working day? **Yes, the library and numerous classrooms.**
  - a. How many prisoners are locked up during the day? **10-15 per day.**

- b. How many are formally registered as unassigned? **0**
  - c. What is the rated capacity compared with current population? **97 %**
  - d. How easy is it for a prisoner to get a job? **All inmates get jobs.**
6. Are activities that fall outside the learning and skills provision purposeful and designed to enhance prisoners' self-esteem and their chances of successful reentry? **Yes, the Success for Life programs.**
7. Are facilities and resources for learning and skills and work appropriate, sufficient and suitable for purpose? **Okay.**
8. Are all prisoners able to access activity areas? **Yes.**
- a. Is there access for older and disabled prisoners? **Yes.**
  - b. Are there any inaccessible areas because of poor mobility and insufficient help to get to them? **No.**
9. Is every prisoner who wishes to able to engage fully with all prison activities offered, and is no one excluded from participation, other than as a result of a disciplinary punishment? **Yes.**
- a. Is a full schedule of activities available to all prisoners? **Yes.**
10. Is allocation to activity places equitable, transparent, and based on identified reentry planning needs? **Yes. Posted in all housing units and in those areas.**
11. Can prisoners apply for job transfers and are they given written reasons for any decisions? **Educational transfers.**
- a. Does case management link with the reentry planning process? **Yes.**
  - b. Do prisoners with identified learning needs work in low-skilled, production line work, rather than relevant classes? **No, they go to school.**
  - c. How are unit-based jobs (cleaners, painters, food service workers etc.) allocated, as these often bypass formal procedures? **Depending on previous work experience.**
  - d. Is there any favoritism or line jumping? **No.**
12. Do local pay schedules provide disincentives for prisoners to engage in education or training activities? **No, the pay scale is set by the state.**
- a. Do unskilled jobs with no links to learning offer more pay than education and training activities? **No.**

13. Do prisoners who do not work because they are exempt (Long-term sick, etc.) receive sufficient weekly pay? **Yes.**
14. Do prisoners who are unemployed through no fault of their own or who are exempt from working unlocked during the day, provided with access to the library and other activities? **Yes.**
15. Does the prison have an effective strategy to ensure that learners are able to regularly and punctually attend those activities that meet their needs and aspirations? **Yes, a sound daily schedule.**
- a. What systems are in place for managing punctuality and encouraging attendance at prison activities? **Discipline, certification, and recognition.**
16. Are all prisoners given accurate information, advice and guidance about prison activities, which support their learning and sentence plans and link to their reintegration into the community? **Yes, the Success for Life Orientation.**
17. Does the assessment and provision of individual learning and skills form an effective part of prisoners' reentry plans and are they used effectively to record and review overall progress and achievement? **Yes.**
18. Do work placements provide purposeful and structured training for prisoners? **Yes, mandated procedures.**
- a. Wherever possible, can vocational qualifications be obtained alongside their work? **Yes, apprenticeship programs.**
- b. In the absence of such qualifications, are developed skills recognized and recorded? **Yes, certificate recognition.**
19. Are prisoners helped to continue on their courses when transferred or to progress to further education, training or employment on release? **Yes, based on their individual needs.**
20. Does the prison accurately record the purposeful activity hours that prisoners engage in, excluding non-purposeful activities in their calculations? **Yes, Success for Life objectives.**

## UNIQUE PROGRAMS

According to information provided by staff, unique programs include *Aunt Mary's Storybook*, an opportunity for a child to hear their father read a storybook to the child through a recording, and *Healthy Lifestyles* in which participants find the motivation to change their habits and make healthy choices.

## SUCCESS FOR LIFE STRATEGY

According to the NCCTF Inmate Handbook, "Success for Life" is MTC's strategy for achieving holistic change in offenders through correctional programming. MTC's "Success for Life" program for correctional facilities prepares offenders for reintegration upon their release. At least 95 percent of all inmates will one day be released. Effective prisons prepare offenders for success upon re-entry. MTC's "Success for Life" program begins the day an inmate arrives at an MTC facility, and does not end until they leave. The Administration is visible every day, because inmates need to know who they are. They work with a unique and diverse inmate population. The following is an outline of the "Success for Life" strategy as it appears in the Inmate Handbook:

- Holistic Approach to Life: Everyone needs to set goals, long term and short term
- Holistic Approach to a Balanced Life:
  - Mental and Education
  - Financial and Career
  - Family and Home
  - Spiritual and Ethical
  - Social and Cultural
  - Physical and Health
- Success for Life - A Strategy for Achieving Holistic Change: Upon completing Orientation a structured programming day consists of the following programs:
  - Educational
  - Therapeutic
  - Job Training
- RE-ENTRY - Beyond the programming day, offenders prepare to successfully transition into the community.
  - Individual Portfolio
  - Aftercare/Community Referrals

## **COMMUNITY SERVICES**

Written material was provided regarding current community service projects at the North Coast Correctional Treatment Facility. North Coast CTF has a Community Services Coordinator who is responsible for working closely with the local community to set up volunteer programs for inmates. A select group of inmates are eligible to participate in Community Service activities off grounds. Other activities are available for inmates to work on in their units. Community Service projects allow inmates the opportunity to give back to the community as part of their restitution to society. According to staff, many Correctional Officers are involved in programs. The Officers reportedly enjoy the programs and consider them to be a good diversion from their everyday duties.

### **Paw Prints on the Community**

According to information provided by staff, “Paw Prints on the Community” gives instruction in all aspects of dog obedience and behavior modification to individuals and their personal dog, from the surrounding communities. The training consists of six weeks of basic obedience and behavior modification techniques. Class is held in the visitation area on Wednesdays from 6:00 p.m. to 8:00 p.m. under the supervision of the Dog Program Coordinator. A graduation ceremony for the community participants and their pet takes place after the six-week period.

The program uses two inmate dog handlers as “Trainers” and four inmate Dog Handlers as “Community Assistants.” The Program Coordinator uses the same two “Trainers” for the entire six-week period, but changes the “Community Assistants” with the remaining 22 dog handlers. This allows all of the Pound Puppy Dog Handlers to work within the program during the six-week training class. The Paw Prints program is beneficial to inmates and the community.

### **Benefits to Inmates:**

- Inmates are able to see their “training” in use in an “on-the -job” setting.
- Inmates become reacquainted with the community.
- Inmates gain confidence in themselves and reassurance that they can be successful when re-entering their own communities.
- Opens the inmate’s eyes to potential job/business opportunities.
- Program orients the inmate to the work force.
- Program allows the inmate to use information that was learned during their “Programming Day.”
- Program motivates the inmate to be productive “Beyond the Programming Day”.
- Program gives the inmate actual, hands on “Re-entry” skills before leaving the institution.

**Benefits to the Community:** According to the information relayed by staff, the program is beneficial to the local community for the following reasons:

- “Paw Prints on the Community” helps to train dogs that may otherwise be taken to local shelters or abandoned due to lack of training or simply bad animal behaviors.
- This program assists community participants by first introducing them to their local correctional facility.
- This program saves the community participants on average, compared to local training programs, approximately \$69 per hour of training, which would be a total of \$138 per session.
- This program also educates the public as to all of the other programs that are currently available at North Coast CTF, not only through the Coordinator, but through the inmates as well.

In addition to providing information on the program, North Coast CTF staff also provided several program evaluations that were completed by local members of the community who participated in the program. The evaluation form asks the participant to respond to three multiple choice questions and one open-ended question. The following is an example of the questions:

- **Did the training program meet your expectations? (Always, Sometimes, Never)**
- **Were the trainers knowledgeable and helpful in the field of obedience? (Always, Sometimes, Never)**
- **Would you recommend this program to other dog owners? (Always, Sometimes, Never)**

The responses to the multiple choice questions were very positive as each participant answered “Always” to the questions above. The responses to the open-ended question were also very positive and provided insight from the community in regard to the importance of the program. The following is a summary of two of the responses to the open-ended question:

**Do you have any suggestions that may help us to serve you better within the Paw Prints on the Community program?**

“The trainers and Coordinator were very professional and helpful in the means of my obedience training. This is an excellent program and very well received by outside parties. My trainer was very helpful... This program helped with the consistency of training my K-9. Thank You!”

“We thought the program was well organized, well-run and the instructors were well informed, knowledgeable, and helpful! We knew nothing of the program and were really impressed with what was taught and how much our puppy learned. More people should know about this great program.”

On the day of the inspection, North Coast CTF had 12 dogs in the program including two Saint Bernard’s that are certified therapy dogs. Eight to ten people come to the facility on Wednesday evenings from 6:00 pm to 7:30 pm free of charge. Once the six-week training period is completed, NCCTF conducts a graduation ceremony for the dog. Reportedly, dog training was a 67 billion dollar industry in the United States in 2008. Staff relayed that a former inmate who was part of the program, started his own dog training business in Marysville, Ohio. The business also provides an excellent “networking” opportunity for inmates to complete their apprenticeship upon release.

### **Additional Community Service Projects**

- Crayons to Computers
- Ohio Reads
- Ronald McDonald House
- City of North Ridgeville - highway clean up
- Vegetable Garden - growing vegetables for Lorain County 2nd Harvest Food Bank
- Ohio Department of Health
- Boy Scout Camp - Wakeman, Ohio
- MADD

### **RELIGIOUS SERVICES**

*According to the North Coast Correctional Treatment Facility, the Chaplain is responsible for the coordination of all religious programs for the various religions presented in the inmate population. The Chaplain is also available for personal counsel, assistance with family matters, and to help assist in crisis upon request. The Chaplain also makes rounds in all the housing units, segregation, and the infirmary on a regular basis. During the inspection, the Chaplain stated that he visited the segregation unit three times during the previous week and makes frequent visits to the infirmary. According to the Chaplain, most of his time is devoted to trying to make a spiritual connection with the inmates. In addition to the Chaplain, North Coast CTF also uses contract services to provide a Catholic Priest and an Islamic Imam.*

The schedule of religious services is posted in the chapel and in the housing units on a monthly basis. The schedule may also be requested from the Chaplain's office.



**Table 8. NCCTF Daily Religious Schedule**

<b>NCCTF Staff</b>	<b>Day</b>	<b>Time</b>
Chaplain	M-F Sunday (may vary)	8:00 a.m. to 4:30 p.m.
<b>Religious Services Contractors</b>	<b>Day</b>	<b>Time</b>
Catholic Priest	Monday	1:00 p.m. to 3:00 p.m.
Islamic Imam	Wednesday and Friday	9:00 a.m. to 11:00 a.m.

<b>Program Schedule: Day</b>	<b>Time</b>	<b>Name of Program</b>
Sunday	8:30 - 10:30 a.m.	Holy Communion Services
Sunday	6:00 - 8:30 p.m.	Overcomers
Sunday	8:30 - 10:30 a.m.	Protestant Services
Monday	1:30 - 2:15 p.m.	Catholic Mass
Monday	6:00 - 8:30 p.m.	Bible Study
Tuesday	1:30 - 3:30 p.m.	Anger Management
Tuesday	6:00 - 8:30 p.m.	Life Under Construction Bible Study
Wednesday and Friday	9:00 - 10:30 a.m.	Taleem, Jumah Prayer
Wednesday	2:00 - 3:30 p.m.	Choir & Music Practice
Wednesday	7:00 - 8:15 p.m.	Jehovah's Witness Bible Study
Thursday	1:00 - 3:00 p.m.	Purpose Driven Life Discussion
Thursday	6:00 - 8:30 p.m.	Brothers in Christ Study
Friday	1:00 - 3:30 p.m.	Choir & Music Practice
Friday	7:00 - 8:30 p.m.	Unshackled Ministries
Saturday	5:30 - 7:30 p.m.	Rev. Lucian Bible Study

**RECREATION**

The outdoor recreation on the courtyard contains a baseball diamond, a basketball court, a grass-covered walking track, and a pull-up/push-up station. A group of inmates were playing softball, while other inmates were walking on the track or performing pull-ups and sit-ups.

The indoor recreation area includes four pool tables, two ping-pong tables, two weight scales, a foosball table, a pull-up station, and one universal weight machine. According to staff, the indoor recreation unit is open nine hours per day during the following times: 7:30 a.m. -10:30 a.m., 12:30 p.m. – 3:30 p.m., 5:30 p.m. – 8:00 p.m.

Inmates have access to the sports equipment, which is stored behind the recreation cage. Inmates can check-out the equipments such as fitness balls, and pool sticks, by submitting their badge to staff. The inmate receives his badge after the equipment is returned.

Inmates appeared calm and relaxed. Some used machine weight stations, while others did step aerobics. Others played on one of the four pool tables. Others played card games or engaged in other activities. Inmates are permitted nine hours of recreation each day.

#### **IV. FACILITY PROFILE**

**Background:** According to the Ohio Department of Rehabilitation and Correction Website, the North Coast Correctional Treatment Facility opened in 2000 and operates on 155 acres. NCCTF received its first minimum security inmates on February 29, 2000. The entire cost of the North Coast Correctional Treatment Facility was approximately 21 million dollars. The Management and Training Corporation (MTC) took over operation of the facility in July 2001.

**Accreditation:** The North Coast Correctional Treatment Facility is accredited by the American Correctional Association and the Correctional Education Association. The most recent ACA and CEA accreditation occurred in 2009. NCCTF is scheduled for its next ACA accreditation in 2011 and its next CEA accreditation in 2012.

**Security Level:** According to their 2009 Internal Audit Manual, the North Coast Correctional Treatment Facility is an all male, adult minimum-security facility located east of Grafton, Ohio on State Route 83.

**Substance Abuse Population:** NCCTF houses inmates who are in need of drug and alcohol treatment services. North Coast Correctional Treatment Facility uses the MTC “Success for Life” strategy.

#### **Budget**

According to the Ohio Department of Rehabilitation and Correction’s website, the current estimated budget is \$15,289,459, subject to monthly review and adjustment. The daily cost per inmate is \$66.58. The cost per inmate annually is estimated to be \$24,305.35. By comparison, as cited in the November 2003 CIIC inspection report on the North Coast Correctional Treatment Facility, the estimated budget in 2003 was \$13,421,650, with a daily cost per inmate of \$65.08. The cost per inmate annually in 2003 was estimated to be \$23,754.

*The budget for the North Coast Correctional Treatment Facility has increased \$1.86 million since 2003. The cost per inmate has slightly increased by \$1.51 per day or \$551.35 annually per inmate. The significant increase in the NCCTF annual budget can be attributed to an increase in the inmate population. The inmate population at NCCTF increased from 555 as reported in 2003 to 671 as reported on the DRC website on August 6, 2009.*

**Table 9. North Coast CTF budget comparison from 2003 to 2009**

Year	Budget
2009	\$15,289,459
2003	\$13,421,650
<b>Amount Increased</b>	<b>+\$1,867,809</b>

**Table 10. Daily cost per inmate comparison from 2003 to 2009**

Year	Daily Cost Per Inmate
2009	\$66.58
2003	\$65.08
<b>Amount Increased</b>	<b>+\$1.50</b>

**Table 11. Annual cost per inmate comparison from 2003 to 2009**

Year	Annual Cost Per Inmate
2009 Annual Cost per inmate	\$24,305.35
2003 Annual Cost per inmate	\$23,754.00
<b>Amount Increased</b>	<b>+\$551.35</b>

Reportedly, NCCTF must keep their operational costs five percent below the rate established per the contract. They are able to maintain the five percent operational costs by having the luxury of a cap on the number of inmates allowed in the institution. Receiving inmates without severe medical problems, paying their staff less than comparable positions at DRC, and rebidding contracts from their vendors for services every 90 days to get the best purchase price for items are additional factors in maintaining the five percent operational costs. The largest costs according to staff that affect their budget include: labor, food, and medical.

In an effort to conserve energy, NCCTF recently changed to more efficient light bulbs. This has already resulted in immediate savings to their electrical bill.

#### **A. INMATE DATA**

The North Coast Correctional Treatment Facility website reports a total inmate population on August 6, 2009 of 668 inmates with 223 black inmates (33.3 percent), 429 white inmates (64.2 percent), 10 Hispanic (1.5 percent), and six “Other” inmates. No escapes or walkaways have occurred in 2009. Information regarding the racial breakdown is provided below.

**Table 12. Number of Inmates at North Coast CTF with Breakdown by Race on August 6, 2009**

<b>Race</b>	<b>Number of Inmates</b>	<b>Percent</b>
Caucasian	429	64.2%
African-American	223	33.4%
Hispanic	10	1.5%
Other	6	0.9%
<b>Total</b>	<b>668</b>	<b>100%</b>

The reported rated capacity of North Coast CTF is 660. According to staff, NCCTF is contractually obligated to not exceed their capacity. On the day of the inspection, the North Coast Correctional Treatment Facility reported a total population of 644 inmates, with 13 more out-to-court. Staff relayed that the average age of the inmate population is 28 to 30 years old.

### **Crowding**

According to the most recent ODRC Weekly Population Count Sheet, as of August 3, 2009, the prison population totaled 51,045. The population at the North Coast Correctional Treatment Facility was reported to be 654 inmates. A total of 21 ODRC institutions exceeded their rate of capacity led by the Lorain Correctional Institution with an exceeding rated capacity of 266.75 percent.

A total of 12 institutions rated at or below their rate of capacity, led by the Corrections Medical Center with the lowest rate of capacity at 66.19 percent. *By comparison, the North Coast Correctional Treatment Facility population was 99.1 percent of its rated capacity.*

**Table 13. ODRC Percentage of Crowding per Institution Based on Rated Capacity and Inmate Population Count on August 3, 2009**

<b>PRISON</b>	<b>Percent of Crowding</b>	<b>Rated Capacity</b>	<b>Population Count August 3, 2009</b>
Lorain Correctional Institution	266.75%	746	1,990
Lebanon Correctional Institution	182.78%	1,481	2,707
Warren Correctional Institution	173.85%	807	1,403
Chillicothe Correctional Institution	172.14%	1,673	2,880
Grafton Correctional Institution	161.44%	939	1,516
Mansfield Correctional Institution	160.22%	1,536	2,461
Allen Correctional Institution	160.18%	844	1,352
Hocking Correctional Facility	159.39%	298	475
Ohio Reformatory for Women	156.18%	1,641	2,563
Correctional Reception Center	155.00%	900	1,395
Ross Correctional Institution	154.59%	1,643	2,540
Trumbull Correctional Institution	154.32%	902	1,392
Belmont Correctional Institution	141.99%	1,855	2,634
Marion Correctional Institution	136.79%	1,666	2,279
Richland Correctional Institution	135.30%	1,855	2,510
Noble Correctional Institution	133.53%	1,855	2,477
North Central Correctional Institution	122.26%	1,855	2,268
Southeastern Correctional Institution	119.14%	1,358	1,618
London Correctional Institution	109.34%	2,290	2,504
Madison Correctional Institution	106.13%	2,167	2,300
Dayton Correctional Institution	100.00%	482	482
Pickaway Correctional Institution	99.97%	2,465	2,460
Lake Erie Correctional Institution	99.86%	1,498	1,496
<b>North Coast Correctional Treatment Facility</b>	<b>99.10%</b>	<b>660</b>	<b>654</b>
Franklin Pre Release Center (Females)	98.75%	480	474
Toledo Correctional Institution	97.06%	1,192	1,157
Northeast Pre Release Center (Females)	90.15%	640	577
Oakwood Correctional Facility	88.48%	191	169
Montgomery Education and Pre Release Center	88.35%	352	311
Southern Ohio Correctional Facility	85.90%	1,540	1,323
Ohio State Penitentiary	78.80%	684	539
Corrections Medical Center	66.19%	210	139
<b>TOTAL</b>	<b>131.85%</b>	<b>38,715</b>	<b>51,045</b>

## Use of Force

The Monthly Report of Racial Breakdown and Use of Force provides the number of use of force incidents with the racial breakdown of the inmates who were subjected to force. In July 2009, there were two use of force incidents, with one each involving a Black inmate and a White inmate. One of the incidents was assigned to the Use of Force Committee to be investigated. The other incident was not referred to the Use of Force Investigating Committee and logged as “No Further Action Required”.

*During the First Quarter of the 2009 calendar year, the North Coast Correctional Treatment Facility had 17 use of force incidents, with 15 involving Black inmates, comprising 88 percent, and two involving White inmates, comprising 12 percent. North Coast CTF experienced a significant decrease in the number of use of force incidents for the Second Quarter of the 2009 calendar year. From April to June 2009, the North Central Correctional Treatment Facility had nine use of force incidents, including five involving Black inmates (55 percent) and four involving White inmates, comprising 45 percent.*

The following tables provide a breakdown of the use of force and disciplinary incidents for the First and Second Quarter of 2009:

**Table 14. Use of force and disciplinary incidents from January to March 2009  
With breakdown by race and monthly Average**

Month Category	January 2009			February 2009			March 2009			First Qtr. 2009		
	Black	White	Other	Black	White	Other	Black	White	Other	Black	White	Total
Use of Force during the month	5	2	0	4	0	0	6	0	0	15	2	17
Number of Reports Assigned to Use of Force Committee For Investigation	3	2	0	1	0	0	1	0	0	5	2	7
Number of Reports logged as “No Further Action Required”	2	0	0	3	0	0	5	0	0	10	0	10

**Table 15. Use of force and disciplinary incidents from April to June 2009  
With breakdown by race and monthly Average**

Month	April 2009			May 2009			June 2009			Second Qtr. 2009		
Category	Black	White	Other	Black	White	Other	Black	White	Other	Black	White	Total
Use of Force during the month	3	1	0	2	1	0	0	2	0	5	4	9
Number of Reports Assigned to Use of Force Committee For Investigation	0	0	0	1	1	0	0	2	0	1	3	4
Number of Reports logged as "No Further Action Required"	3	1	0	1	0	0	0	0	0	4	1	5

**Expectations Questions and Responses: BULLYING AND VIOLENCE REDUCTION**

1. Does everyone feel safe from bullying and victimization (which includes verbal and racial abuse, theft, threats of violence and assault)? **Yes. Only needs to be reported so action can be taken.**
2. Are active and fair systems to prevent and respond to violence and intimidation known to staff, prisoners and visitors? **Yes. Covered in Orientation or Pre-Service.**
3. Has the prison developed an effective strategy to reduce violence and intimidation, which has earned the commitment of the whole prison and has drawn on multi-disciplinary consultation including feedback from prisoners?
  - a. Is the violence reduction strategy widely publicized? **Adherence to all the rules is emphasized.**
  - b. Is monitoring part of the strategy and as a minimum, does it cover feelings of safety among prisoners, incidents of bullying (verbal and physical), number of assaults, number of racist incidents, location of incidents and action taken? **Yes, statistical data is gathered and reviewed on a regular basis such as assaults.**
  - c. Does staff understand their duty to maintain a safe environment and what they do to promote this? **Yes, the Success for Life motto.**

- d. Are staff alert to threats to a safe environment, and do they confront all forms of victimization? **Yes, reported and action taken as needed.**
  - e. Are prisoners consulted as part of the strategy development and maintenance? **Yes.**
  - f. How effective is the strategy in promoting safer custody and violence reduction? **Small amount of assaults.**
4. Are prisoners consulted and involved in determining how their lives in the prison can be made safer, how bullying, verbal and physical abuse, racial abuse and threats of violence are confronted, how conflicts can be resolved and what sanctions are appropriate?
- a. Has there been any consultation in the last six months? **Yes, Unit Managers are receptive to their feedbacks.**
  - b. Has an annual confidential survey to all prisoners about bullying been undertaken? **No. A measure of safety is a daily task.**
  - c. Are there wing representatives? **Many feel free to inform staff of potential issues.**
5. Do staff supervise and protect prisoners throughout the prison from bullying, verbal and physical abuse, racial abuse and threats of violence? **Yes. Meetings are done as needed, such as protective custody.**
6. Are staff consistent in challenging these behaviors? **Yes. Staff and inmate safety is an important facet of our work.**
- a. How many incidents occurred in the last six months? **25**
  - b. Are there particular areas where prisoners feel vulnerable to bullying? **No. There was some visible tension last March when smoking was prohibited, but firm treatment has addressed the problem.**
  - c. What policies provide protection of vulnerable prisoners? **Inmate rules of conduct and discipline.**
  - d. Do staff lead by example in the way they treat their colleagues/prisoners, and understand that their duty is to foster a safe environment, by confronting unacceptable behavior quickly and fairly? **Yes, we monitor all activity and attention to surroundings.**



- e. What are the arrangements for movement, exercise, mealtimes and discharge, especially for those who are considered vulnerable? **They are identified and protected, discreetly if possible.**
  - f. Is particular attention given to prisoners who have asked for protection from other prisoners or those who may be victimized because of the nature of their offense or other individual circumstances? **Yes, Protective Control treatment and hearing are conducted.**
7. Are prisoners' families and friends encouraged to make suggestions about how the prison could better protect prisoners from victimization and to provide information to help identify those prisoners likely to be at risk?
- a. Are prisoners' families encouraged to come forward if they feel they are being bullied to bring drugs into prison? **Families are free to report intimidation tactics to staff for action.**
  - b. Is a visitors' survey distributed systematically? **No, one on one contact is preferable and reported.**
  - c. Do visiting families know about reporting procedures and do they think that visiting staff are approachable and sympathetic? **Staff makes themselves accessible.**
  - d. Are there posters in visiting rooms? **No.**
8. Is an effective strategy in place to deal with bullying which is based on an analysis of the pattern of bullying in the prison and is applied consistently throughout the prison?
- a. Has a strategy been formed by systematic consultation with prisoners across the prison? **Coordinated through Unit Staff.**
  - b. Is a central log of bullying kept, and are incidents of bullying reviewed regularly by a multidisciplinary committee? **Incident Reports are written, logged, and filed.**
  - c. Are staff alert to potential bullying and do they confront all forms of victimization? **Yes. Early action is implemented.**
  - d. Are all sources of information including security reports, accidental injuries etc. used for evidence of bullying/intimidation? **Yes, in morning meetings.**
  - e. How do staff contribute to the strategy? **Open dialogue- reports and strategies.**
  - f. Is there a coordinated approach by all departments? **Yes, no boundaries.**

9. Are allegations of bullying behavior treated consistently and fairly? **Yes. Firmly.**
  - a. Are they investigated promptly? **Yes, sense of urgency.**
  - b. Are outcomes of investigations recorded and is the prisoner who reported the bullying supported? **Yes, if documented.**
10. Are prisoners made aware of behavior that is unacceptable through a well-publicized policy and are made aware of the consequences of bullying? **Inmate handbook.**
11. Is inappropriate behavior consistently challenged?
  - a. Are there bullying posters throughout the prison? **Yes, incorporated into Sexual Assault.**
  - b. What information is distributed to new arrivals? **Rules and Expectations are done at Orientation.**
  - c. Is bullying clearly defined to prisoners? **Yes, along with Sexual Assault Posters and Orientation.**
  - d. Are staff aware of both direct and indirect forms of bullying? **Yes.**
12. Do anti-bullying measures support the victim and take the victim's views about their location into account?
  - a. Do staff understand the link between bullying and aggressive and disruptive behavior generally? **Yes, they know the end result.**
13. Are appropriate interventions in place to deal with bullies and support victims?
  - a. What interventions are available to challenge bullies and to support victims of bullying? **Rules of Conduct and Discipline.**
  - b. Are interventions aimed at achieving sustained and agreed changes in behavior? **Discipline is not necessarily geared toward punishment; more are due to change attitudes.**
  - c. Do prisoner records contain comprehensive updates on how bullied and bullying prisoners have been supported and/or challenged? **The RIB system.**

## **Expectations Questions and Responses: SECURITY AND RULES**

1. Are security and good order maintained through positive staff- prisoner relationships based on mutual respect as well as attention to physical and procedural matters? **Yes.**
2. Are rules and routines well publicized, proportionate, fair and encourage responsible behavior? **Yes, but sometimes information is lost in translation.**
3. Are categorization and allocation procedures based on assessment of a prisoner's risks and needs? **Yes, we constantly look at an inmate's mental status.**
4. Are they clearly explained, fairly applied and routinely reviewed? **Yes.**

## **SECURITY**

5. Are there any obvious weaknesses or anomalies in the physical and procedural security of the facility?
6. Are the elements of "dynamic security" in place? **Yes.**
  - a. Are staff-prisoner relationships positive? **Yes. Most are through the "Life Skills" instructors.**
  - b. Do prisoners receive personal attention from staff? **Yes, when dealing with Mental Health inmates, victim awareness, and other classes.**
  - c. Is there constructive activity to occupy prisoners? **Yes, we have "Life Skills" class, AOT, Pound Puppies, and other programs.**
    1. Do staff cluster during association? **No.**
    2. Are there enough staff in dorm/block areas to facilitate good officer work? **Yes.**
7. Does effective security intelligence safeguard prisoners' well-being? **Yes, to prevent the loss of the institution.**
  - a. Do staff comply with security requirements in terms of filing reports? **Yes, the Incident Report, maintenance work order, conduct reports, etc.**
  - b. Are there recent incidents where security reports have led to action? **Yes.**
8. Is prisoners' access to prison activities impeded by an unnecessarily restrictive approach to security? **No.**

9. Is strip and squat-searching of prisoners carried out only for sound security reasons? **No.**
10. Are prisoners strip or squat searched only in the presence of more than one member of staff, of their own gender? **Yes, there is one staff member of the same gender as the inmate.**
  - a. If squat searches are used, does their incidence and authorization need to be logged and regularly checked? **Yes.**
  - b. Are squat searches only used in exceptional circumstances? **Yes.**
11. Is the criteria to ban or otherwise restrict visitors visible and unambiguous, with an appeal process available? **Yes.**
  - a. Are the visitors subject to bans or restrictions reviewed every month? **Yes.**

## **RULES**

1. Are local rules and routines publicized prominently throughout all residential and communal areas? **Yes, inmates have Handbooks and the rules are listed in the Handbook.**
  - a. Are rules and routines posted/distributed on units/blocks/dorms? **All inmates have their Inmate Handbooks with the rules posted on in the Handbooks.**
  - b. Are they accessible to those with language and literacy needs? **The Handbooks and rules are printed in English and Spanish.**
2. Are rules and routines applied openly, fairly and consistently, with no discrimination? **Yes, all rules apply to all inmates. Everyone is treated the same.**
3. Does staff use only the level of authority necessary to ensure a prisoner's compliance with the rules? **Yes. Punishment is the same across the board for each inmate.**
4. When rules are breached, does staff take time to explain how and why to the prisoner concerned? **Yes. Staff will explain rule violations to inmates in hopes they do not violate the rule again.**
5. When decisions are conveyed to prisoners, are appeal arrangements explained and made available? **Yes. The inmates are explained how to appeal decisions if they do not like the answers. Rule violations that are heard on the Hearing Officer level cannot be appealed. Rule violations that are heard through the RIB can be appealed to the Managing Officer. Forms are available from the RIB Chairperson.**

## CIIC CONTACTS AND CONCERNS

From January 1, 2009 to August 20, 2009 a total of 1,597 contacts were received by CIIC regarding the prisons, mostly in the form of letters. North Coast Correctional Treatment Facility ranked tenth, tied with the Trumbull Correctional Institution, in total number of contacts received, each with 29. The Southern Ohio Correctional Facility had the highest number of contacts with 326 contracts, followed by the Mansfield Correctional Institution with 192 contacts.

The 1,597 contacts system-wide relayed 6,842 concerns to the CIIC. The North Coast Correctional Treatment Facility reported 53 concerns that were relayed by 18 contacts. The top five categories of concerns statewide were:

- Staff Accountability with 1,163 concerns
- Supervision with 999 concerns
- Healthcare with 659 concerns
- Inmate Grievance Procedure with 511 concerns
- Non-Grievance Procedure with 466 concerns

*The top five categories of concern received about the North Coast Correctional Treatment Facility were:*

- *Healthcare with 14 concerns*
- *Staff Accountability with 6 concerns*
- *Supervision with 5 concerns*
- *Visitation with 4 concerns*
- *Records with 4 concerns*

**Table 16. Number of reported concerns received by CIIC regarding North Coast CTF From January 1, 2009 to August 20, 2009 by category of concern**

<b>CATEGORY OF CONCERN</b>	<b>NUMBER OF CONCERNS</b>
Healthcare	14
Staff Accountability	6
Supervision	5
Visitation	4
Records	4
Food Service	3
Facilities Maintenance	2
Housing Assignment	2
Inmate Grievance Procedure	2
Mail/Package	2
Non-Grievable Matters	2
Force	1
Inmate/Inmate Relationship	1
Job Assignment	1
Personal Property	1
Recovery Services	1
Recreation	1
Telephone	1
<b>Total</b>	<b>53</b>

## **KITES**

Kites are used system-wide by inmates who wish to make a request or inquire about an issue of concern. According to the North Coast Correctional Treatment Facility Inmate Handbook:

The term “kite” is used to refer to the written form used in intra-institutional communication between inmates and staff. A kite should be used when an inmate is seeking information, sending a message or requesting an answer to a question. Kites may be obtained from the dorm officer. Kites are to be used for routine problem solving and communication. Kites are not to be used as petitions or a means of “mass complaints” from more than one inmate. Inmate initiated petitions will not be honored. Each inmate must file their own complaint in a separate kite. Any violation of this will be considered an unauthorized group activity and a conduct report issued accordingly. Complete all information, in pen if possible i.e., name, number, dorm, bed number, work assignment and the

department or employee the kite is being sent to. Briefly state the message or need for information or assistance. A staff member **MUST** sign the kite or it will be returned. Completed kites should be sealed and placed in the inmate mailbox designated for such purposes. Do not send multiple kites to numerous departments concerning the same matter. This may only serve to delay the response. Once the staff member receives the kite, they will have seven (7) days to respond to you.

## **INMATE GRIEVANCE PROCEDURE**

According to section A of Administrative Rule 5120-9-31, entitled, “Inmate Grievance Procedure”, the Department of Rehabilitation and Correction shall provide inmates with access to an inmate grievance procedure. This procedure is designed to address inmate complaints related to any aspect of institutional life that directly and personally affects the grievant. This may include complaints regarding policies, procedures, conditions of confinement, or the actions of institutional staff. The inmate grievance procedure is comprised of three steps, the informal complaint, notification of grievance, and appeal of the grievance disposition. Each requiring specific information including dates, times, places, the event giving rise to the complaint and, if applicable, the name or names of personnel involved and the name or names of any witnesses.

**Informal Complaint** is the first step of the grievance procedure. Within fourteen calendar days of the date of the event giving rise to the complaint, the inmate shall file an informal complaint to the direct supervisor of the staff member, or department most directly responsible for the particular subject matter of the complaint. Staff shall respond in writing within seven calendar days of receipt of the informal complaint.

**The Notification of Grievance** is the second step of the grievance procedure. If the inmate is dissatisfied with the informal complaint response, or the informal complaint process has been waived, the inmate may obtain a notification of grievance form from the inspector of institutional services. All inmate grievances must be filed by the inmate no later than fourteen calendar days from the date of the informal complaint response or waiver of the informal complaint step.

**Appeal of the Grievance Disposition** is the final step of the procedure. If the inmate is dissatisfied with the disposition of grievance, the inmate may request an appeal form from the inspector of institutional services. The appeal must then be filed to the office of the chief inspector within fourteen calendar days of the date of the disposition of grievance. For good cause the chief inspector or designee(s) may waive such time limits. The chief inspector or designee(s) shall provide a written response within thirty calendar days of receipt of the appeal.

The Institutional Inspector at each institution assembles a monthly report documenting the number of grievances submitted for investigation. The documentation includes grievances granted, grievances denied, and pending grievances. The subject of each grievance is assigned to an appropriate category pertaining to its contents.

*According to the NCCTF Monthly Inspector Activity Report, from January 1, 2009 through July 31 2009, a total of 17 grievances were filed, an average of only 2.4 grievances per month. It was also reported that 15 different inmates filed grievances during the period, while the highest number of grievances filed by a single inmate was two. According to their Monthly Inspector Activity Report, only one NCCTF inmate filed a grievance during the month of July 2009. Reportedly, the grievance was answered within the required 14-day time period. On July 1, 2009, there were no grievances on hand from the previous month as all the grievances for the month of June were answered in a timely manner.*

During the month of July, 48 informal complaints were received. Reportedly, 40 of the informal complaints were answered in a timely manner.

### **Expectations Questions and Responses: GRIEVANCE PROCEDURE**

1. Are there effective complaint procedures in place that are easy to access, easy to use, and provide timely responses? **Yes. Stated in the Inmate Handbook.**
2. Do prisoners feel safe from repercussions when using these procedures and are they aware of an appeal procedure? **Yes. 2008- 743 Informal Complaints**  
**53 Grievances**  
**16 Grievance Appeals.**
3. Is information about the grievance procedure reinforced through notices and posters that are produced in English and other languages and displayed across the prison?  
**Yes. Stated in the Inmate Handbook and covered during orientation.**
  - a. Are there posters in prominent places on all residential units, including for those with literacy problems and those with disabilities so that they can understand and are able to access the procedures? **No, but each Case Manager goes over literacy with all inmates and they offer their assistance.**
  - b. Since some prisoners, e.g. foreigners may need to be specifically told about the whole process, is there a single channel of contact or clear information on how to make a complaint? **Yes. Covered in detail during week long orientation.**
  - c. Is information on the units/blocks always displayed and do prisoners understand it? **Yes.**
  - d. What are the procedures for blind prisoners? **N/A. Never had any blind inmates at NCCTF.**



4. Are prisoners encouraged to solve areas of dispute informally, before making official complaints? **Yes. Either kite or talk with staff to resolve at the lowest level.**
5. Can prisoners easily and confidentially access and submit complaint forms? **Yes. There are forms in each housing unit and segregation.**
  - a. Are forms required to access complaint forms? **No, requests can be verbal.**
  - b. Are there forms, and at least one kite box on each block/dorm? **No. There is one mailbox near Food Service and the forms are in each housing unit and segregation.**
  - c. Are the boxes emptied daily by a designated officer? **Yes, by the mailroom staff.**
  - d. Are form dispensers always stocked with forms? **Yes, they are checked during rounds.**
  - e. Are informal complaints and grievance files secured on a limited access basis? **Yes. They receive them in the Inspector's office, which is restricted.**
6. Do prisoners make use of the procedures, and are they free of pressure to withdraw any complaints or grievances? **2008-743 informal complaints. 97% were timely (answered in seven days). Any withdrawal is voluntary and at their suggestion.**
  - a. What are the procedures for prisoners with learning or other disabilities? **Alert their Case Manager who gets them help.**
7. Are all complaints and grievances, whether formal or informal, dealt with fairly and answered within three days, or 10 days in exceptional circumstances, with either a resolution or a comprehensive explanation of future action? **2008- 97% of all informal complaints were answered within the required seven days.**
  - a. Are complaints resolved? **Yes.**
  - b. Are complaints answered within three working days, or within 10 days in exceptional circumstances? **Policy/ A.R. requires response in seven calendar days and we adhere to that requirement.**
  - c. Are forms sent back to prisoners because of technicalities in procedure? **No.**
  - d. Are such complaints referred to the relevant staff member, not back to the prisoner? **They are sent to the inmate to resubmit and they are told who to send to it to. Maintains accountability of all complaints.**

- e. Are target return times recorded? **Yes, in DOTS.**
  - f. Are letters of complaint/concern from third parties, such as legal representatives, family or voluntary organizations, logged and answered? **Yes, a copy is placed in the inmate's file for future reference.**
8. Do prisoners receive responses to their complaints/grievances that are respectful, legible, and address the issues raised? **Yes.**
9. Are formal grievances signed and dated by the respondent?  
**Yes.**
- a. Regarding the quality of responses, is there a quality assurance system in place?  
**Yes. The Inspector reviews every response. The ones that are unclear are returned to staff for clarification.**
  - b. Does the staff member who dealt with the complaint clearly print their name on the response? **Some are signed, but name and title is visible.**
  - c. Are staff responses to confidential complaints returned in sealed envelopes?  
**All complaints are treated as confidential and returned in the kite the inmate used and sealed.**
10. Do prisoners feel able to ask for help in completing their complaint or grievance form and in copying relevant documentation?  
**Yes. Starting with the Case Manager.**
- a. Are staff responsive to requests for help with forms? **Yes.**
  - b. Are translation services provided for those who need them? **Yes.**
  - c. What are the arrangements for prisoners with literacy problems, and for those who are blind? **N/A. Never had any blind inmates. Most inmates elect to use one of their friends to assist them.**
11. Is any declaration of urgency by prisoners fully assessed and answered? **Yes, those emergency matters receive action first.**
- a. Are staff responsive to requests for urgent help? **Yes, staff are free and comfortable to contact the Inspector for guidance.**
12. Are prisoners who make complaints against staff and/or other prisoners protected from possible recrimination? **Yes, they only need such action to the Inspector.**

- a. What protection measures are in place and put into practice?  
**Adherence to AR. Taught in pre-service training to all staff and is available in the Inmate Handbook for all inmates.**
- b. Are responses objective and factual and conclusions based on evidence rather than supposition? **Yes and policy/AR references when applicable.**
- c. What are the adverse effects of filing complaints? **None. Some inmates perceive being picked on, but no proof of allegations.**
- d. Do prisoners know that there are protection measures if they complain about staff or other prisoners? **Yes, spelled out in the Inmate Handbook.**

13. Do prisoners know how to appeal grievance decisions?  
**Yes. Inmates can kite the Inspector for appeal forms.**

**2008- 743 Informal Complaints  
53 Grievances  
16 Grievance Appeals.**

**2007- 614 Informal Complaints  
37 Grievances  
16 Grievance Appeals.**

**2006- 624 Informal Complaints  
40 Grievances  
11 Grievance Appeals.**

- a. Are appeals dealt with fairly, and responded to within seven days?  
**Yes. 30 days is the AR requirement, completed by the Chief Inspector.**
- b. Are prisoners reminded of their appeal option on the relevant forms?  
**Yes. Spelled out in grievance form just above the Inspector's name.**
- c. How many have appealed in the last six months? **One.**
- d. What was the outcome, and how promptly were they answered? **It was answered well before the 30 day requirement. The grievance response was affirmed.**

14. Do all prisoners (and staff) know how to contact members of the Ohio General Assembly's Correctional Institution Inspection Committee, and can they do so in confidence? **Yes.**

- a. Is CIIC contact information posted in dorms, blocks, library and other areas to ensure that staff and inmates are aware of how to contact CIIC? **Yes. It was kept current.**
  - b. Are there any difficulties with access to the CIIC? **No.**
15. Do prisoners receive help to pursue complaints and grievances with unit managers, prison administrators, or other central office staff, if they need to? **Yes, upon request.**
16. Do all prisoners know how to contact the Inspector and Chief Inspector? **Yes.**
- a. Do blocks/dorms have contact details and information? **Yes.**
17. Do prisoners receive help to pursue grievances with external bodies if they need to?
- a. Do they also receive help in contacting legal advisers or making direct applications to the courts? **Yes. Their Case Managers assist them.**
  - b. In the last month, how many original grievances and appeals were sent to the Chief Inspector? **0**
  - c. What do they tend to be about? **N/A.**
  - d. What proportion are generally resolved? **N/A.**
18. Do prison managers analyze complaints (both granted and denied) each month, by ethnicity, disability, block/dorm/unit, prisoner type, etc., and if necessary, make any appropriate changes? **Yes.**
- a. Is data studied and is action taken when strong patterns/trends emerge? **The Inspector's Monthly Report contains the breakdown and the stats are reviewed for any needed action.**

## B. STAFF DATA

According to the DRC Monthly Fact Sheet for August 2009, the Department of Rehabilitation and Correction reported a statewide staff total of 13,443. According to information supplied by staff, on August 6, *North Coast Correctional Treatment Facility reported 197 staff, which consisted of 109 males (55.3 percent) and 88 females (44.7 percent). Reportedly, 164 of the staff are employed by MTC, 18 are MTC Medical employees, and 15 are contract employees for Quest Recovery Services.*

*Of the 109 male staff, 80 are White, comprising 73.4 percent. 21 are Black, comprising 19.3 percent, seven are Hispanic comprising 6.4 percent, and one staff member is Asian.*

*Of the 88 female staff, 63 are White, comprising 71.6 percent. Of the remaining female staff, 19 are Black, comprising 21.6 percent, five are Hispanic, comprising 5.7 percent, and one is Native American.*

**Table 17. Number of NCCTF Staff with Breakdown by Type on August 6, 2009**

<b>Employee Gender</b>	<b>Number</b>	<b>Percent</b>
MTC Employees	164	83.2 %
MTC Medical Employees	18	9.1 %
<b>Total MTC Staff</b>	<b>182</b>	<b>92.3%</b>
Quest Recovery Services	15	7.6 %
<b>Total</b>	<b>197</b>	<b>100 %</b>

**Table 18. Number of NCCTF Staff with Breakdown by Gender on August 6, 2009**

<b>Employee Gender</b>	<b>Number</b>	<b>Percent</b>
Male	109	55.3 %
Female	88	44.7 %
<b>Total</b>	<b>197</b>	<b>100 %</b>

**Table 19. Number of NCCTF Staff with Breakdown by Race on August 6, 2009**

<b>Employee Gender</b>	<b>Number</b>	<b>Percent</b>
White	80	73.4 %
Black	21	19.3 %
Hispanic	7	6.4 %
Asian	1	0.9 %
<b>Total</b>	<b>109</b>	<b>100 %</b>

**Table 20. Number of NCCTF Male Staff by Race on August 6, 2009**

<b>Race</b>	<b>Number</b>	<b>Percent</b>
White	80	73.4 %
Black	21	19.3 %
Hispanic	7	6.4 %
Asian	1	0.9 %
<b>Subtotal</b>	<b>109</b>	
<b>197 Total Staff</b>	<b>109</b>	<b>55.3 %</b>

**Table 21. Number of NCCTF Female Staff by Race on August 6, 2009**

<b>Race</b>	<b>Number</b>	<b>Percent</b>
White	63	71.6 %
Black	19	21.6 %
Hispanic	5	5.7 %
Asian	1	1.1 %
<b>Subtotal</b>	<b>88</b>	<b>100 %</b>
<b>197 Total Staff</b>	<b>88</b>	<b>44.7 %</b>

*Of the 197 staff, 105 are Correctional Officers, comprising 53.3 percent. Of the 197 Correctional Officers, 70 are male (66.7 percent) and 35 are female (33.3 percent). Of the 64 male Correctional Officers, 51 are White (72.9 percent), 14 are Black (20 percent), and five are Hispanic (7.1 percent). Of the 35 female officers, 21 are White (60 percent) and 11 are Black (31.4 percent), and three are Hispanic (8.6 percent).*

According to staff, the starting salary for a Correctional Officer at NCCTF is \$13.50 per hour. After six months, Officers can earn a dollar increase in pay. By comparison, the average starting salary for a Correctional Officer with the ODRC is reportedly \$14 to \$15 per hour. Reportedly, NCCTF offers less in salary to maintain their operational costs at five percent below the rate established per the contract.

### **Staff Vacancies**

Based on their monthly data, North Coast CTF had eight staff vacancies as of August 6, 2009. The staff vacancies include two Line Supervisors, Maintenance Workers, one Business Administrator, one Lieutenant, one Maintenance Supervisor, and one Director of Nursing position.

**Table 22. Number of North Coast CTF Staff Vacancies with Breakdown by Position,  
August 6, 2009**

<b>POSITION</b>	<b>NUMBER OF VACANCIES</b>	<b>Date Vacant</b>
Line Supervisor	2	5/21/09 6/09/09
Maintenance Worker	2	6/12/09 6/22/09
Director of Nursing	1	6/05/09
Business Administrator	1	4/17/09
Lieutenant	1	5/14/09
Maintenance Supervisor	1	6/26/09
<b>Total</b>	<b>8</b>	<b>Longest Vacancy: 4/17/09 Most Recent Vacancy: 6/26/09</b>

**Star Program**

According to staff, the Management Training Corporation encourages their employees to be “stars” in the community by reaching out to policy makers, and through community service. According to the information provided by staff, MTC expects each of their correctional facilities to complete at least nine (9) star activities per quarter. If possible, this should include at least one activity from each of the four outreach categories. At the conclusion of the quarter, an outreach report that includes documentation of each activity is submitted to the corporate communication director by the Warden’s Office. The following is a list of the activities associated with the Star Program:

**Outreach Activities:**

- Have one or more of your national, state, regional, local or contracting representatives (excluding the contract manager) tour your correctional facility.
- Have a community leader write a letter to the governmental entity that oversees your contract (ODRC), explaining the valuable service your facility provides.
- Have the warden or an inmate write a letter to the governmental entity that oversees your contract (ODRC) explaining the educational and social benefits they are receiving.
- Issue a positive news release to your local and nearest large market newspaper.
- Have a community leader or inmate write a letter to the editor explaining the valuable service your facility provides.
- Invite the local and large market media to tour your facility.

- Host community leaders or volunteers at an open house or facility tour.
- Have the warden or deputy warden or other staff member make a presentation to the local Chamber of Commerce, Rotary Club or similar community service organization.
- Have inmates participate in a community service project by either building something at the facility for use in the community, or going into the community to beautify or make a physical improvement.
- Complete any activity in which your facility reaches out to make a positive connection with the community.
- Have an inmate send a letter to the warden describing how “Success for Life” has positively impacted his or her life.
- Develop a handout describing internal positive involvement in “Success for Life” (i.e. Number of GED’s, vocational training accomplishments, etc.
- Have the warden or deputy warden write a letter to the contracting manager describing how positive “Success for Life” programming is.

### **Citizens’ Meetings**

According to staff, the institution has “Citizens’ Meetings”, which provide community organizations an opportunity to learn about the activities of the institution. The meetings also provide information to North Coast CTF staff on the changes affecting the community and on community concerns as well.

## **V. THE INSPECTION**

### **A. ENTRANCE**

The point of entrance into the North Coast Correctional Treatment Facility by staff and visitors is separate from the main compound. There was one Correctional Officer on duty to ensure each person is authorized to be on the institution grounds either to work, visit or other approved institutional business. The security screening procedures in the entrance building included identification checks, a sign in log sheet, and a small white container for an individual’s metal items, such as an identification badge or jewelry. A walk through a metal detector is also a requirement for all staff and visitors.

*The building entry area was very clean and the staff were courteous and professional. The area was perhaps the cleanest entry that CIIC has seen. The floor was spotless and appeared to have recently been waxed. The cleanliness of the entry area was a preview of what CIIC would see during the inspection of the entire facility. NCCTF staff later relayed that inmate porters clean the entire facility.*

There were three vending machines and multiple chairs for visitors. According to information provided in the *NCCTF 2009 Internal Management Audit*, the entry building is approximately



7,805 square feet and houses the institutional mail and package room. The entry building also includes the armory and the lock shop.

Many of the certificates awarded to North Coast CTF were hung on the walls, including their most recent accreditation from the American Corrections Association (ACA) in 2008, the Correctional Education Association (CEA) in 2009, and the Ohio Department of Alcohol and Drug Addiction Services (ODADAS). Reportedly, NCCTF is scheduled for its next ACA accreditation in 2011 and its next Correctional Education Association accreditation in 2012.

The Officer on duty promptly responded to the request to notify the Warden's office regarding the unannounced CIIC inspection. The Deputy Warden accompanied the CIIC to the Warden's office. At all other institutions, CIIC will hold their CIIC identification badge up to the window of the Security Control Center for verification. *However, NCCTF requires visitors to actually give their identification badges to the security staff for verification before entering the main compound. The Officers in the Security Control Center are able to see the badges at close range, which makes it easier for them to verify the individual. The I.D.s were then returned to their owners through a metal chute, similar to those used for drive in banking. Although both methods have their merits, North Coast CTF may have the most effective method.*

*According to information provided by staff, the Security Control Center contains several touch screen computers, video camera monitors, fence alarm systems, key control systems, and radio charging stations. Reportedly, all security equipment is distributed from the Security Control Center.*

## **INSTITUTION GROUNDS**

The main compound of the North Coast Correctional Facility Treatment Facility surrounds a large courtyard that is used for outdoor recreation. The dormitories surround the courtyard in a vocational setting that is similar to several medium security prisons in Ohio. The obstacle course that is used for training the dogs in the puppy program is located just outside the entrance to the Administrative Building. *The impressive arena and obstacle course is well crafted, well equipped and appeared to provide plenty of space for training purposes.*

*The landscaping was very impressive. The entry to each unit, including the Administrative Building, was surrounded by mulch and flowers. The mulch was a red-brick color that accented the colors of the flowers along the walkways. Staff relayed that there is a healthy competition between the housing units for the best landscaping. Staff also relayed that the landscaping competition is part of the horticulture program.*

A large vegetable garden sprouted from the landscape near the entry control area. *According to staff, all the vegetables are donated to the Second Harvest Food Bank several times a month as a part of the many community service initiatives conducted by the inmates.*

## **B. ADMINISTRATIVE BUILDING AND STAFF**

### **Pre-Inspection Meeting**

A brief pre-inspection meeting was held in an Administrative office. The purpose of the meeting was to communicate the areas to be included in the inspection with the Warden and to meet those who would accompany the CIIC team. The following areas/activities were noted:

*Inmate general meal period*  
*Food Services*  
*Vocational/Educational Programs*  
*Library*  
*Housing Units*  
*Segregation Unit*  
*Medical Department*  
*Recreation*  
*Listening Session with Facility Staff Group*  
*Closing*

CIIC staff provided the Warden with the questionnaire pertaining to Expectations used by the British Inspectorate of Prisons, as well as the questionnaire regarding progress made in implementing recommendations of the Correctional Faith Based Initiatives Task Force. As with all CIIC inspections, the questionnaires were left with the staff with the request to have the two to three page portions disseminated among staff knowledgeable of the subject matter, to ensure that no one staff person is burdened with the request. It was requested that the completed questionnaires be returned in approximately 10 days.

The Administrative building is very large, and reflected an impressive and efficient use of their office space. According to staff, one reason for the amount of available space is that the inmate population was initially anticipated to be larger when it was eventually designed. A poster in the conference room of the Administrative building serves as a daily reminder of how important the program is to the Management Training Corporation

### **Staff Training**

In addition to the Administrative offices, the area includes several large classrooms that are used for training. There are four training rooms that allow North Coast CTF to coordinate and conduct pre-service and in-service training, rather than sending their staff to the Department of Rehabilitation and Correction's Corrections Training Academy.

The staff cafeteria is also located in the Administrative building. Although most staff bring their own lunch, NCCTF staff may eat the same meal provided to the inmates.

## **Records Office**

Brief discussion was included with staff of the Inmate Records Office. *All of the Records Office staff are employed by the Ohio Department of Rehabilitation and Correction, not Management Training Corporation.*

## **Court Ordered Collections and Child Support Payments**

Discussion was also included with staff who process the inmate payments for court ordered collections and to the Child Support Enforcement Agency. Staff relayed that North Coast CTF has more inmates with court ordered collections than child support payments. Approximately 35 percent of the inmates have child support payments. While the CACTUS system used Department-wide has been helpful, staff relayed that it is still very time consuming. It takes one staff member a full day each month to validate and send the paperwork. This reportedly takes the staff away from their other important duties. Reportedly, if the inmate has less than three months before release from prison, staff do not initiate collections. It was explained that, by the time the collections start, the inmate is close to being released, and staff would have to go back into the system to register the case as inactive.

According to staff, most inmate concerns are in regard to having no more than \$15 in their account to spend due to withdrawals for collections and payments. *In one case, a five dollar deduction from an inmate's account was divided between eight children and six mothers.* These collections reportedly make it more difficult on inmates and on their families. *Reportedly, it is not uncommon for inmates with court-ordered collections to ask their families or friends to send money to another inmate who would agree to purchase items for them in the commissary, in an effort to get around the collections. However, it is a rule violation for an inmate to give away commissary items to another inmate, and a rule violation for an inmate to receive or possess another's commissary. It is therefore not an option if an inmate is committed to following the rules. Further, families and friends may be reluctant to send money to the inmate directly, because they know that all but \$15 will be deducted from the inmate's account and sent to the courts.*

## **Jacqueline L. Thomas Visiting Room**

The dedication of the visiting room to the former Warden, the late Jacqueline L. Thomas (1954-2008) is an excellent tribute to her memory. Mrs. Thomas served as the Warden for NCCTF from 2002 until her unfortunate passing in October 2008. A plaque dedicated to her memory is posted on the back wall near the on-duty Officer's desk. Several employees relayed that she had an extremely positive impact on their lives.

The Visiting room was very impressive. The area includes seven vending machines, and is large enough to use for classes and program space. On the day of the inspection, NCCTF had several

rows of tables set up for inmate programs. The tables are taken down and replaced with groups of smaller wooden tables and chairs during visitation.

According to their Inmate Handbook, visitation is held on Saturday and Sunday from 8 a.m. to 3 p.m. Visitors must sign in at the visiting office before 9:45 a.m. or they will not be processed until the 11 a.m. count clears. Reportedly, no visitors are processed after 2 p.m. Visitation is closed Monday through Friday and for most major holidays.

The NCCTF Inmate Handbook states that the following items are permitted in visitation: A personal locker key, legal documents that need to be signed (with prior approval, and must leave with the visitor), photo identification, a maximum of \$20 (no bills larger than \$5), one non-metal comb, one hairbrush, one handkerchief. Other accommodations are made to visitors who bring small children to visits.

### **Children's Reading Room**

Murals of the sun, trees, and a rainbow on the walls of the Reading Room were most impressive. The murals were reportedly painted by inmate artists. The children's artwork created in the Child's Reading Room during visits, was impressively displayed on the wall as well. It was relayed that the artwork helps ease the pain of the families whose loved ones are incarcerated.

As reported on each Ohio prison's website, in 2000, former First Lady Hope Taft approached the Director about establishing a reading room for the children who visited their incarcerated parent at the Pickaway Correctional Institution. This idea spread across the state, and now the Ohio Department of Rehabilitation and Correction maintains children's reading rooms in each of the 32 institutions.

The reading rooms encourage family literacy by providing a pleasant and comfortable setting for both child and incarcerated parent. Each room is stocked with a wide variety of children's books and has an inmate narrator who reads to the visiting children twice a day. The role of the inmate narrator is to read picture books to the children in much the same manner that children's hour would be done at a public library.

A variety of arts and craft supplies for the children are also available in most of the rooms. Many of the supplies and books are donated by employees and service organizations. This past year the Department served over 45,000 children. The inmate narrators worked over 32,000 hours in reading to and with the children.

*According to the Ohio Central School System Monthly Enrollment Report, the North Central Correctional Treatment Facility served a total of 37 children in the reading room for the month of July and 572 children from July 1, 2008 to June 30, 2009. The inmate narrator worked 40 hours for the month of July and 440 hours from July 1, 2008 to June 30, 2009.*

## C. MEDICAL SERVICES

Medical, dental and mental health services are located in the same building. A “Gator” golf cart, parked outside of the building, is used to transport injured inmates to the infirmary. Staff relayed that they have a four minute response time from anywhere in the institution. Information regarding the *Fussell vs. Wilkinson lawsuit (2003)* was posted in the waiting room, as well as stipulations about the medical agreement. A memorandum from the Institution Doctor regarding permissible activities for inmates with temporary and/or permanent bottom bunk restrictions was also posted on the wall. According to the memo, inmates in violation of these rules could have their restrictions lifted.

### **Infirmary**

*Medical services use Diamond Contract Pharmacy Services. North Coast CTF has reportedly used the company since 2001 and have been pleased with their service. The infirmary includes three exam rooms and a medical records room. There are two negative air flow chambers.*

*Staff relayed that there are currently 250 inmates on medication. According to staff, North Coast CTF offers medical passes to 35 inmates in the morning and over 100 inmates in the afternoon. There were reportedly 335 inmates on the chronic care list, including some inmates with multiple chronic care concerns. In the event of an emergency, North Coast CTF can transport inmates to a local hospital in the Grafton area. Reportedly, after North Coast CTF has reached a specific dollar amount in medical services for an inmate, the DRC accepts financial responsibility for the inmate’s care and transfers them to the Ohio State University Hospital.*

*During the inspection of the infirmary, several inmates were in a holding cell waiting to be evaluated by the medical staff. According to staff, the inmates were a part of a group of 12 intake inmates that arrived that morning from the Lorain Correctional Institution reception center. Staff relayed that new inmates receive medical and psychological evaluations before they are assigned to their housing units. North Coast CTF reportedly receives an average of seven inmates, three days per week. Staff relayed that the intake process takes approximately 15 minutes per inmate.*

### **Nurse Sick-Call**

*According to the information provided on site, nurse sick-call is assessed by sending a “Health Services Request”. Completed requests are placed in a wooden box across from the officer’s podium in each housing unit. The requests are collected on a daily basis by medical staff. Reportedly, inmates who sign up for nurse’s sick-call are seen within 48 hours.*

## Doctor's Sick Call

According to the information provided on-site, Doctor's sick call is accessed the same way as nurse's sick calls. A nurse's sick call visit is required prior to being seen by the physician. Staff relayed that the Physician is on-site Monday, Wednesday, and Friday 7 a.m. to 3 p.m. and on Tuesday and Thursday 2:30 p.m. to 7:30 p.m.

## Pill Call Schedule

According to the information from staff, inmates are required to present their photo identification before receiving their medication. Patients receiving medications receive a medication pass and report to the medical pill pass area during the following times:

<b>Morning Pill Pass</b>	<b>7:00 am to 8:00 am</b>
<b>Noon Pill Pass</b>	<b>12:15 pm to 1:15 pm</b>
<b>Evening Pill Pass</b>	<b>6:30 pm to 8:00 pm</b>

In addition to pill call, NCCTF allows some inmates to carry their medication on them. "Keep On Person" (K.O.P.) medications can be picked up between 1:30 pm and 2:30 pm. Last names beginning with A to L retrieve their medication on Monday, Wednesday, and Friday. Last names beginning with M to Z retrieve their medication on Tuesday, Thursday, and Saturday.

## Dental Services

*A health and fitness video was playing in the waiting area outside of the dentist's office. According to staff, health and fitness awareness videos are routinely shown while inmates wait to be seen. The videos promote healthy eating, fitness, and educate inmates on health issues that could affect them.*

The Dentist's office includes three dental chairs. *Reportedly they are not going to have to add any more dental chairs per the dental agreement from Fussell vs. Wilkinson (2003). During the inspection, one inmate was being prepped for a basic cleaning. According to the dental staff, the dentist spends two days per week at North Coast CTF and treats approximately 18 to 20 inmates per day. Reportedly, two months is the longest an inmate would wait after submitting a request for a basic cleaning. However, inmates with emergency issues that involve severe pain are seen within seven days. The dental staff relayed that one of the challenges they face is the attitude of some of the inmates. Since the majority of North Coast CTF inmates are serving short sentences, many of the inmates reportedly do not fully appreciate the dental care that they receive. Due to the lower security classification and shorter sentences, some inmates reportedly lack the respect towards the dental staff that is exhibited by inmates in a higher level security institution with longer sentences.*

**D. MENTAL HEALTH CASELOAD**

The ODRC provides a Monthly Mental Health Caseload Snapshot of the total inmate population on the mental health caseload. On December 31, 2008, the ODRC reported a total inmate population of 51,448. For the 2008 calendar year, the monthly mental health caseload averaged 9,113 inmates. According to the data, an average of 4,172 inmates were diagnosed as C1 (serious mental illness) per month. The mental health classifications are defined by DRC as follows:

**Table 23. Mental Health Classifications with Definitions**

<b>C1</b>
The inmate is on the psychiatric caseload and meets criteria for <b>Seriously Mentally III</b> designation: a substantial disorder of thought or mood which significantly impairs judgment, behavior, and capacity to recognize reality or cope with the ordinary demands of life within the prison environment and which is manifested by substantial pain or disability. Serious mental illness requires a mental health diagnosis, prognosis and treatment, as appropriate, by mental health staff.
<b>C2</b>
The inmate is on the psychiatric caseload but does not meet the criteria for Seriously Mentally III. Inmate is receiving mental health care and supportive services, which include medication prescription and monitoring, individual and group counseling and therapy, crisis intervention and behavior management.
<b>C3</b>
The inmate is receiving group or individual counseling, therapy and skill building services. He/she has a mental health diagnosis and treatment plan and is being treated by mental health staff other than the psychiatrist.

According to the data, 17.7 percent of the prison population was on the mental health caseload. The Oakwood Correctional Facility had the highest percentage of inmates on the mental health caseload with 56 percent of their 2008 inmate population, followed by the Franklin Pre-Release Center with 50 percent, the Northeast Pre-Release Center with 49 percent, and the Ohio Reformatory for Women with 41 percent. *By comparison, the North Coast Correctional Treatment Facility ranked 14th with 18 percent of their 2008 population on the mental health caseload.*

The following table provides the percent of the inmate population on the Mental Health Caseload at the end of 2008. The population for each institution was taken from population data as of January 9, 2009 as provided on the DRC website.

**Table 24. Percent of Prison Population on the Mental Health Caseload by Institution**

<b>Institution</b>	<b>Percent of 2008 Total Population on Mental Health Caseload</b>	<b>January 9, 2009 Institutional Population</b>	<b>Monthly Average on the Mental Health Caseload in 2008</b>
Oakwood Correctional Facility	56%	133	75
Franklin Pre-Release Center (Females)	50%	455	229
Northeast Pre-Release Center (Females)	49%	551	269
Ohio Reformatory for Women (Females)	41%	2470	1004
Southern Ohio Correctional Facility	30%	1406	428
Trumbull Correctional Institution	26%	1363	348
Allen Correctional Institution	24%	1323	317
Corrections Medical Center	24%	134	32
Hocking Correctional Facility	21%	486	101
Chillicothe Correctional Institution	20%	2923	592
Mansfield Correctional Institution	20%	2452	487
Toledo Correctional Institution	20%	1088	220
Grafton Correctional Institution	18%	1507	270
<b>North Coast Correctional Treatment Facility</b>	<b>18%</b>	<b>661</b>	<b>116</b>
Southeastern Correctional Institution	17%	1642	274
Pickaway Correctional Institution	17%	2409	413
North Central Correctional Institution	17%	2335	406
Warren Correctional Institution	17%	1393	243
Marion Correctional Institution	16%	2237	360
Correctional Reception Center	16%	1754	286
Belmont Correctional Institution	15%	2784	422
Lebanon Correctional Institution	15%	2669	403
Noble Correctional Institution	15%	2456	379
Richland Correctional Institution	14%	2571	349
London Correctional Institution	14%	2563	351
Madison Correctional Institution	14%	2222	307
Ross Correctional Institution	13%	2613	345
Lake Erie Correctional Institution	12%	1493	181
Lorain Correctional Institution	7%	1999	144
Ohio State Penitentiary	7%	548	39
Dayton Correctional Institution	0%	475	1
Montgomery Education and Pre-Release Center	0%	333	1
<b>TOTALS</b>	<b>17.7%</b>	<b>51,448</b>	<b>9,113</b>

The following table provides the monthly average of inmates on the mental health caseload in 2008. The data represents approximately 91 percent of 2008 monthly data as approximately nine percent of the data was not available. *The North Coast Correctional Treatment Facility ranked 26<sup>th</sup> in 2008 with an average of 116 inmates per month on the Mental Health Caseload.*



**Table 25. Monthly Average on Mental Health Caseload by Institution and Mental Health Classification in 2008**

<b>INSTITUTION</b>	<b>2008 Monthly Average Number on Mental Health Caseload</b>	<b>C1</b>	<b>C2</b>	<b>C3</b>
Ohio Reformatory for Women	1,004	466	401	137
Chillicothe Correctional Institution	592	312	245	35
Mansfield Correctional Institution	487	192	223	72
Southern Ohio Correctional Facility	428	232	175	21
Belmont Correctional Institution	422	257	118	47
Pickaway Correctional Institution	413	174	196	43
North Central Correctional Institution	406	85	248	73
Lebanon Correctional Institution	403	184	193	26
Noble Correctional Institution	379	219	106	54
Marion Correctional Institution	360	184	138	38
London Correctional Institution	351	140	186	25
Richland Correctional Institution	349	107	179	63
Trumbull Correctional Institution	348	97	194	57
Ross Correctional Institution	345	100	170	75
Allen Correctional Institution	317	170	136	11
Madison Correctional Institution	307	143	132	32
Correctional Reception Center	286	163	107	16
Southeastern Correctional Institution	274	136	136	2
Grafton Correctional Institution	270	185	62	23
Northeast Pre-Release Center	269	146	101	22
Warren Correctional Institution	243	167	72	4
Franklin Pre-Release Center	229	101	104	24
Toledo Correctional Institution	220	66	116	38
Lake Erie Correctional Institution	181	83	83	15
Lorain Correctional Institution	144	50	84	10
<b>North Coast Correctional Treatment Facility</b>	<b>116</b>	<b>15</b>	<b>62</b>	<b>39</b>
Hocking Correctional Facility	101	40	54	7
Oakwood Correctional Facility	75	58	15	2
Ohio State Penitentiary	39	3	23	13
Corrections Medical Center	32	20	10	2
Dayton Correctional Institution	1	0	0	1
Montgomery Education and Pre-Release Center	1	0	0	1
<b>TOTALS</b>	<b>9,113</b>	<b>4,172</b>	<b>3,954</b>	<b>987</b>

According to staff, as of August 6, 2009, *the North Coast Correctional Treatment Facility had 78 inmates on the mental health caseload, with 11 inmates diagnosed as Seriously Mentally Ill. There were 45 inmates classified as C2 inmates and 22 C3 inmates.*

**Table 26. Mentally Ill at North Coast CTF with Breakdown by Classification with Number and Percent on August 6, 2009**

<b>Classification</b>	<b>Number</b>	<b>Percent of Total population</b>
No Mental Illness	566	87.9%
<b>Mental Health Caseload (C1, C2, and C3)</b>	<b>78</b>	<b>12.1</b>
Total	644	100%
<b>Mental Health Caseload Breakdown:</b>		
<b>C2</b>	<b>45</b>	<b>57.7%</b>
<b>C3</b>	<b>22</b>	<b>28.2</b>
<b>C1 Serious Mental Illness</b>	<b>11</b>	<b>14.1</b>
<b>Total Caseload</b>	<b>78</b>	<b>100%</b>

**Suicide Attempts**

From January 1, 2009 through August 2009, a total of 57 suicide attempts were reported in the Ohio prison system. However, none occurred at the North Coast Correctional Treatment Facility. In all, 11 of the prisons reported no suicide attempts in 2009.

**Expectations Questions and Responses: SELF-HARM AND SUICIDE**

1. Does the prison work to reduce the risks of self-harm and suicide through a whole-prison approach? **Yes, Orientation, Mental Health, and Case Managers.**
2. Are prisoners at risk of self-harm or suicide identified at an early stage, and is a care and support plan drawn up, implemented and monitored? **Screened shortly after transfer in.**
3. Are prisoners who have been identified as vulnerable encouraged to participate in all purposeful activity? **A treatment plan is established.**
4. Are all staff aware of and alert to vulnerability issues, appropriately trained, and have access to proper equipment and support? **Yes, staff receives in-service and pre-service training.**
5. Is there a safer custody strategy in place that recognizes the risks to prisoners, particularly in the early days in custody, and sets out procedures, which help to reduce the risk of self-harm?
  - a. Are the specific needs of different prisoner groups recognized, as are the levels of risk in different areas of the facility? **Accomplished during Orientation.**

- b. Does the strategy recognize the specific needs of the population e.g. women and minority groups, those with substance misuse problems, and those not on normal location? **Vulnerability is a strong consideration.**
  - c. Is staff training appropriate? **Approved and implemented.**
  - d. What is the availability and use of safer cells, particularly in areas of the prison where risks of self-harm are higher? **Safe cells are used only after a hearing is done.**
  - e. Does the protocol in place recognize the need for continued interaction, and avoid an over reliance on the safer cell as a preventative measure? **Yes.**
6. Does a multi-disciplinary committee effectively monitor the prison's suicide prevention policy and procedures? **Quarterly CQI meetings/ SPART meet up... Monthly drills are discussed, problems and improvements are identified.**
  7. Is the committee chaired by a manager responsible for the policy and does membership include prisoners, staff representatives from a range of disciplines, and a member of the local community mental health team? **Security, Medical, Mental Health, and the Administration participates.**
  8. Are prisoners' families, friends and external agencies encouraged, through local arrangements, to provide sources of information which may help identify and support those prisoners likely to be bullied or who have a history of self-harming behavior? **We do not contact family/friends. However, we contact local agencies that prisoners may have used for continuing of care as needed.**
    - a. Are there posters in the visiting room about who to contact with concerns and is that information sent out with visiting orders alerting families to the help available? **N/A.**
  9. Is there a detailed care and support plan prepared with input from the prisoner, which identifies needs, as well as the individuals responsible including a key worker? **A Treatment Plan is developed with prisoners input.**
  10. Are personal factors or significant events that may be a trigger to self-harm identified? **All inmates are given Mental Health. Detailed services or reviewed within two weeks of arrival.**
  11. Do regular reviews take place involving staff from a range of disciplines and family and friends as appropriate, which provide good support and care for all prisoners at risk? **A Mental Health multi-disciplinary team meets regularly for case consultation.**
  12. Are arrangements in place for following up after a care and support plan has been closed? **Inmates are educated to Kite Mental Health if needed after discharge from caseload.**

- a. Do unit officers have knowledge of policy and support plans? **They are educated or informed of the inmate's problematic behaviors inclusive of risk behavior.**
  - b. What level of training have they received? **Suicide awareness.**
13. Are prisoners at risk of suicide and self-harm held in a supportive and caring environment with unhindered access to sources of help including peer supporters? **Inmates at risk are monitored, have access to Mental Health and evaluated for change in symptoms on regular basis.**
- a. Is a care suite available to support the work of Listeners? **Support is available for listeners by Mental Health staff.**
  - b. Is there access to counselors, the chaplaincy team, Listeners and Samaritans at all times? **Access to Mental Health, Chaplain, and Medical Services are available.**
  - c. Are appropriate free telephone help lines/interventions available, in particular, to address specific aspects of women's prior victimization such as rape crisis, domestic violence and others? **N/A.**
14. Are prisoners encouraged to express any thought of suicide and/or self-harm, and encouraged to take part in all purposeful activities as part of the support plan? **Orientation encourages peer support and accessing Mental Health.**
- a. Are prisoners given the opportunity and assistance to make a written contribution to their review? **Yes and they sign an agreement interventions and goals.**
  - b. Are prisoners encouraged to identify their own support needs and are they able to draw on opportunities for informal support from other prisoners if they wish? **Yes. Peer support encouraged at orientation.**
15. Are all staff, including night staff, fully trained in suicide prevention and clear on what to do in an emergency? **All staff are trained and reacquainted with material during In-Service Training.**
- a. Is there a program of refresher training in place? **Yes, at In-Service training.**
  - b. Do staff have access to first aid kits and shears? **Yes staff has access to sheers. Medical is at NCCTF 24 hours a day, seven days a week.**
  - c. If facility does not have a first night center, do night staff know where first night prisoners and those at risk are located? **We are secondary facility. Not "First Night" facility.**

16. Are incidents of self-harm closely monitored and analyzed at regular intervals to establish any trends and to implement preventive measures? **Yes, during a monthly Mental Health meeting.**
17. Are serious incidents properly investigated to establish what lessons could be learned and to promote good practice? **All major Health Care occurrences are reported to the state of Ohio.**
18. Where appropriate, are family or friends of the prisoner informed through a family liaison officer? **Our plan includes this feature, but has not been necessary thus far.**
19. Is an action plan devised and acted upon promptly as a result of an investigation into an apparent self-inflicted death? **We follow the ODRC Major Health Occurrence policy/procedure.**
  - a. Is this reviewed following subsequent findings of an investigation?
  - b. Are there attempts to understand underlying causes and/or trends? **We look at SMI population, segregation is monthly.**
  - c. Have there been any reviews of recommendations from previous deaths in custody?  
N/A.
20. Is all information about prisoners at risk of self-harm or suicide communicated to people who are able to offer support in the community? **Inmate is instructed to contact the Prison Mental Health when in the community for the continuum of care.**

## **E. HOUSING UNITS**

### **One- House (H1)**

**Merit Dorm Criteria/Privileges:** *One house is also known as the “Merit Dorm”. According to staff, inmates qualify for the Merit Dorm if they have had no conduct reports for six consecutive months at any DRC institution, which means if an inmate received a conduct report three months ago at another institution, it would count against them if they applied to be in the Merit Dorm. Inmates must also be at North Coast CTF for two months before they can apply.*

*According to staff, Merit Dorm inmates are permitted to have six visits per month, which are two more than the four visits the general population receives. Merit Dorm inmates are also permitted to spend \$10 more per month in the commissary and are the first unit allowed to attend each meal period. The Officer on duty stated that most inmates are older and more respectful of staff.*

**Recreation Programs:** *Inmates relayed that the recreation staff only support the programs they like. Inmates alleged that the recreation staff do not provide inmates with a good quality basketball. The current basketballs are ripped and nearly deflated. The only good one they have is reportedly used for tournaments. Facility staff acknowledged that the basketballs for regular*

recreation are in poor condition because inmates peel the skin off of the balls. They presented an example that was in the recreation cage. They also confirmed that the nice balls are used for the tournaments.

### **Three- House (H3)**

Three-house, also known as “H3”, was the first of the three housing units that were inspected. The housing area was clean and orderly. There were some empty beds in the unit.

Many inmates were moving in and out of the unit to participate in recreation or programs. Two Correctional Officers were on duty, which is required for each unit. The atmosphere appeared to be relaxed, with no signs of tension between staff or inmates.

The dorm area includes six rows of bunk beds. While some inmates were sleeping, others respectfully asked if they could speak with the CIIC inspection team. Other inmates who did not initiate conversation, were still very approachable.

Above the entrance is a beautiful “Success for Life” mural. Staff relayed that murals pertaining to positive, motivating messages can be seen all over the institution. The murals were created by inmates in an effort to reinforce the importance of the programs at North Coast CTF as they pertain to the inmates’ reentry needs.

**Program Schedule:** A schedule for the 12 Step Alcoholic Anonymous/Narcotics Anonymous meetings was posted on the wall. According to the information, there are two meetings per day Monday thru Friday and one meeting on Saturday.

**Dayroom:** Several of the inmates were in the dayroom watching television, while other inmates were washing clothes or moving freely throughout the unit. The dayroom consists of one mounted television that reportedly receives 23 channels from a satellite dish. Inmates who purchase personal TV’s from the commissary can view the same channels from their bunk beds as well. North Coast CTF is in the process of installing TV racks for inmates to use.

**Inmate Barbers:** One inmate was receiving a haircut by an inmate barber of similar race. Staff relayed that each unit has a barber representing the racial composition of the inmate population at the facility. Not only does this show cultural awareness and recognition that inmates of different races have different hair texture, but it is also an admirable effort to allow more inmates to be barbers.

**A-Side Restroom:** Each housing unit is divided into two sides, A-side and B-side, each with their own restroom. The A-side bathroom was clean, with no foul odors and no signs of neglect. The bathroom contains 12 showers, including one handicapped. There are three urinals, five toilets, and six sinks. The showers were clean and the floor appeared to be in good condition. Although there appeared to be some soap residue, there were no signs of mold or mildew. Each hand soap dispenser was full.

**Plumbing, Sanitation:** According to an inmate shaving, there is plenty of hot water except in the winter. There were no concerns regarding the plumbing or lack of supplies needed to thoroughly clean the area. The condition of the bathrooms was a good indication of how much emphasis is put on sanitation throughout the entire facility. Reportedly, there are three inmate porters per shift that clean the bathroom in each unit. A total of nine inmate porters are dedicated to keeping the bathrooms clean.

**B-Side Restroom:** The B-side bathroom looked similar to A- side, except one toilet was removed because it was in need of repairs. The toilet will reportedly be replaced with a working one when it arrives. According to the inmates on B-side, the institution has not repaired other leaking toilets that were reported to staff on several different occasions. The Warden relayed that they were recently notified of it, and have fixed the leaks.

**Ventilation:** Inmates were permitted to have their windows open while three floor fans were used to circulate the air flow.

Inmates also reported that the exhaust fan in the bathroom does a poor job of drawing out the steam from showers making it hard to breathe. Inmates also relayed that there are problems with the ventilation system. Reportedly at night the system makes the housing unit too cold. One inmate alleged that second shift officers will turn it off, and the third shift officers turn it back on to be mean spirited. The inmates relayed that the system “sucks in bugs.” The inmate stated that it is a structural problem in all the housing units. According to the Warden, it is all controlled by a computer. If it is too cold, the shift captain comes and checks the temperature and makes the adjustments or turns it off.

**Intensive Prison Program:** Other inmates relayed concerns that the judge who ruled on their case sent them to be part of the Intensive Prison Program. Despite the program being discontinued, they were informed that they would have to complete the full two years of their sentence. These inmates were particularly concerned that their judge may not be aware that the IPP has been discontinued.

**Medical Services:** Several inmates brought another inmate over to the CIIC inspection team to review a lesion on the back of his head. The lesion was very large and the inmate appeared to be in need of immediate medical attention. According to the inmate, medical staff allegedly ignored his requests for treatment. Although the inmate did not specify if he signed up for sick call or submitted an informal complaint, his concerns were relayed to NCCTF staff. According to staff, they treated the lesion with a beta dine solution but did not lance and culture it. The inmate was scheduled for a follow up with the Doctor later who would lance and culture it to determine if it is staph.

**Fights:** Although fights have occurred between older and younger inmates, none of the inmates relayed any major concerns regarding inmate assaults. The fights that have occurred, seem to be a state-wide concern that is not isolated to the North Coast CTF population.

**Thefts and the Smoking Ban:** Another issue that was relayed is the number of thefts that occurred following the March 2009 smoking ban by the ODRC. Although inmates and staff did not relay if the thefts were responsible for the fights, inmates and staff state-wide have relayed that tensions between inmates are high and inmate thefts have increased since the smoking ban was implemented.

**Mattresses:** Staff relayed that North Coast CTF is also in the process of replacing the old, significantly damaged mattresses. NCCTF is reportedly buying ten new mattresses per month. NCCTF has also considered recovering old mattresses, as the reported cost for repair is only \$10 per month.

## **Two-House (H2)**

The entry of "H2" contains a mural entitled "Unlock your potential." The conditions of the showers in the bathroom were similar to those in H3 unit. However, two toilets were out of order. Staff relayed that the toilets have been out of order for more than a week. A maintenance request had already been submitted and repairs were expected to begin soon.

**Bunk Restriction:** Most of the inmates in H2 unit were at their bunks watching television or sleeping. An inmate dressed in a green jumpsuit was sitting on his bed. Staff explained that inmates who are placed on bunk restrictions for disciplinary reasons are dressed in green jumpsuits. The bunk restriction allows the inmates to attend programs and the meal period, but restricts him from recreation and commissary purchases.

**Disrespect:** One inmate expressed serious concern regarding the tone used by some Officers when speaking to inmates. According to the inmate, there were no serious allegations from inmates regarding harassment, intimidation, or inappropriate supervision. However, Officers allegedly use slang when talking to inmates. Although Officers may think they sound "cool" or "hip", the inmate considered this to be disrespectful and inappropriate conduct by the Officers.

**Grievance Procedure:** It should be noted that the inmate reportedly rarely used the inmate grievance procedure to report such behavior. He stated that the grievance procedure is ineffective and seemed concerned that it would cause some problems with staff.

**Food Services:** One inmate alleged that staff rush them out of the dining hall and do not provide them with enough time to eat. Staff relayed that inmates do not have time to eat because of the larger portions offered during the weekend brunch period. While most inmates agreed that the Saturday brunch food portions were good, some felt the Sunday portions were smaller.

**Sanitation/Maintenance/MRSA:** The most serious issue was in regard to some sanitation concerns expressed by several inmates. Allegedly there are many inmates with staph infection, which is reportedly at an epidemic level. Inmates relayed concerns about the pump station being broken. The damage to the pump has resulted in odors on the yard and backs up the plumbing in the entire compound. The inmate further relayed that the toilets are leaking through their base and believes the sanitation concerns could be the reason for the alleged infestation of staph



*infection. The Warden denied this accusation. It was reported that there were only five cases of MRSA in July. They have a fairly aggressive system to address it and to try to prevent it. Inmates also stated that staff wash the mop heads with the cleaning rags from the chow hall.*

*Staff relayed that facility maintenance concerns are immediately addressed. North Coast CTF has a budget for repairs, and has a requirement per their contract with the DRC to handle repairs quickly. Staff relayed that the largest projects that affected the physical plant included re-paving the parking lot, and repairing the lift station that handles the treatment of the water and sewage that leaves the facility. Reportedly, funding was approved by the DRC for the repair of the lift station. During the inspection, staff relayed that they were waiting for the bid of the proposed vendor to be approved as well. North Coast CTF is also awaiting approval of the vendor bids for the repair of the perimeter road. Reportedly, funding for the project has already been approved by the state.*

**Access to Administrative Rules:** *Although inmates are permitted to have copies of Administrative Rules and DRC Policies, inmates alleged that there is not an available set in the law library. CIIC was later informed during the inspection of the law library that NCCTF does have all Administrative Rules and DRC policies available to inmates.*

**Visiting:** *One inmate relayed concerns regarding visits from his wife. According to the inmate, his wife was permitted to visit during reception at the Lorain Correctional Institution. Staff later relayed that the wife is a co-defendant of the inmate. She reportedly came to NCCTF twice to visit the inmate only to be denied. It should be noted that NCCTF staff followed the Administrative Rules regarding inmate visits. According to A.R. 5120-9-15, entitled "General visiting", applications for visitation may be denied if the applicant was a co-defendant in any case the inmate is serving a criminal.*

**Islamic Issues:** *A Muslim inmate expressed serious concern regarding how North Coast CTF handles Jum'ah. According to the inmate, Jum'ah is not done at the appropriate time on Fridays. The inmate also alleged that Muslims are not provided a period to eat, congregate together, and are often profiled as being part of a gang. He also relayed that staff have allegedly prevented him from using his prayer rug. Staff later relayed that the Muslim population is very small and they have not received any concerns from them.*

## **Expectations Questions and Responses: RESIDENTIAL UNITS: OVERVIEW**

1. Do prisoners live in a safe, clean and decent environment within which they are encouraged to take personal responsibility for themselves and their possessions? **Yes, provisions are on hand for cleaning. Encouragement is given at orientation in the Inmate Handbook and by the living area staff.**
2. Are cells and communal areas (blocks, dorms, dayrooms) light, well decorated and in a good state of repair? **Yes. Work orders are completed for any repairs. Decorations and postings are a combination of brought items and things that inmates have done.**

3. Do all prisoners occupy accommodation that is suitable for the purpose and for their individual needs? **NCCTF is dorm style with the only cells in the infirmary and segregation.**
  - a. Are there cell sharing risk assessments? **Yes. For all areas. This is then further monitored by the Count Office.**
  - b. Are cells sufficiently warm in winter and cool in summer? **Yes, temperatures are monitored daily by each shift. Corrective action is taken if needed.**
  - c. Are cells ventilated and do they have sufficient daylight? **All living areas are ventilated and have daylight from windows or ceiling skylights overhead.**
  - d. Do prisoners have their own bed, corkboard, lockable cupboard/locker box, and use of a table and chair? **Inmates do not have their own cork board, but they do have a bed, locker box with lock, and the use of a table with seats.**
  - e. Are older prisoners in shared cells with bunk beds given priority for lower bunks? **Accommodations are made in securing lower bunks for those with a greater need for one.**
  - f. Do shared cells have screened toilets? **Segregation cells do not. Dorm areas have partial wall partitions for urinals.**
4. Are reasonable adjustments made to ensure that prisoners with disabilities and those with mobility problems can access all goods, facilities, and services? **They have the same access levels as the rest of the population.**
  - a. Do prisoners with disabilities and those with mobility problems have ease of access to different locations and services? **Yes, assistive devices and mobility devices are assigned as needed.**
  - b. Are older, infirm and disabled prisoners assigned to landings, which hold most of the communal facilities? **NCCTF buildings are all one level; there are no second story or higher landings.**
5. Is there a system whereby nominated volunteer prisoners on each residential unit are trained to help less able prisoners and they are paid for this work? **Inmates do volunteer to help less abled ones, but are not paid extra.**
  - a. How are volunteers identified, trained and assigned? **By unit staff and with the inmate needing help.**

6. Are residential staff aware of prisoners within their care with disabilities and their location? **Yes they are.**
  - a. Are safe evacuation procedures in place to assist those prisoners who may need help in an emergency? **Yes, if inmate assistance for them is not happening, staff are trained to assist them.**
  - b. Are there visible markers on cell doors? **Dorm beds would be labeled on the bunk portion facing the walkway.**
  - c. What system is in place to highlight to other staff that any prisoners with disabilities and/or mobility problems may need assistance in an emergency? **Responders are trained to sweep the area ensuring all have moved out on their own and to assist any that need help.**
7. Do prisoners have access to drinking water, toilet and washing facilities at all times? **Yes, they do.**
  - a. Is water in the cells certified as drinking water, if used in this way for prisoners? **Yes, our living area water is drinkable.**
8. Are age-appropriate risk assessments in place to ensure the safety of young adults from any other prisoners? **Yes, assessments are completed.**
  - a. Are there single cell risk assessments? **There are inmates 18 and younger. They are single-celled.**
  - b. What are procedures in any case where young adults are identified as posing a risk to others? **Yes. A risk to others at any age would be single-celled.**
9. Do all prisoners have access to an in-cell emergency call button/bell that works and is responded to within five minutes? **NCCTF infirmary cells have call buttons.**
10. Do observation panels in cell doors remain free from obstruction? **Yes, inmates are not allowed to obstruct them.**
11. Is there a clear policy prohibiting offensive displays, and is it applied consistently? **There is a policy and it is consistent.**
12. Are prisoners' communal areas (activity and shower areas) clean, safe, meet the needs of the prisoner population, and effectively supervised by staff? **There is a cleaning schedule. They are in good repair and are monitored.**
  - a. Are there adaptations for older, infirm and disabled prisoners? **Yes, at least one sink and toilet are compliant.**

13. Do prisoners feel safe in their cells and in communal areas of the residential units?  
**By their day to day demeanor and comments, one would say yes.**
- a. Is there a suitable design of residential units e.g. good sightlines, and supervision in high-risk areas? **Yes. There are not many blind spots. Staggered rounds by staff occur.**
14. Are notices displayed in a suitable way for the population? **Yes, in each housing area, recreation, and medical.**
- a. Is adequate provision made for any prisoners who cannot read notices because of literacy, language, or eyesight problems or any other disability? **Yes, which would be coordinated by the inmate ADA staff.**
15. Are residential units as calm and quiet as possible both to avoid incidents and to enable rest and sleep, especially at night? **Yes they are. Lights out and mandatory headphone use with personal TV's / radios helps with this.**

### **Expectations Questions and Responses:**

#### **RESIDENTIAL UNITS: CLOTHING AND POSSESSIONS**

1. Do prisoners have enough clean prison clothing of the right size, quality and design to meet their individual needs? **Yes, inmates are provided appropriate clothing.**
- a. Are older prisoners provided with additional clothing and bedding, if required, without the need for medical permission? **Some documentation would be required.**
2. Do prisoners have at least weekly access to laundry facilities to wash and iron their personal clothing? **They do have weekly access and more. Quartermaster cleans on set schedule.**
- a. Do they have access to laundry/exchange facilities outside the weekly rotation?  
**Yes, they can wash their personal items in their housing unit as well.**
3. Is prisoner property held in secure storage, and can prisoners access their property within one week of making a request? **We do not store items for General Population inmates. For Segregation inmates, if the requesting item is allowed, they would get it.**
4. Are prisoners fairly compensated for clothing and possessions lost while in storage? **Yes, if the prison was at fault.**
5. Is there a standard list detailing the possessions that women prisoners are allowed to keep, and used across all women's prisons? **N/A.**

- a. Is there a standard list also employed for male facilities of the same security category? **There is a standard list.**
6. Are suitable clothes and bags available to discharged prisoners who do not have them? **We do not store personal clothes. All inmates are given clean clothing for release.**
7. Are facilities available before discharge to launder clothes that have been in storage for long periods? **Clothing is provided for discharge that is clean.**

**Expectations Questions and Responses: RESIDENTIAL UNITS: HYGIENE**

1. Are prisoners encouraged, enabled and expected to keep themselves, their cells and communal areas clean? **Yes, they are encouraged with the proper towels and chemicals to clean, and their work is followed-up by staff.**
  - a. Are older and disabled prisoners enabled to keep themselves and their cells clean? **Yes, they are encouraged with the proper towels and chemicals to clean, and their work is followed-up by staff. Except, inmates would not be assigned tasks they cannot perform.**
2. Do prisoners have ready access to both communal and in-cell toilets, baths and showers in private? **They do. Total privacy in areas is not allowed. But moderate privacy is.**
  - a. Are screened toilets in shared cells? **No, toilets in Segregation cells are not screened.**
  - b. Is there a shower cubicle adapted for use by older, less able or disabled prisoners as well as baths with grab handles? **Each living area has at least one ADA compliant cleaning area.**
3. Are prisoners able to shower or bathe daily, and immediately following physical activity, before court appearances and before visits? **Yes, they are able.**
  - a. Is there access at any time during the day? **Yes, with the exceptions of during count and cleaning times.**
  - b. Are older, less able or disabled prisoners helped to have a bath or shower every day? **If they were in need of help then yes, it would be coordinated.**
4. Do prisoners have access to necessary supplies of their own personal hygiene items and sanitary products? **Yes, they have access and can buy more. If they are indigent, it would be provided at no cost.**

5. Is fresh laundered bedding provided for each new prisoner on arrival and then on at least a weekly basis? **They are provided. Their bedding is cleaned two days per week.**
  - a. Is there a system for the replacement of mattresses in operation? **Yes, any torn/ripped mattress that can no longer be properly disinfected.**
  - b. Are clean pillows available for new prisoners as well as other bedding? **Yes, they are.**
6. Is a prisoner's valuable property routinely security marked before it is issued? **Yes, it is engraved and they receive the Title for it.**

### **Expectations Questions and Responses: STAFF-PRISONER RELATIONSHIPS**

1. Are prisoners treated respectfully by all staff, throughout the duration of their custodial sentence, and encouraged to take responsibility for their own actions and decisions? **Yes they are. This is part of our "Success for Life" philosophy.**
2. Is there a well-ordered environment in which the requirements of security, control and justice are balanced and in which all members of the prison community are safe and treated with fairness? **Yes, there is.**
3. Are all prisoners treated with humanity, and with respect for the inherent dignity of the person? **Yes, they are treated with dignity.**
  - a. Is staff aware that the prison has a duty of care for all prisoners, to ensure no prisoners are at risk of physical or emotional abuse by staff or prisoners, and that prisoners are to be held in decent and humane conditions? **Yes, staff takes that duty seriously.**
4. Are staff aware that they should set a personal example in the way they carry out their duties at all times? **They are and receive initial and annual training.**
5. Are staff always fair and courteous in their day-to-day working with prisoners? **They are overall.**
6. Do staff positively engage with prisoners at all times? **Yes, whenever possible.**
7. Is interaction between staff and prisoners encouraged by the senior management team? **It is, and also done by Senior Management.**
  - a. Does staff help and encourage older and less able prisoners to participate in and access all facilities offered across the prison? **They do as needed.**

8. Does staff routinely knock before entering cells, except in emergencies? **Yes, they knock except for emergencies.**
9. Are prisoners encouraged by staff to engage in all activities and routines, promoting punctuality, attendance and responsible behavior? **Yes.**
  - a. What methods are used to encourage prisoners to get involved? **Yes, our “Success for Life” operational philosophy.**
10. Is inappropriate conduct on the part of prisoners challenged? **Yes.**
  - a. Do staff demonstrate skill in confronting low-level disputes without using official disciplinary measures? **Yes, they use IP skills well in defusing situations.**
11. Are prisoners encouraged and supported to take responsibility for their actions and decisions? **Yes, they are.**

## **VI. SEGREGATION**

The Segregation unit was vastly different from other segregation units. The North Coast CTF segregation unit was well-lit and quiet. There is an indoor and an outdoor recreation area. A bookshelf at the end of the range was full of a variety of books. Daily tracking sheets were completed and signed during each shift. As relayed by staff, there are eight double-bunked cells, one handicapped cell, and one crisis cell for a total of ten cells. On the day of the inspection, there were only seven inmates in segregation including five in Security Control, and one each in Local Control and Disciplinary Control.

According to the Department of Rehabilitation and Correction’s Administrative Rule 5120-9-11 entitled “Security Control”, an inmate may be placed in security control:

*When needed to facilitate an investigation prior to the issuance of a conduct report or other administrative action, criminal prosecution; and/or, Pending a hearing before the rules infraction board; Pending transfer to another institution; As a temporary housing assignment for inmates to facilitate an inmate’s appearance in judicial or administrative proceedings. The deputy warden of operations may authorize an inmate to be held in security control pursuant to an investigation for up to seven days. If the investigation has not concluded at the end of the initial seven-day period, the warden may authorize that the inmate be held in security control for an additional seven days.*

One inmate was in disciplinary control on the day of the inspection. According to the Department of Rehabilitation and Correction’s Administrative Rule on the subject, disciplinary control is used as follows:

*An inmate who has been found guilty of a rule violation by the RIB, pursuant to rule 5120-9-08 of the Administrative Code, may be placed in disciplinary control. An RIB panel may impose up to fifteen days in disciplinary control for a single violation or series of violations arising out of a single even.*

Administrative Rule 5120-9-13.1 regarding Local Control provides the following:

*An inmate may be placed into local control if the warden determines after a hearing that: The inmate has demonstrated a chronic inability to adjust to the general population, or the inmate's presence in the general population is likely to seriously disrupt the orderly operation of the institution. Placement in local control shall be for an indefinite period, but shall not exceed one hundred eighty days unless the prior written approval of the director or his designee has been obtained.*

## **VII. QUESTIONS AND RESPONSES TO CORRECTIONAL FAITH-BASED INITIATIVES TASK FORCE RECOMMENDATIONS**

### **Infrastructure**

1. Is DRC being encouraged, wherever practical, to use faith-based and community programs that address documented criminogenic needs? How? By whom? **Yes, outside ministries facilitate monthly programs through reentry.**
  - a. Is DRC in conjunction with the Governor's Office of Faith-Based and Community Initiatives, making available to the faith community, examples of evidence-based programming shown to impact offenders' lives? What examples? How are they being made available? **Yes, we have the "Overcomers" program. Anger Management is taught by outside volunteers.**
  - b. Is information being used and disseminated to faith-based and community organizations so that they provide programs that are evidence based and can truly impact the lives of ex-offenders and their families? **Yes, during the NORC Monthly Meetings.**
  - c. What is in place to ensure that the recommendation is implemented? **The ex-offender is able to contact the facilitators once they are released.**
  - d. What methods of program evaluation are being explored to further document program success? What methods are in place? **All evaluations are issued to offenders after completion of program. Staff are required to evaluate programs monthly.**
2. Is the DRC/DYS Director working with wardens/superintendents to develop programs that will facilitate a cultural change in institutions to encourage collaboration with faith-based and community service providers? How? What programs have been developed? **Yes.**



- a. Is the culture within the institution continuing to evolve to encourage community volunteers? Explain. **Yes, we continue to utilize our volunteers to promote and provide programming to our inmates. Reentry Coordinator meets monthly with community resources to encourage facilitation of as many programs as possible.**
  - b. How is the warden/superintendent supporting and encouraging a cultural shift and institutional change as a day-to-day practice to encourage community volunteers? **We continue to hold volunteer training for community members interested. We allow them access to the inmate population.**
  - c. How is the DRC/DYS administration working with wardens/superintendents to collaboratively develop protocols that will proactively assist with changing the culture? **We have met and discussed our use of volunteers and ODRC has provided NCCTF with support and training.**
  - d. Have such protocols been developed? **Yes, which included training and volunteer outreach to include more organizations and individuals.**
  - e. What are they? **Policy, training, lesson plans, and volunteer initiatives.**
  - f. Have policies been reviewed to determine if they might inhibit use of community volunteers, and have necessary changes been made accordingly? **Policies have been reviewed and they do not inhibit the use of community volunteers, in fact they highly encourage it.**
  - g. What policies have been reviewed? By whom? **Institution policies as well as DRC policies are reviewed on a quarterly basis by the entire staff.**
  - h. What policies have been changed so that they do not inhibit use of community volunteers? **N/A.**
3. Has DRC/DYS developed a marketing plan to assist in recruiting volunteers from the community and faith-based institutions? **Yes. We conduct volunteer training for new volunteers.**
    - a. Does the plan discuss educating volunteers about the justice system? **They are given overviews about institutional rules and regulations.**
    - b. Is there a need to increase programming for incarcerated offenders to improve the likelihood they will be reintegrated into the community successfully upon release from prison? **We have programs for driver's license reinstatement, child support issues, and housing issues.**
    - c. Is the faith community being encouraged to volunteer to provide programs and services to assist offenders in both the institutions and the community? **Yes. Once a month, Faith-Based facilitators come in to facilitate programs, workshops, and seminars.**

- d. Has a marketing plan been developed to overcome the public's misperceptions of offenders? **DRC has community service programs and MTC has "Success for Life".**
  - e. Has DRC developed an educational program to motivate the faith community to get involved in volunteering, including a video to educate volunteer groups about offenders and their needs in institutions? **Yes, during Contractor's trainings.**
  - f. Is information provided on how individuals and groups can volunteer in the prisons? **Yes, during Contractor's trainings.**
  - g. Does the marketing campaign include information on the needs of the adult/youthful offenders, information on how the justice system works, and information on the different ways to volunteer? **All of this is done through community service programs and during Community Justice Workshop.**
4. Has DRC/DYS developed a standard training program for staff, volunteers, and the community to facilitate working in institutions together? **Yes. We have yearly In-Service.**
    - a. Does the program include information on:
      - Ethics of working with offenders? **Yes.**
      - Confidentiality issues? **Yes.**
      - Ensuring safety and security of volunteers? **Yes.**
      - Working with volunteers? **Yes.**
      - Rules and regulations for volunteers? **Yes.**
    - b. Does the program include information to volunteers on the security requirements for the institution, why the requirements are in place, and how to properly work with offenders? **This is done during the eight hour volunteer training.**
    - c. Has a standardized training program been developed for volunteers to facilitate their work in institutions? **Yes, eight hour volunteer training.**
    - d. Has DRC/DYS established an orientation program for volunteers, held at preset intervals to allow community organizations to plan for the training as part of their program planning? **Yes, see above.**
  5. Has Ohio law been revised to remove unnecessary and unreasonable collateral sanctions that inhibit offenders' successful reentry? **Do not know.**
  6. What improvements have been made regarding communication about programs and services between: **Monthly Calendars and Citizens Circles.**
    - Staff and volunteers?
    - Staff and the community?
    - Other parts of the criminal justice system and the community?

- a. What improvements have been made in effectively communicating among staff within the facilities, as well as with the community? **Paw Prints on the Community Program. Faith presentations.**
- b. Has an improved communication mechanism been developed in order to ensure these efforts? **If so, it is unknown.**
- c. Has the system been developed collaboratively with staff and volunteers to address observed problems? **Yes, through the eight volunteer trainings.**

### **Alternatives to Incarceration**

7. Has the statute been revised to increase judicial use of community options for non-violent offenders so prison space can be reserved for violent offenders? **No.**
  - a. Working with faith-based and community service providers, have programs been developed in the community to effectively provide treatment while protecting public safety? **No.**
  - b. Has the Ohio Criminal Sentencing Commission reviewed additional options to encourage judges to use these community options rather than sending non-violent offenders to limited prison space? **Yes.**
  - c. Have local probation departments prepared a listing of community options currently available for judicial use? **No.**
  - d. Have faith-based and community programs contacted local probation departments through the Juvenile Court, Common Pleas Court, and Municipal Courts to inform them of programs and services available? Explain. **No.**
8. Are faith-based and community programs being encouraged to supplement existing community and diversionary programs for offenders and to provide services that are not currently available? How? **This section should be addressed by Deputy Director, APA, and staff.**
  - a. Is DRC/DYS working with community organizations and probation departments to expand services available for offenders? How? **Yes, with community organizations, especially Faith-Based communities. The probation aspects should be addressed by Deputy Director, APA staff.**
  - b. Has a community model been created that will help meet the basic needs of offenders within the community? Is it being created? Explain. **Many models are complete such as “City Mission” in Cleveland, others are fluid and in progress. Kahil Osiris may be the most effective programming in the prison system.**

9. Has DRC/DYS taken a more active role in linking with the faith-based community to develop programs to meet the gaps in services to adult and juvenile offenders? How?
- a. Has DRC/DYS reviewed current grant or subsidy programs to determine eligibility for faith community programs, in order to increase the number of faith-based and community programs available to judges for sentencing? **The Faith-Based Task Force has identified some of the universal needs among inmates: Shelter, Jobs, and Family ties. Citizen Circles and the 2007 Leadership Forum had a healthy dialogue. This section should be referred to Reverend Gary Sims, Regional Administrator, and to the Deputy Directors, and Greg Landsman, Director of the Ohio Governor's Office of Faith-Based and Community Initiatives.**
  - b. Following identification of funding sources, is DRC/DYS actively working with the Governor's Office of Faith-Based and Community Initiatives to provide information to these organizations on funding availability? How? What is in place? **This section should be referred to Reverend Gary Sims, Regional Administrator, and to the Deputy Directors, and Greg Landsman, Director of the Ohio Governor's Office of Faith-Based and Community Initiatives.**
  - c. Is the Governor's Office of Faith-Based and Community Initiatives providing technical assistance to the faith community to assist them in developing competitive applications for state and federal funding? **This section should be referred to Reverend Gary Sims, Regional Administrator, and to the Deputy Directors, and Greg Landsman, Director of the Ohio Governor's Office of Faith-Based and Community Initiatives.**
10. Has DRC, and Job and Family Services expanded efforts in partnership to work with employment centers and the faith community to increase practical employment opportunities for offenders in the community? Explain. **No, due to budget cuts.**
- a. Has a job placement program been implemented? **0**
  - b. Does it provide:
    - Information on job fairs to ex-offenders? **No.**
    - Education of businesses/employers on the benefits of hiring ex-offenders? **Yes.**
    - Incentives for employers to hire ex-offenders (i.e., tax breaks)? **Yes.**
    - Increased involvement of faith-based and community groups? **Yes.**
  - c. Is there collaboration between the DYS, DRC and Job and Family Services who started the employment centers in Ohio? In what way? **No.**
  - d. Has a program been implemented with the goal to get jobs for offenders upon release, and also to match them up with jobs of interest to the offenders, specifically ones at higher wages and skill levels, if possible? Explain? **No.**
  - e. Has the DRC Omnibus Reentry legislation been enacted to reduce unnecessary sanctions in the law and thus made training more relevant? **No.**

## **Institutional Programming**

11. Is DRC/DYS working with the faith community and faith volunteers to develop and expand programs within the institutions? **Yes.**

a. Do current programs include the following? Are they being developed? Are they being expanded?

- Life skills? **Yes.**
- Financial management and budgeting? **Yes.**
- Personal hygiene? **Yes.**
  
- Family programs including:
  - o Family and community-based orientation? **Yes.**
  - o Family mediation? **Yes.**
  - o Family education and orientation program? **Yes.**
  - o Transportation and video conferencing for visitation? **0**
  - o Parenting? **Yes.**

b. Dynamic risk factors that impact offender behavior and risk of reoffending include: antisocial personality, companions, interpersonal conflict, social achievement, substance abuse, and criminogenic needs. Treatment programs can influence and change offender behavior during the time they are in an institution. Programs that address criminogenic needs are programs designed to change offender attitudes, cognitions, behavior toward authority, employment instability, education, housing, and leisure time.

Is DRC working proactively with faith-based and community groups in the development of programs that will meet the criminogenic needs of offenders in institutions? How? **Yes, NCCTF has at least one program that addresses each need.**

c. Have specific life skills programs been developed in the following areas?

- Budgeting? **Yes.**
- Parenting? **Yes.**
- Job searches? **Yes.**
- Anger management? **Yes in Mental Health and through the Chapel.**
- Appropriate leisure-time activities? **Yes.**

d. Is emphasis centered on using a mentor-type relationship for such training? **No.**

e. Has legislation created a new community-based reorientation program whereby non-violent offenders could be released to the community up to 30 days prior to the expiration of their sentence to arrange for suitable employment, housing, treatment services, etc.? **No.**

- f. Have video-conferencing opportunities for the families, particularly children of offenders, been expanded? Are they used as an incentive program? **No.**
- g. Do volunteers facilitate the improvement of family relations through coaching in basic relational skills or involvement in family mediation programs? **Yes.**

12. Has DRC/DYS expanded partnerships with national organizations including faith-based and community organizations to provide programming in state institutions? Explain. **Unknown.**

- a. Does DRC/DYS have a stated plan for the extent of their involvement in prison programming that specifies any limitations seen as necessary? What is it? **Do not know.**

13. Does DRC/DYS involve the faith community when appropriate, in the development of release plans for the offender that flow from the institution to community reentry? Explain. **Discussion has been had during Citizens Advisory Board Meetings.**

- a. Are community actors and organizations a part of reentry planning for those offenders who will shortly be returning home? Explain. **Mentoring program is available per policy.**
- b. The best ideas and programs will serve no purpose in helping offenders live out productive lives after their release if there is no effective community follow-through. Is there effective community follow-through? **Yes, through workshops.**
- c. Is there a mentorship program for offenders at your facility? **0**
- d. Are faith-based and community volunteer groups actively developing such a program for participation by offenders at your facility? Explain. **No.**

## **RE-ENTRY PROGRAMMING**

14. Have methods been developed to increase and encourage the involvement of the faith community in various reentry efforts, and to encourage collaboration among faith groups? What are they? **Yes, by utilizing volunteer and outside groups to perform and to teach the inmate population.**

- a. What has been done to make the faith community aware of programs and training for the faith community's involvement? **Program Coordinators and the Chaplain have suggestion forms. Develop relationships through citizens in the community.**
- b. What has been done to create awareness among the faith community of the needs of ex-offenders and the avenues to get involved? **Resource reentry.**
- c. What effort has been made to inform the faith community of the needs of ex-offenders and volunteer opportunities available? **Yes.**

- d. Have leaders among the faith community been identified? How? When? **Yes through the volunteer programs.**
  - e. Have staff been used to accomplish this, using existing organizations, groups and established relationships? Explain. **Reentry forms. Resource staff recommends partial participation by these groups.**
  - f. Has this educational opportunity been extended to faith groups of all kinds? **Yes, we have adverse group volunteers.**
  - g. Has an easily visible section been added to the DRC (or DYS) web site for the faith community that identifies different programming opportunities for volunteers? **(blank, no answer).**
  - h. Does the section contain volunteer opportunities linked to specific communities in Ohio, including contact information for volunteer coordination within each department or institution as needed? **Yes.**
- 15.** Are offenders informed of various housing options before leaving prison or immediately upon release? How is this done? **Yes, by Case Managers. One Reentry Coordinator and in resource area in the library.**
- a. Although the offender is no longer in prison, he/she is still subject to housing restrictions due to the crime committed (i.e. sex offenders), which creates more difficult circumstances and specialized needs. Are seminars, with free legal or consultation services provided, along with increased involvement of the faith community? **Citizens Circles provided involvement with the faith community.**
  - b. Is legal advice in these situations available? Have partnerships been formed with local law schools to achieve this end? **No.**
  - c. Are presentations by the federal Department of Housing and Urban Development provided to ex-offenders to provide information on their options upon leaving prison, and knowing how to navigate through the many restrictions placed on them? **Yes, during our reentry day and through reentry.**
  - d. How has DRC/DYS made better use of existing federal programs that aim to address the issue of housing? **Not known at the institutional level.**
- 16.** Has DRC/DYS partnered with grassroots and community organizations in an educational effort towards the general public aimed at decreasing the negative stigma of ex-offenders and making the public aware of the needs involved in the process of reentry? What has been accomplished and how? **Yes, through community service programs. Victim Awareness, change in prison media representation.**

- a. What educational efforts have been made to:
- Assure the public that their best interest is at hand, that public safety is not at risk, but will improve with these efforts, and to  
**Community service projects completed for local community organizations and agencies.**
  - Inform the public of the many needs of ex-offenders to help them transition successfully back into society?  
**Through Job Fairs-reentry initiatives meetings.**
- b. Are grassroots agencies and advocacy groups being made aware of and sold on this effort, so that they can help to market the increased public safety and reduced criminal justice costs associated with effective offender reentry? How?  
**Again, through community service contracts.**