

CORRECTIONAL INSTITUTION INSPECTION COMMITTEE

INSPECTION REPORT

INSTITUTION: North Coast Correctional Treatment Facility

DATE OF INSPECTION: November 7, 2003

TYPE OF INSPECTION: Unannounced

CIIC MEMBER AND STAFF PRESENT: Representative Robert Otterman
Shirley Pope, Director
Dan Cox, Inspector
Gregory Geisler, Inspector

INSTITUTION STAFF PRESENT:

Warden, Jacqueline Thomas, Deputy Warden of Programs, Carolyn Szweda, ODRC Monitor, Bill Miller, Chief of Security, Major Santiago, and Unit Management Administrator, Kelly Kollen, were present during the initial meeting on arrival at the North Coast Correctional Treatment Facility (NCCTF). The Deputy Warden of Programs accompanied CIIC throughout the inspection. Additional staff spoke to the CIIC group in their respective areas, including but not limited to the Director of Alcohol and Drug Treatment Services, Kathleen Caughell, Food Services Manager, Daryl Jones, Sergeant Gallagher, and Officer Skidmore.

AREAS/ACTIVITIES INCLUDED IN INSPECTION:

Entry Building
Education/Vocational Program Building
Automated Office Technology Computer Class
GED Biology Class
Recovery Services: Alcoholics Anonymous 12 Steps Class
Shared Dining Hall for Staff and Inmates
Housing Units: One House and Two House, including DUI/IPP Housing
Pound Puppy Program
Segregation Unit

ATTENDANCE AT GENERAL MEAL PERIOD:

During the inspection, the lunch meal was being served to the general population. The meal consisted of fish patties, coleslaw, potatoes, bananas and beverage.

ATTENDANCE AT EDUCATIONAL/REHABILITATIVE PROGRAM:

The inspection included the education/rehabilitation building, where an Alcoholics Anonymous meeting was in progress and observed. In addition, areas were observed in which students receive instruction in Microsoft Office in Computer Office Technology Class. Areas used for educational programs, including Adult Basic Education, General Education Development and Laubach Training were also observed. Further, the area used for the food service vocational training program which includes care and use of equipment, quantity food production, sanitation and safety, was also observed.

OVERVIEW:

NCCTF, a privately operated prison in Lorain County, Grafton, Ohio, opened in January 2000. CiviGenics was the first private vendor for NCCTF. In April 2001, the DRC Director announced that Management and Training Corporation (MTC) of Utah was the preferred bidder to operate and manage NCCTF. MTC has been operating DRC's other private prison, the Lake Erie Correctional Institution, since September 1999. According to the discussion with staff, MTC operates 18 additional correctional facilities in California, Arizona, New Mexico, Australia and Canada.

Per website information on MTC, the company uses innovative programs in safe and secure environments to help at-risk populations become employable. MTC has reportedly operated successful job training programs providing vocational, academic and social skills training. Building on an education and training foundation, MTC reportedly became a pioneer in operating private prisons. MTC was founded in 1980, and in 1987 MTC opened one of the first private correctional facilities in the country. With a top priority of performance, it is reportedly the U.S. Department of Labor's biggest contractor, and one of the leading private corrections companies. Reportedly, it has the management experience and fiscal strength to exceed government and public expectations. According to MTC, governments renew their contracts because MTC provides:

1. Fiscal management systems to operate programs within budget.
2. A corporate culture that rewards innovation and excellence.
3. Ability to implement customer policies and procedures and contractual requirements.
4. Structure and discipline to provide safe and secure working, living, and learning environments.
5. Knowledge that MTC leverages its success by building partnerships with local communities, employers, workforce development agencies, and others who provide complementary services.

Per the website, the NCCTF mission is to be a leader in job training, education and corrections by:

1. Implementing plans to achieve high performance standards and goals,

2. Maintaining a foundation based on integrity, accountability and excellence,
3. Providing long term growth and stability while ensuring fiscal responsibility,
4. Creating opportunity through a positive environment for personal growth and development,
5. Empowering employees to implement innovative ideas for continuous improvement, and
6. Building esteem and pride by celebrating NCCTF's diversity and accomplishments.

NCCTF, located on 155 acres, is a 555 bed Minimum Security or Level One correctional institution for individuals convicted of felony drunk driving charges and other Minimum Security inmates with a history of substance abuse. As of October 3, 2003, the population was reported to be 555, with 288 white inmates (51.9%), 252 black inmates (45.4%), 14 Hispanic inmates (2.5%), and one Other inmate. The population on the day of the inspection was reported to be 529.

NCCTF is audited by the ODRC and is accredited by the ACA. The facility has 193 staff, including 111 security staff. Their annual operating budget is reported to be \$13,421,650, with an annual cost per inmate of \$23,754, and daily cost per inmate of \$65.08.

PROGRAMS:

Inmate Programs include: Pound Puppy, MADD and Crayons to Computers. Inmate Vocational Programs include: Computer Office Training, Food Service and Automated Office Technology. Academic Programs consist of: Pre-GED, GED and Laubach Training.

UNIT MANAGEMENT LIFE SKILLS RE-ENTRY PROGRAM:

According to written information provided by the NCCTF staff, Unit Management offers eight different Life Skills Programs, which last from six to eight weeks. The programs are designed to prepare offenders for successful re-entry upon their release and include the following:

1. Unit One: Personal Development Skills to develop self-esteem, understanding cultural differences, decision-making and coping abilities.
2. Unit Two: Health and Wellness Skills to recognize healthy practices in relation to promoting a productive life.
3. Unit Three: Citizenship Skills to encourage students to become effective citizens, and to review parliamentary skills to enhance effective group and community participation.

4. Unit Four: Communication Skills to teach skills in verbal and nonverbal communication, conflict resolution, leadership, and being a group member to strengthen group relations.
5. Unit Five: Consumer Skills to provide training on personal checking, budgeting, purchasing, insurance, investments, and personal loans.
6. Unit Six: Employability Skills taught by the Pre-Release Instructor.
7. Units Seven: Parenting and Child Care Skills
8. Unit Eight: Balancing Work and Family Skills

RESPONSIBLE FAMILY LIFE SKILLS PROGRAM:

Per the written information provided by NCCTF staff, a Sergeant and Correctional Officer are Instructors for the program, held one day per week, two hours per day, for eight weeks.

REASONING AND REHABILITATION:

A 15 week program provides information on cognitive skills required for adequate social and emotional adjustment, including problem solving, assertive expression, social skills, negotiation skills, creative thinking, management of emotions, values reasoning, and critical reasoning.

DADS 101/SHAKEN BABY SYNDROME:

A six-week program of parenting classes deals with pregnancy, newborn care, anti-abuse information and shaken baby.

DOMESTIC VIOLENCE INTERVENTION PROGRAM:

A seven-week program is held two hours per week to help previous domestic violence offenders recognize their abusive patterns and to provide tools needed to live violence-free with their partner. The program covers anger management, thinking errors, conflict resolution, intimacy, power, control issues, and communication. The program is limited to 20 group members at one time.

RECOVERY SERVICES:

NCCTF offers a 13-week Recovery Services Program consisting of three groups or “cohorts” as follows:

1. Correctional Recovery Academy (CRA) and Intensive Prison Program (IPP) students. Approximately 125 students participate in 30 hours per week of

treatment education based on prevention and communication skills. The Intensive Outpatient Program (IOP) is at least 13 weeks long and addresses criminality and substance abuse issues. AA meetings are a requirement for the program. Those who apply are placed on a waiting list according to their outdate, and an assessment is conducted to determine the appropriate level of treatment needed.

2. A mandatory, General Population Program consisting of the remaining individuals not currently enrolled in the IPP program. These individuals are provided with basic alcohol and drug programming for four hours per day, one day per week, for 12 weeks. The program is held in Housing Unit 2 and 3 in the back dayrooms and is a required part of an inmate's job assignment. Inmates can choose to participate at any time or wait until the General Population Counselor selects them for participation. All inmates who are not participating in the more intensive programs are required to complete the General Population program prior to their release from NCCTF.

3. The Graduate Maintenance Program consists of those students who completed and graduated from the 13-week CRA treatment program. After program completion, these individuals maintain four hours per week of ongoing relapse prevention. The Graduate Maintenance Program is for a minimum of eight weeks. Participants attend one day per week, for a two-hour period. The Graduate Maintenance Program is the aftercare and pre-release program provided to inmates who complete the Intensive Outpatient Program to prepare them to return home.

RECOVERY SERVICES MONTHLY/YEAR TO DATE STATISTICS:

Staffing:

According to the Alcohol and Other Drug Monthly Report for February 2004, NCCTF Recovery Program Staff consists of 15 filled contract positions, including a Supervisor, Secretary/Administrative Assistant and 13 credentialed staff, specifically CD (Certified Drug) Counselors.

Intensive Outpatient Program:

During the month, the 13-week Intensive Outpatient Program, with a capacity up to 100, had 68 clients at the beginning of the month and 20 new admissions. There were nine successful completions, four unsuccessful completions, and 107 offenders on the waiting list at the end of the month. The reasons for unsuccessful completions were cited as "Program rule violation, lack of cooperation or participation," and "Other (transfer, release, AWL, OTC etc.)."

Outpatient Program:

Regarding the February 2004 monthly report on the Outpatient program, which has a capacity to serve up to 60, there were 26 clients at the beginning of the month, six new admissions, six successful completions, no unsuccessful completions, and 26 clients carried over to the next month. No offenders were on any waiting list for the program. Of the Year-To-Date statistics for the Outpatient Program, the report states that 60 were admitted, 41 successfully completed the program, and 19 were unsuccessful. Thirty drug tests were administered, none testing positive for drug use.

Intensive Prison Program:

ORC 5120.031, 5120.032 and 5120.033 provide the statutory requirements for the Shock Incarceration Program or Intensive Prison Program which includes the IPP for certain DUI or OMVI offenders. Per the statute, the DRC has the authority to develop and implement Intensive Prison Programs for male and female prisoners who are 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 may contract for the private operation and management of any other IPP, which must include 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.

Per the statute, a prisoner who is sentenced to a mandatory prison term for a third or fourth degree felony OMVI offense is not eligible for an IPP if the prisoner is also serving or has served a prison term for murder, for a felony one or two, or a comparable offense, or the prisoner is serving a mandatory prison term other than the OMVI offense, or the prisoner is serving or previously served a prison term for a felony three, four or five that either is a sex offense, offense betraying public trust, or offense in which the prisoner caused or attempted to cause actual physical harm to a person or offense of that type or a comparable offense.

Potential candidates for the DUI/IPP at NCCTF are initially identified at the two male reception centers, Lorain Correctional Institution and Correctional Reception Center. Per a new DRC policy on NCCTF Admissions, effective December 22, 2003, within two days of arrival at the reception center, staff must complete eligibility screening of all felony 3 or felony 4 OMVI offenders. Such offenders who are classified as Security Level 1A or 1B (formerly Minimum 1 or 2), and who also are serving a sentence of two years or less, are transferred to NCCTF within 15 days of arrival in reception.

Mental health and medical screening that is not able to be completed at the reception center is conducted at NCCTF. In addition, DUI/IPP inmate orientation to determine inmate interest and consent, is now conducted at NCCTF instead of at the reception centers. NCCTF has also taken on the responsibility of notifying the sentencing judges of the offenders' IPP eligibility, and requesting their decision on approval or disapproval of the offender's placement in the IPP early release program.

The Intensive Prison Program (IPP) is a 90-day early release program for eligible DUI offenders. NCCTF has an IPP capacity of up to 100. According to the February 2004 monthly report, there were six clients at the beginning of the month, no new admissions, no successful completions, one unsuccessful completion, and five clients carried over to the next month. The monthly report also notes that all six clients referenced above are White, with no Black, Hispanic or Other inmates.

On the Year-To-Date Statistics for the IPP as of February 2004, it is reported that screenings were done at the reception centers. There were 34 admissions, with a total of 37 successful completions, and seven unsuccessful completions. Eleven drug tests were given, with none testing positive for drug use. Regarding Aftercare/Continuing Care Referral Activities, the report states that no clients were referred to community continuing care.

A review was also made of the December 2003 monthly report and Year-To-Date statistics regarding the DUI/IPP. There were five inmates at the beginning of the month, six new admissions, two successful completions, one unsuccessful completion and eight clients carried over to the next month. According to the Year-To-Date Statistics for the IPP program, there were 33 admissions, 34 completions, six termed unsuccessful, and 10 drug tests given, with none positive in the year. Regarding Aftercare/Continuing Care Referral Activities, it was reported that two clients were referred to community continuing care in the year.

Alcohol and Drug Education Program:

Regarding the AOD Education Program, which has a capacity to serve up to 144, the monthly report states that there were 98 clients at the beginning of the month. There were 63 new admissions, 34 successful completions, 18 unsuccessful completions, and 109 clients carried over to the next month. No offenders were on any waiting list. The report also shows that of the 63 new admissions, 33 are Black, 28 White, and two are listed as Other inmates. Of the Year-To-Date statistics for the Alcohol and Drug Education Program, there were 268 admissions, 189 successful completions, and 104 unsuccessful completions. Aftercare/Continuing Care Referral Activities are listed as not applicable. Self Help Services are also cited as not applicable.

Alcoholics Anonymous/Narcotics Anonymous (AA/NA) Meetings:

According to the monthly report, there were 27 AA meetings with an attendance ranging from 45 to 55. There were 12 NA meetings with an attendance ranging from 40 to 50. A total of 78 inmates were approved for earned credit for recovery services program participation.

Tobacco Cessation Program:

The February Monthly Report states that the eight-week program has a capacity for 20 offenders. Fifteen admissions occurred in the month, with a total of 30 for the year to date. The report states that \$2,692 in tobacco was sold in the commissary, with \$22,773 reportedly for the year to date. The total amount of tobacco cessation aids sold in the commissary is reported to be \$140 for the month, and \$1,105 for the year to date.

ANNUAL DEPARTMENT WIDE RECOVERY SERVICES FY 2003 DATA

Day Treatment Services:

The ODRC Recovery Services FY 2003 Report on Alcohol and Other Drug Treatment provides data on each institution's Day Treatment Services in the year. NCCTF's Day Treatment Services Program capacity of 100 is the largest of the 15 prisons listed with such programs. Program capacities range from the lowest of 12 at Hocking Correctional Facility, and 16 at Richland Correctional Institution, to the highest of 100 at NCCTF, followed by 72 at Noble Correctional Institution, and 70 at Toledo Correctional Institution.

Further, according to the FY 2003 Department-wide Report, NCCTF had 40 clients at the start of the year. The other institutions range from 0 clients at the start of the year at Hocking Correctional Facility, Lake Erie Correctional Institution, Northeast Pre-Release Center, Ohio Reformatory for Women and Southeastern Correctional Institution, to the largest number of clients at the start of the year, Toledo Correctional Institution at 67 and North Central Correctional Institution at 52.

New Admissions:

NCCTF had 241 new admissions in the year, the largest number of the 15 prisons listed. MEPRC had 119 new admissions, the second largest number of new admissions of the 15 prisons listed. NCCTF had 281 total participants in the year, the largest number of all institutions. MEPRC at 147 and PCI at 146, had the next largest number of participants. NCCTF also had the largest number of early terminations, at 66 in the year. PCI had the next largest at 62, but MEPRC only had 26 early terminations. NCCTF had the largest number of successful completions at 157. MEPRC had the second largest number of successful completions at 121.

Counseling Groups:

In FY 2003, NCCTF is listed as having a program capacity of 60 for Counseling Groups. Clients at the start of the year totaled 32. There were 30 new admissions, 15 early terminations, 21 successful completions, and 62 total participants in the year. The largest number of counseling group participants was at LORCI with 227, with WCI a close second with 214 participants.

Alcohol and Other Drug Education Groups:

The annual report provides information on Alcohol and Other Drug Education Groups for FY 2003 at 17 Ohio prisons. No information is listed for NCCTF, although their monthly report states that they have a AOD Education program capacity up to 144. Prisons with a similar reported capacity for such programs include OSP at 120, SCI at 112, SCI IPP/Boot Camp at 100, and GCI at 110.

Self-Help/Peer Groups:

Lastly, the annual report lists 10 prisons as having Self-Help/Peer Groups in FY 2003, with a program capacity ranging from 24 at HCF and MCI, to 200 at RICL. However, NCCTF is not listed as having such programs.

EDUCATION PROGRAMS:

On October 31, 2003, it was reported that NCCTF earned perfect audit scores following an intensive two-day evaluation conducted by the Correctional Education Association (CEA), based in the Washington DC area. CEA evaluates correctional education programming through a very detailed 78-point inspection. To earn accreditation, a correctional facility must score 100 percent on all 24 of the mandatory inspection points and 90 percent or higher on the remaining 54 points. The NCCTF educational program reportedly passed all 78 audit points.

Adult Basic Education (ABE) and General Education Development (GED):

Adult education courses are provided in writing, reading, math, science, and social studies. Tutoring services are also available in these areas. The ABE/GED program is offered four hours per day, five days per week.

Computer Office Technologies:

The class offers introductory and advanced courses in computer basics and Microsoft Office. Participants must have a High School Diploma or GED. Classes are held Monday through Friday, four hours per day.

LauBach Training:

NCCTF offers a LauBach Training Workshop to provide an opportunity to become certified as a LauBach Tutor. Tutors are used in Adult Basic Education.

RELIGIOUS PROGRAMS:

Anger Management is listed as a 13-week, two hour per day, religious program, dealing with handling anger, based on lessons from the book, Make Anger Your Ally. Issues

addressed include common strategies for mismanaging anger and why anger is so misunderstood.

Islamic Services including Islamic teachings are offered one day per week for a two-hour period. The Chapel is open to all inmates at any time. Bible studies and church service are offered daily and weekly. Video ministry is for two hours, one day per week.

PRE-RELEASE PROGRAMS:

The Pre-Release Program consists of 15 classes held five days per week, for two hours per day. The program is mandatory, and inmates are assigned according to their outdates. The program covers skills identification, job searches, interview techniques, networking and effective communication. The Instructor also completes resumes for every inmate on request. The Ohio Department of Job and Family Services attends one of the classes and will reportedly register inmates for employment services. The Circle for Recovery participates in the Pre-Release Program, offering inmates support from the community through their parole officer.

MEDICAL PROGRAMS:

A Mental Health Nurse teaches an eight-week Stress Management Program held one day per week, for one hour per day. The program deals with handling and managing stress, and is only offered to inmates who are currently on the mental health caseload or were previously on the caseload at another institution.

A Psychologist teaches an eight-week Anger Management Program held one day per week for one hour per day. The program deals with handling and managing anger, and is only offered to inmates who are currently on the mental health caseload or were previously on the caseload from another institution.

COMMUNITY SERVICE:

The Community Service Workshop is a four-hour session that not only allows inmates to participate in community service activities, but also to be eligible for community service hours, and for participation in the Dog Program. The session includes information on personality types and how to deal with others whose personalities differ from their own.

The Dog Handler Program is 12 to 13 weeks in length, and provides instruction on training dogs brought to the institution. Actual training sessions are held one day per week for one hour per day. Inmates are classified as Primary and Secondary Dog Handlers and are responsible for their dogs at all times.

MENTAL HEALTH SERVICES

For the month of February 2004, the NCCTF Monthly Statistical Report for Mental Health Services shows that of their population total of 557 inmates, 90 inmates were on

the psychiatric caseload. Of the total, 18 were classified as C1, the group whose mental illness is the most serious. The remaining inmates were about equally split between C2 and C3 classifications.

During the month, 66 inmates received orientation to Mental Health Services. The General Mental Health Services Caseload totaled 40. It was noted that all are classified as Minimum Security. The report notes that NCCTF has two Crisis Holding Cells. Only one incident in which physical restraints were used in a crisis holding cell occurred in the month. The report states that seven inmates were placed on suicide watch in the period, and one inmate was placed on close watch in the period. It was noted that weekly rounds in segregation were made per policy, and that two of the 11 inmates in segregation were on the caseload. The report states that eight mental health consults were requested for the Rules Infraction Board.

VOCATIONAL TRAINING PROGRAM:

A Vocational Training Program is offered through Food Services and provides training in the following areas:

1. Equipment use and care, including cooking and baking equipment, kettles, mixer and attachments, food cutter or chopper, meat slicer, dishwashing, and small equipment.
2. Quantity Food Production, including quality foods for quantity food production, techniques and terms in food preparation, recipes, standard weights and measures used in food preparation, techniques of portioning food, controls in food production and service.
3. Sanitation and Safety: food-borne illness, origins, control, and prevention, sanitary regulations, and safety in food preparation and service.

FINDINGS

The Visitors' Processing Building was clean and orderly. Staff were courteous, efficient and organized. Institution Grounds were clean and well landscaped. Inmates were moving across the compound in an orderly fashion. Regarding maintenance needs, staff relayed a serious need for maintenance work on the perimeter road. In follow-up communication from the NCCTF Warden, it was relayed that ODRC advised that the road will be repaired this summer.

Housing Units:

General Population Housing Units are each assigned two Officers, one Sergeant and one Case Manager. It was reported that Unit Management is fully staffed. All three of their housing units are arranged in dormitory style, with inmates double bunked. The housing

units were found to be in good order. All areas were clean and sanitary. From all observations, the staff were attentive, and performing their job duties responsibly.

The dorms were quiet and orderly. Inmates were on their bunks waiting for count to clear. They appeared to be calm and relaxed. The noise level was low to moderate. Air circulation and ventilation was good. There were no foul odors. Smoking is permitted outdoors. The day rooms were clean and organized.

The latrines and showers were clean and sanitary, with no sign of mildew. It was noted that staff removed soap dispensers from the sinks due to prior damage by inmates. Instead, bars of state soap are provided to the inmates.

Food Services:

It was reported that there are 40 to 50 inmates who work in Food services. Serving lines proceeded in an orderly fashion. Inmate food servers were wearing hairnets and gloves. They were observed as following proper sanitary practices.

A unique and positive feature is that the dining hall is shared by staff and inmates, and staff are served from the same serving line as inmates. Staff relayed that the Honor Dorm eats first, and that it takes 45 minutes to feed the entire population. Seating capacity was reported to be from 230 to 300. The number of Officers assigned during meal periods reportedly varies. Inmates sit at the first available seat.

Inmates who were eating in the dining room were calm, relaxed and orderly. The noise level in the dining hall was quiet to moderate. According to one of the Correctional Officers, the inmates like the food at NCCTF. The lunch meal consisted of milk, a fish sandwich, coleslaw and fried potatoes. The portion size and quality of the food were considered adequate and good, respectively. Inmates were randomly selected for pat down prior to leaving the dining hall.

The kitchen was clean, well ventilated, orderly, and well organized. Equipment appeared to be in good condition. The food storage area was also clean, well ventilated and organized. The floor, walls, ceiling and windows were clean. The entire dishwashing area and cooler were very clean.

The Food Service Manager was very well organized, enthusiastic, and very involved with his work. A Correctional Supervisor was involved in familiarizing an Officer with paperwork as part of the Officer's on-the-job training. As a result, there was some concern regarding the extent to which the inmate kitchen workers who were using kitchen tools at the time, were being provided with adequate supervision. However, NCCTF only houses Level One (minimum security) inmates, a fact that directly limits the amount of direct supervision that should be necessary. In follow-up communication from the Warden, it was relayed that regardless of the classification of inmates assigned to the kitchen, they should be supervised, and on the job training should enhance this supervision, not distract from it. The Warden relayed that the process will be reviewed to

ensure that safety of everyone in the institution remains the prime consideration. Further, according to the Warden, the observation noted above will be addressed with security and kitchen staff.

Education/Program Building:

During the inspection of the education/program building, there was little activity due to preparation for count time. All areas throughout the building were clean, orderly and provided a pleasant atmosphere.

Management and Training Corporation and Programs:

Based on the discussions with staff, the employees of Management and Training Corporation are encouraged to adhere to a philosophy and commitment to providing intensive training and programming, and they are highly motivated in the area of conducting programming for inmates at NCCTF.

Staff relayed that the inmate length of stay at NCCTF ranges from 90 days to two years for the inmate population. Short-term programs have therefore been developed to accommodate the time limitations and to address the needs of the inmates. Staff relayed that the short-term inmates are highly motivated and “can’t get enough programs.” Staff noted that there are no waiting lists to discourage inmates who are motivated for immediate program participation.

Staff noted a need for more programming space. Current space is reportedly shared by multiple programs. In follow-up communication with the Warden, it was noted that while staff would like to have a space that is uniquely used by them, good management and fiscal responsibility require that they use space as available. It was also noted that NCCTF does not stack multiple groups in a single room at the same time.

Staff relayed that the NCCTF programs are also available in the ODRC prisons. However, some Ohio prison staff have indicated that they have little programming to offer inmates who have short sentences. NCCTF could be an excellent resource for ideas and information regarding specific short-term programs which seek to improve an inmate’s readiness for successful re-entry.

If a mechanism is not already in place to maximize the sharing of information from institution to institution regarding substance abuse and other positive programs, the effort to create such a mechanism would be beneficial to all programming staff throughout the Ohio Department of Rehabilitation and Correction. At NCCTF, there are likely unique aspects to their IPP/IOP substance abuse education curriculum which could enhance such programs at other institutions. The NCCTF Unit Management Life Skills Re-Entry Program which seeks to develop consumer skills through training on personal checking, budgeting, purchasing, insurance, and personal loans, to develop employability skills and parenting skills, as well as their domestic violence program, are regarded as extremely positive and practical.

Staffing:

Staff relayed that Correctional Officers at NCCTF earn \$13.50 for the first 180 days on the job, then \$14 per hour after that. The salary is reported to be comparable to the ODRC pay for Officers. It was noted that NCCTF Officers also receive fringe benefits, including medical and dental insurance after the first 30 days. The staff turnover rate at NCCTF is reported to be five percent.

NCCTF had two staff vacancies at the time of the inspection, consisting of the Library Aide and Deputy Warden of Operations. It was reported that they are required to fill vacancies within 30 days. In follow-up communication, the Warden relayed that the vacancies have been filled.

In the initial meeting with staff, it was relayed that the Unit Management Administrator also serves as Unit Manager, and that each unit has a Case Manager. They reportedly have fewer staff than ODRC. Staff noted for example that they only have two Deputy Wardens, and a Unit Secretary for the inmate housing areas. They do have a Major and fill the same posts as any other ODRC facility.

In addition, they use Case Managers, Sergeants and even Officers to run the programs. The use of any security staff to conduct rehabilitative programming is clearly a unique feature at NCCTF. Security staff also perform their traditional security functions and responsibilities. For example, Responsible Family Life Skills is an eight-week program in which a Sergeant and a Correctional Officer are the Instructors. The concept of involving security staff in program instruction is clearly new to the Ohio prison system, but not inconsistent with the unit management concept, which has been accepted and is being used in the Ohio prison system. Although innovative, creative, and viewed as potentially beneficial to all concerned, it is important to ensure that all persons used as Instructors or Program Presenters are qualified to provide instruction in the respective program area. Staff assured the CIIC that all instructors have been provided with applicable training in the program areas.

NCCTF Admission Criteria:

NCCTF is unique because it is privately operated, and because it is the only Ohio prison for men that operates the 90-day early release DUI Intensive Prison Program. Further, it is the only Ohio prison for men whose total population (up to 550 inmates) are Level One (Minimum) security, serving two years or less, and are either felony 3 or 4 OMVI offenders, or those who acknowledged while in reception that they have substance abuse problems. Regardless of their offense of conviction, offenders who self-admit to substance abuse problems are pre-screened in reception and assigned to NCCTF if they are classified as Level One and if their prison sentence is two years or less. For the DUI/IPP potential candidates, they too, are identified at reception for NCCTF placement, and if classified as Level One and serving a prison sentence of two years or less, are

transferred to NCCTF where the additional IPP screening is conducted to determine eligibility per the ORC.

Staff relayed that inmates are being sent to NCCTF within 15 days of arrival at the reception centers if they are eligible for the DUI/IPP, are classified as level One A or B (formerly Minimum 1 or 2), and have a sentence of two years or less. NCCTF staff notify the sentencing judges of those eligible for DUI/IPP, and offer the judges an opportunity to object to the DUI/IPP placement. Although the reception centers formerly completed the medical and mental health IPP screening, the inmates are now screened at NCCTF. Staff relayed that with the recent change, they expect the number of DUI/IPP candidates to increase because NCCTF can promote the program in their communication to the inmates, and dispel the mistaken belief of some that their program is like the IPP Boot Camp program at Camp Reams at the Southeastern Correctional Institution.

The original mission of the facility was to provide specific programming to meet the needs of a specific population of OMVI/DUI offenders, and other offenders with substance abuse problems. NCCTF subcontracts with Quest Recovery Services, which provides 16 Counselors who implement the four month, 90 day and outpatient program. As the data cited in this report shows, there are very few men currently entering the prison system who are statutorily eligible for the DUI/IPP, and many of those are disapproved for IPP placement by their sentencing judges. As noted elsewhere in this report, year to date statistics for the DUI/IPP showed only 33 admissions and 37 successful completions. In December 2003, there were only five inmates in the DUI/IPP at the beginning of the month, with six new admissions in the month, and eight men total at the beginning of January.

However, in 2003 the ODRC made a careful review of the DUI/IPP statutory provisions to assist in the development of improvements in a number of areas affecting NCCTF. Action was subsequently taken to expedite the transfers of potential DUI/IPP candidates from the reception centers to NCCTF. Further, the detailed, multiple level screening, inmate orientation to determine which inmates wish to apply for admission into the DUI/IPP, and written notice to the sentencing judges, are now taking place at NCCTF rather than at the reception centers. Those who are disapproved for placement in the IPP merely remain at NCCTF where they may still participate in the programming, though without the early release aspect of the IPP.

The change reduces the previous burden on reception center staff, but is equally advantageous for NCCTF. That is, DUI/IPP potentially eligible inmates are transferred to NCCTF within 15 days of the inmates' arrival at the reception center. In addition, NCCTF can present the information regarding the DUI/IPP directly to the inmate, which also gives NCCTF an opportunity to dispel any misinformation regarding their program, which often was mistaken for the "Boot Camp" IPP at the Southeastern Correctional Institution. Therefore, inmates are more likely to consent to participate.

In addition, changes were made per policy on NCCTF Admissions which ensures that OMVI/DUI offenders who are initially ineligible for transfer to NCCTF and placement in

the DUI/IPP solely due to their security level or length of sentence, will be transferred to NCCTF as soon as they earn reduction to Level One (Minimum) Security, and have two years or less left to serve on their sentence. In that way, all such offenders will have the opportunity to participate in the programming, either through the Intensive Prison Program or the Intensive Outpatient Program.

As for the remaining NCCTF population who are non-DUI offenders, with the current method used by ODRC, NCCTF can be assured that every inmate transferred to NCCTF has acknowledged having substance abuse problems. Further, those transferred to NCCTF are also serving a sentence of two years or less, and have been classified at the reception center as Level One (Minimum) Security. Whether the ODRC uses self-admission of substance abuse or some other substance abuse related criteria, such as current or prior drug/alcohol felony conviction, that issue currently appears to be within ODRC discretion.

In 1992, following a conference on drug treatment in prisons which was sponsored by the Ohio Department of Alcohol and Drug Addiction Services, a team of ODRC, CIIC, DYS and ODADAS participants prepared an Ohio application for federal discretionary funds which would have created an ODRC facility specializing in the treatment of drug offenders. Although the proposal did not receive federal funding, NCCTF provides a facility that is very close to the original concept, except that the proposed facility would have received inmates convicted of drug offenses.

For the non-DUI offender at NCCTF, some have complained of being assigned to NCCTF due to its distance from their family, and have complained that they have no drug or alcohol convictions. Some believe that if the non-DUI offenders selected for placement at NCCTF were initially based on those currently admitted to prison for drug convictions, inmates and their families may view the treatment aspects as outweighing the burden of distance from home.

If the DUI/IPP statutory provisions were amended to allow those admitted to prison due to drug convictions to also be eligible for IPP participation, using the same additional exclusionary criteria used for the DUI offenders, there would likely be no difficulty in greatly expanding the number of IPP participants at NCCTF. As referenced above, the ODRC could choose now to select NCCTF placements from among those entering prison due to drug convictions. The program itself is already designed to deal with drug and alcohol addiction. Placement of documented drug and alcohol offenders in such program, whether for the IPP or non-IPP, would seem to make good sense.

Seriously Mentally Ill Inmates:

As noted elsewhere in this report, in February of 2004, there were reportedly 90 inmates at NCCTF on the mental health caseload, including 18 C1 and the remainder equally split between C2 and C3. Per the DRC Mental Health Classification System, those classified as C1 are on the psychiatric caseload and meet criteria for Serious Mental Illness designation which is defined as: A substantial disorder of thought or mood which

significantly impairs judgment, behavior, 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. Per the DRC Classification Code, Serious Mental Illness requires a mental health diagnosis, prognosis and treatment, as appropriate, by mental health staff.

Per an inquiry to the ODRC Office of Correctional Health Care, it was relayed that inmates with serious mental illness, classified as C1, are assigned to any institution except Dayton Correctional Institution, Montgomery Education/Pre-Release Center, and Ohio State Penitentiary. NCCTF subcontracts for both medical and mental health services. If mental health needs of an inmate are beyond the resources available at a particular prison, the inmate can be transferred to a prison in its "cluster" that has the needed mental health resources. Still, if an inmate has been diagnosed in reception as having a serious mental illness, meeting the above definition and classified as C1, it would seem that the most appropriate institutional placement would be one of the prisons in each cluster which provides the level of mental health staff and resources likely to be needed during the inmate's incarceration.

Training:

Staff relayed that NCCTF has the same training schedules as ODRC, but the training is provided at NCCTF. Exempt ODRC staff provide staff training at NCCTF. Pre-approval is obtained from ODRC.

Budget:

Based on staff discussions and observations, NCCTF staff are highly motivated to use all available staff for programs to accomplish their objectives, including the provision of meaningful programs to address the rehabilitative and re-entry needs of the population at the lowest possible cost. Staff relayed that NCCTF is required to operate the facility at a cost that is five percent less than a comparable ODRC facility. At the time of the inspection, it was reported that they were operating at 11 percent less than a comparable ODRC facility. According to staff, they begin with a zero budget, and must justify every expenditure. It was noted that each Department knows how much they can spend. According to NCCTF staff, privatization is business conscious, but also mindful of quality.

A review was made of the FY 2004 Annual Costs per Inmate and Daily Costs per Inmate at each Ohio prison, based on population and budget figures reported on the web. Comparison costs were excluded for the Correctional Medical Center and Oakwood Correctional Facility due to their special medical or mental health mission. The 31 remaining institutions have an average annual cost per inmate of \$22,934, and an average daily cost of \$62.74. Further, their annual and daily cost per inmate ranges from the low of \$12,253 per inmate per year or \$33.57 per inmate per day at the Lima Correctional Institution, to a high of \$57,593 per inmate per year or \$157.79 per inmate per day at the Ohio State Penitentiary.

Lake Erie Correctional Institution, the other Ohio prison that is privately operated by Management and Training Corporation, has the third lowest cost of all institutions, with only Lima and Richland Correctional Institutions having a lower annual and daily cost per inmate. Lake Erie Correctional Institution, a Level Two (formerly Medium Security) prison, has an annual cost per inmate of \$15,429 and daily cost of \$42.27 per day per inmate, compared to NCCTF, a Level One (formerly Minimum Security) prison, which costs \$23,754 per inmate per year, and \$65.08 per inmate per day.

Comparable facilities to NCCTF might include the Montgomery Education and Pre-Release Center, which has an annual cost per inmate of \$32,377.02, and a daily cost per inmate of \$88.70, and the Dayton Correctional Institution, which has an annual cost per inmate of \$30,070.48 and daily cost per inmate of \$82.38. As noted above, the NCCTF cost per inmate per year is \$23,754, and \$65.08 per inmate per day, significantly less than either of the two above referenced facilities. Again, if CMC and OCF are excluded, the Montgomery Education and Pre-Release Center has the third highest daily and annual cost per inmate, exceeded only by SOCF and OSP. The Dayton Correctional Institution's daily and annual cost per inmate is slightly less than the cost of the Montgomery Education and Pre-Release Center and the Toledo Correctional Institution.

Inmate Grievance Procedure:

As noted in the initial discussion with staff on arrival, the ODRC inmate grievance procedure is the same used by inmates at NCCTF. They use the same Informal Complaint Resolution Form (ICR) for the first step of the grievance. If unsatisfied with the ICR response, they may file a grievance with the Inspector for investigation and decision, and may appeal the Inspector's decision to the ODRC Chief Inspector.

Statistics from the Inspector's Monthly Reports were reviewed from October 2003 through January 2004. According to the reports, the inmate population during the period ranged from 518 to 538. The population in October was 54.5% White, and 45.5% Black.

In the entire four-month period, only six grievances were filed. No grievances were filed in the month of January. In the four-month period, there were two grievances regarding Health Care, and one grievance regarding each of the following categories: Laundry/Quartermaster, Records, Inmate Account and Personal Property.

Per the Inspector's data, of the six grievances filed, two were resolved and four were unresolved. According to the Inspector's monthly report form, "Resolved" means that the problem was corrected, that the problem was noted and correction is pending, or that the problem was noted and a report or recommendation was submitted to the Warden. "Not Resolved" means that it is contrary to the ORC, AR, or DRC or institutional policy, that staff action was a valid exercise of discretion, that there was insufficient evidence to support the claim, that the claim was false, failure to use the informal complaint procedure, not within the scope of the grievance procedure, or not within the time limits.

During the inspection, one inmate relayed that he kited the Record Office to seek help with a problem pertaining to DNA testing, received no response, and then sent an Informal Complaint to the Unit Manager. Reportedly, after 14 days, he received the Informal Complaint Response, which reportedly did not address the concern. He filled out a Grievance form, and submitted it to the Inspector, who reportedly rejected it due to being over 14 days from the date of his copy of the unanswered kite. Another inmate relayed that while Informal Complaint Forms are available in the housing units, Grievance Forms are only available through the Inspector. He relayed that it took six days to get the form from the Inspector, who reportedly rejected his grievance due to not being within the time limits.

According to the monthly reports for the four-month period from October 2003 through January 2004, none of the "Not Resolved" grievances were rejected due to not being within the time limits. Still, in light of inmate comments on site, including those referenced above, plus the extremely low number of grievances filed, it is suggested that a careful review be made to identify areas which may need to be improved to remove frustrations to good faith efforts to seek assistance with a problem through use of the grievance procedure.

In follow-up communication from the Warden, it was relayed that a review was made of the complaint by one inmate that he was denied access to a grievance review because of timelines. It was reported that his grievance on DNA was reviewed, that an answer was given through the grievance process, that he subsequently filed an appeal, and the facility's response was affirmed. A complete review of his file reportedly shows that all of his complaints have been processed according to Administrative Rule 5120-9-31. The Warden further relayed that the low number of grievances at NCCTF could be a positive reflection of operations and effectiveness of the informal complaint resolution process. Based on their review, the Warden noted their belief that the process is working well.