



A Joint Committee of the Ohio General Assembly

LEBANON CORRECTIONAL INSTITUTION INSPECTION REPORT

OCTOBER 2020

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**REPORT ON THE INSPECTION & EVALUATION OF
LEBANON CORRECTIONAL INSTITUTION**

Date of Inspection:	October 6, 2020
Type of Inspection:	Announced
CIIC Staff Present:	Travis Ricketts, Deputy Director, Remotely Rachel Helbing, Sr. Analyst, Report Coordinator, Remotely Jeffrey Noble, Senior Analyst, In-Person Elijah Woodberry, Research Analyst, Remotely
Facility Staff Present:	Warden Chae Harris CIIC spoke with many additional staff throughout the course of the inspection.

Institution Overview

Lebanon Correctional Institution (LECI) is a close security male prison, housing level 3 (close) security offenders. The institution also has a camp that houses level 1 (minimum) security offenders. The facility opened in 1960 and is located on 1,900 acres in Lebanon, Ohio. In fiscal year 2020, LECI was allocated a budget of \$50,973,944.

The rated capacity for LECI is 2,650 offenders. As of October 6, 2020, the institution housed 2270 offenders.¹ (85.7% of capacity). Demographically, 55.2% of the offenders are classified as black, 42.3% as white and 2.5% as “other” race. The average offender age was 33 years, with the range from 18 through 71 years of age. As of October 1, 2020, LECI had 466 staff, including 293 officers.

The institution scored 100% compliance on the most recent American Correctional Association (May 1-3, 2017) accreditation audit for 55 applicable, mandatory standards, and 99.5% on 427 applicable, non-mandatory standards. The non-mandatory standards found not in compliance were related to the amount of unencumbered space in restrictive housing and general population cells. In its most recent full internal management audit, conducted January 28-29, 2020, LECI was 100% compliant on mandatory standards and 98.8% compliant on non-mandatory standards. The ACA non-mandatory standards found in non-compliance were related to unencumbered space in restrictive and general housing cells, unencumbered space in outside recreation areas, and count procedures. On Ohio Standards, the facility was 92.5% compliant on the applicable standards. The areas found in non-compliance were for operation meeting processes, and offender medical care.

FACILITY RATINGS

Ratings are a four point scale based on the balance of the indicator ratings for that area. A rating of “Exceptional” for an indicator means that there is no room for improvement and, generally, that the facility performs above other prisons. A rating of “Good” for an indicator means that the prison more than meets the standard, but is not significantly better than other prisons or there is still room for improvement. A rating of “Acceptable” for an indicator means that the prison just meets the standard or meets the standard with minor exceptions. A rating of “In Need of Improvement” for an indicator means that the prison does not meet standards, is significantly different from other prisons in a negative manner, or that CIIC staff had serious concerns.

	2017	2020
SAFETY & SECURITY	ACCEPTABLE	ACCEPTABLE
<i>Violence Outcome Measures</i>	<i>In Need of Improvement</i>	<i>In Need of Improvement</i>
<i>Use of Force</i>	<i>Good</i>	<i>Good</i>
<i>Control of Illegal Substances</i>	<i>Good</i>	<i>In Need of Improvement</i>
<i>Offender Perception of Safety</i>	<i>Acceptable</i>	<i>Good</i>
<i>Unit Security Management</i>	<i>In Need of Improvement</i>	<i>Good</i>
<i>Institutional Security Management</i>	<i>Good</i>	<i>Acceptable</i>
<i>Prison Rape Elimination Act</i>	<i>Good</i>	<i>Good</i>
HEALTH & WELLBEING	GOOD	GOOD
<i>Unit Conditions</i>	<i>Acceptable</i>	<i>Good</i>
<i>Medical Services</i>	<i>Good</i>	<i>Acceptable</i>
<i>Mental Health Services</i>	<i>Exceptional</i>	<i>Good</i>
<i>Recovery Services</i>	<i>Exceptional</i>	<i>Good</i>
<i>Food Services</i>	<i>Acceptable</i>	<i>Acceptable</i>
<i>Recreation</i>	<i>Acceptable</i>	<i>Good</i>
FAIR TREATMENT	ACCEPTABLE	ACCEPTABLE
<i>Staff/Offender Interactions</i>	<i>In Need of Improvement</i>	<i>Good</i>
<i>Inmate Grievance Procedure</i>	<i>Good</i>	<i>Acceptable</i>
<i>Transitional Programming Unit</i>	<i>Good</i>	-
<i>Limited Privilege Housing</i>	<i>Acceptable</i>	-
<i>Offender Discipline</i>	-	<i>Acceptable</i>
REHABILITATION & REENTRY	ACCEPTABLE	GOOD
<i>Reentry Planning</i>	<i>Acceptable</i>	<i>Good</i>
<i>Rehabilitative Programming</i>	<i>Acceptable</i>	<i>Good</i>
<i>Family Engagement & Community Connections</i>	<i>Good</i>	<i>Acceptable</i>
<i>Academic Programming</i>	<i>Good</i>	<i>Good</i>
<i>Library Services</i>	<i>Acceptable</i>	<i>Acceptable</i>
<i>Vocational & Work Skill Development</i>	<i>Acceptable</i>	<i>Acceptable</i>
<i>Ohio Penal Industries</i>	<i>Good</i>	<i>Good</i>
FISCAL ACCOUNTABILITY	GOOD	ACCEPTABLE
<i>Fiscal Wellness</i>	<i>Good</i>	<i>Good</i>
<i>Environmental Sustainability</i>	<i>Exceptional</i>	<i>Good</i>
<i>Staff Management</i>	<i>Good</i>	<i>In Need of Improvement</i>

INSPECTION OVERVIEW

Preparation for the inspection of Lebanon Correctional Institution took place in the week prior to site visitation. The most recent inspection of the facility, completed in 2017, was reviewed to identify areas of previous concern or praise. The CIIC database of concerns received from offenders, constituents, and staff was analyzed for topics of frequent concern.

Facility staff were notified of the inspection during the week prior to visitation. At this time, an email was sent to administrative staff outlining the documentation and data that would be requested over the course of the inspection, as well as a description of the modified inspection process:

“With the goal of reduced impact on facility operations, the in-person inspection process was adapted to be completed by a single CIIC staff member within a half day. CIIC recognizes that DRC facilities have staff in cohorts for portions of the prisons to reduce the potential for cross-contamination. The in-person inspector works with facility staff to identify the appropriate cohort that will allow for the fulfillment of observational requirements. Additional interviews will be conducted via phone call with one of three CIIC remote inspectors.”

The day of inspection, Tuesday, October 6, 2020, consisted of a tour of two cell blocks, the transitional programming unit, food service, mental health services, medical services, education, library, and the OPI vocational areas. Each remote inspector completed telephone interviews with staff in various positions. Facility staff were welcoming to the CIIC inspector, and their adaptability to the hybridized inspection process was greatly appreciated.

An initial inspection report draft was provided to Warden Harris and his staff on December 28, 2020 as an opportunity to review and notify CIIC staff of any discrepancies. A teleconference meeting between CIIC and facility staff was held on January 4, 2021 to finalize the inspection report draft.

SAFETY & SECURITY: ACCEPTABLE

Expectation: Prisons will provide a safe and secure environment for all offenders.

SAFETY & SECURITY	2017 ACCEPTABLE	2020 ACCEPTABLE
<i>Violence Outcome Measures</i>	<i>In Need of Improvement</i>	<i>In Need of Improvement</i>
<i>Use of Force</i>	<i>Good</i>	<i>Good</i>
<i>Control of Illegal Substances</i>	<i>Good</i>	<i>In Need of Improvement</i>
<i>Offender Perception of Safety</i>	<i>Acceptable</i>	<i>Good</i>
<i>Unit Security Management</i>	<i>In Need of Improvement</i>	<i>Good</i>
<i>Institutional Security Management</i>	<i>Good</i>	<i>Acceptable</i>
<i>Prison Rape Elimination Act</i>	<i>Good</i>	<i>Good</i>

KEY FINDINGS

Offender assaults on staff and other offenders have increased since the prior inspection.

LECI had the highest number of assaults when compared to all ODRC security level 3 and 4 facilities.

Rules Infraction Board convictions for violent offenses have increased since the prior inspection.

Positive drug screening results are higher at LECI, compared to other ODRC security level 3 and 4 facilities.

Use of force incidents have decreased in number since the prior inspection.

PREA-related incidents have decreased since the prior inspection.

Offender survey respondents reported significantly lower rates of abuse than the previous inspection.

VIOLENCE OUTCOME MEASURES: IN NEED OF IMPROVEMENT

Evaluation of violence focuses on the number and rate of disciplinary convictions for assaults, fights, the number of homicides, and disturbances at the institution during a year in comparison to the previous year; the comparator prison rate; and the DRC average.

Assaults



	2017	%	2018	%	2019
Inmate on Inmate	301	+1.3	305	+15.1	351
Significant I/I	22	0.0	22	-45.5	12
Inmate on Staff	44	-15.9	37	+105.4	76
Significant I/S	5	+80.0	9	-55.6	4

Significant incidents are defined by the American Correctional Association (ACA) as "An altercation which results in serious injury requiring urgent and immediate medical attention and restricts usual activities."

The rate of offender disciplinary convictions for violent offenses increased by 9.8% during CY 2018 in comparison to CY 2017 and increased 17.6% from 2018 to 2019. The facility has restricted and modified offender movement to reduce potential for violent incidents. Camera access has also been increased for staff to monitor offender activity. The facility has modified the recreation schedule, meal feeding process, and unit dayroom schedule to reduce inmate density levels during these activities. The institution has also been closely monitoring STG activity and unit assignments to reduce pre-cursors to violence. The institution has also made physical security modifications to reduce violence related issues.

Comparator Facility Rates

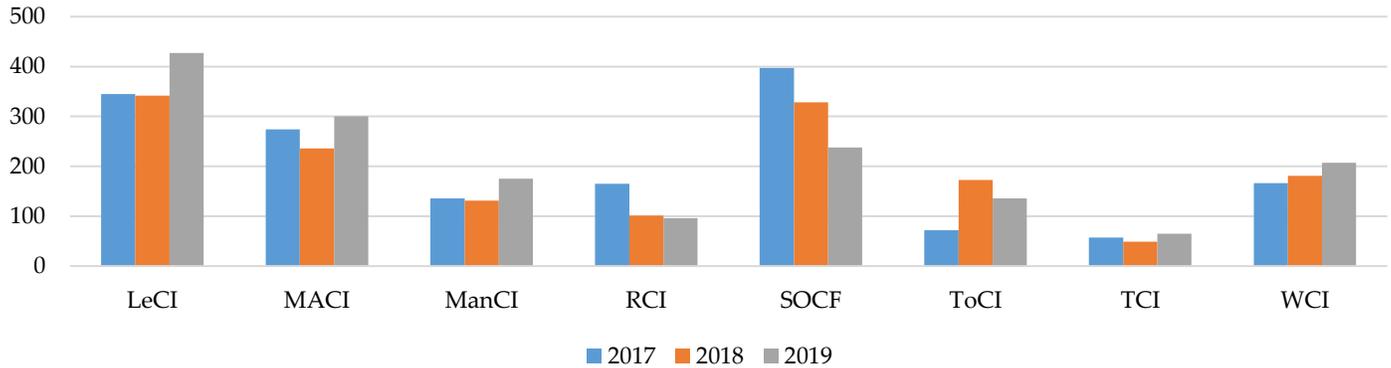
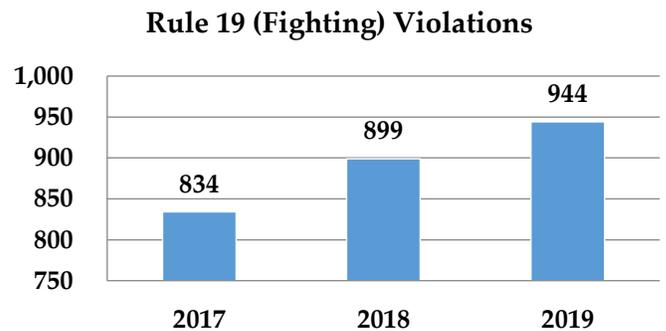


Figure 1: The total combined "inmate on inmate" and "staff on inmate" assaults are graphed above for data collected from 2017-2019 for all DRC level 3/4 institutions.

Fights

Fights² are documented via RIB convictions for rule 19 (fight) violations. There were 834 offenses in 2017, 899 offenses in 2018, and 944 offenses in 2019 convicted of a fight violation at Lebanon Correctional Institution.



Homicides

There was one homicide during the period evaluated (2017 to date).

Disturbances³

There have been no disturbances at Lebanon since the last inspection in 2017.

USE OF FORCE: GOOD

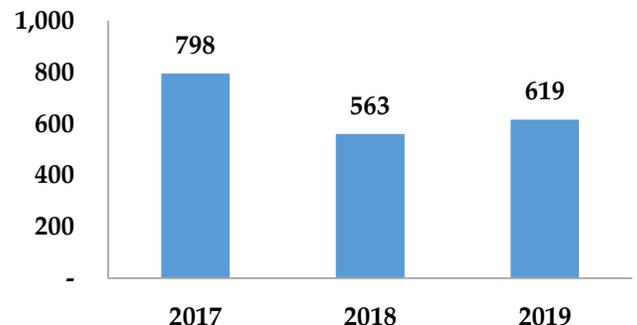
Evaluation of use of force focuses on the number of uses of force at the institution as well as an evaluation of a random sample of 15 completed use of force reports.

Incident Caseload

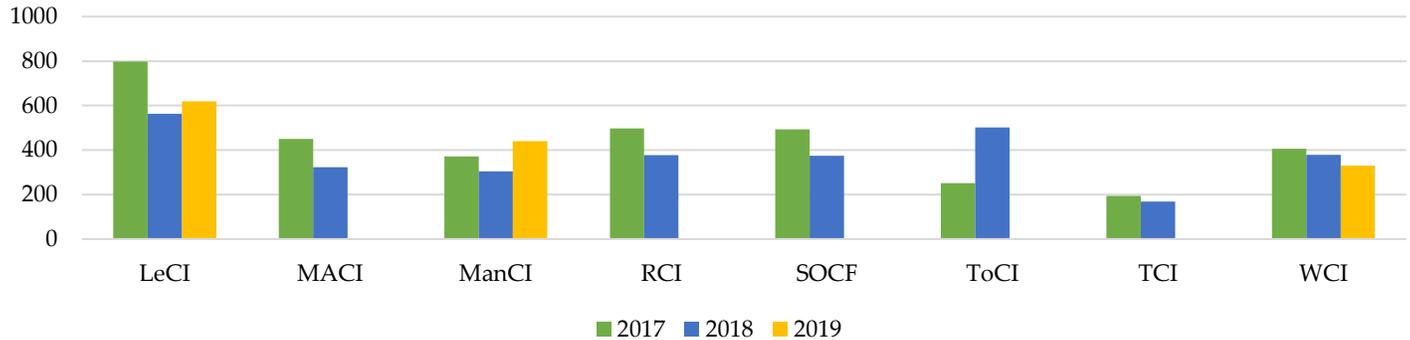
During CY 2017, the facility reported 798 use of force incidents. From CY 2017 (798) to CY2018 (563), the facility decreased use of force incidents by 29.4%.

LECI UoF	2017	%	2018	%	2019
	798	-29.4	563	+9.9	619

LECI UoF



DRC Level 3 UoF Rates



Procedural Accountability

Video documentation was reviewed on 4/15 incidents reviewed. Videos were available for all incidents during the review. Staff appropriately referred use of force incidents to the use of force committee if deemed necessary, per policy. One offender provided no statements or refused a use of force statement. Offenders were all seen by medical within an hour following the use of force incident. Four use of force

incident recordings were watched through completion and no issues were note. The use of force incidents were documented appropriately and thoroughly.

Application of Force

Officer responses to incidents generally appeared appropriate. There were very few injuries, all of which were minor and consistent with the level of force.

CONTROL OF ILLEGAL SUBSTANCES: IN NEED OF IMPROVEMENT

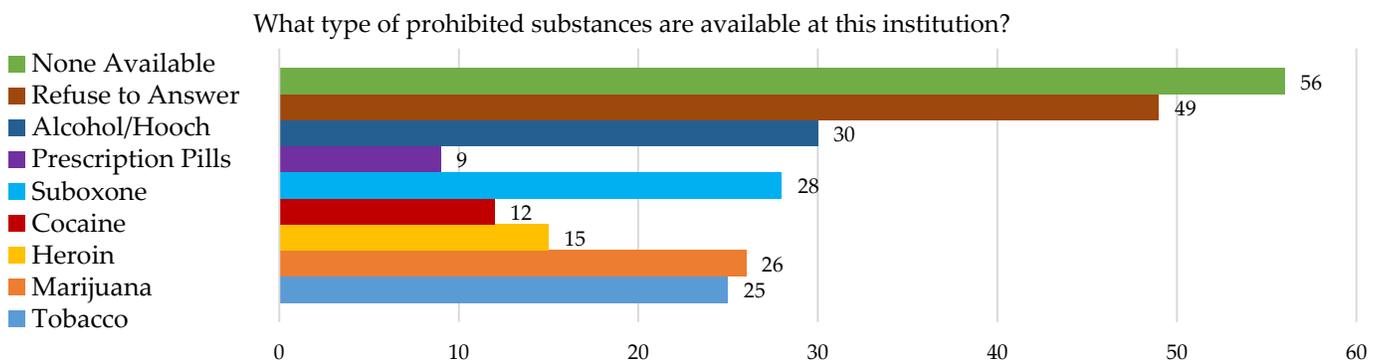
Evaluation of control of illegal substances focuses on the percentage of offenders who tested positive for an illegal substance at the institution during a year in comparison to the previous year, the comparator prison rate, and the DRC average.

Random Drug Testing	2017		2018		2019	
	# Tested	% Positive	# Tested	% Positive	# Tested	% Positive
Lebanon	1246	7.3%	1462	7.8%	1570	11.3%
Madison	1547	6.9%	1448	7.7%	1692	8.5%
Mansfield	1899	8.2%	1847	7.2%	1891	7.3%
Ross	1341	14.5%	1342	16.2%	1231	9.9%
Southern Ohio	975	3.2%	1089	1.7%	1014	2.9%
Toledo	502	4.2%	633	2.4%	662	.6%
Trumbull	1085	1.2%	1032	1.0%	1015	2.1%
Warren	918	1.2%	949	1.8%	1050	8.1%
Level 3/4 Average		6.6%		6.5%		7.1%
DRC Average		5%		5.4%		5.4%
Program Drug Testing						
Lebanon	398	7.5%	555	4.5%	634	4.4%
For Cause Drug Testing						
Lebanon	378	40.2%	146	30.8%	94	44.8%

LECI has made several modifications at the facility to combat drug conveyance issues. The facility has placed security screens on cell windows, increased entrance security, modified visiting room observation posts, made modifications to outside institutional grounds, and expanded conveyance identification methods. To demonstrate their increased interdiction, Lebanon confiscated 632 items in 2017, 489 items in 2018, and 544 items in 2019 relating to drugs and narcotics.

The facility has experienced a serious increase in the conveyance of synthetic cannabinoid (K2, Tune) in recent years. Its use causes severe psychological episodes.

56 of the offender survey respondents indicated that drugs were not available at the institution. In response to CIIC’s survey question pertaining to prohibited substances, the top substances offenders reported as available were alcohol/hooch (30), suboxone (28), and marijuana (26).



2019 Drug Testing Results

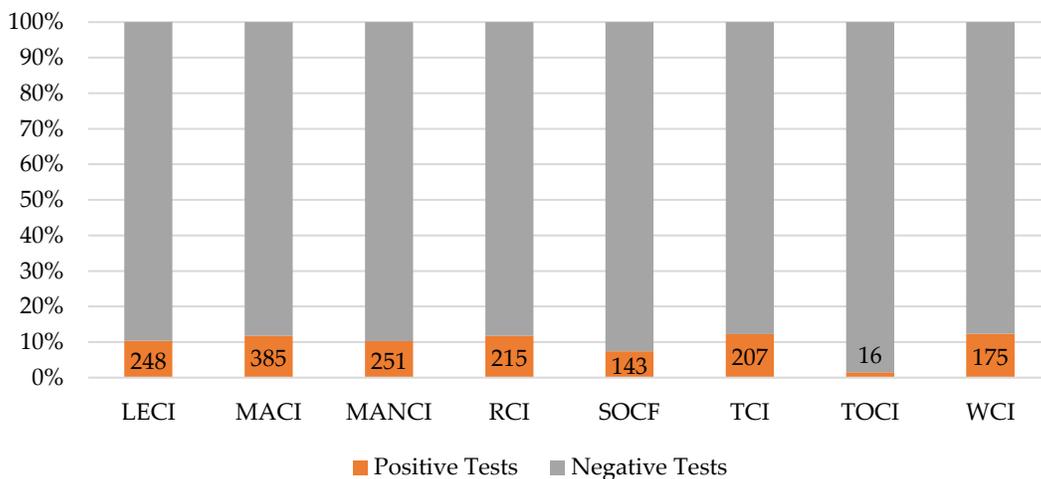


Figure 2: The results from the 2019 state-wide administered facility drug tests is graphed above for all DRC level 3/4 institutions

OFFENDER PERCEPTION OF SAFETY: GOOD

Evaluation of offender perception of safety focuses on survey responses and the number of refusals to lock for personal safety reasons.

Offender Survey Question(s)	Safe or Neutral	Total Number of Respondents	Change from Previous Inspection
<i>Do you feel safe/neutral/unsafe from other inmates here?</i>	88.4%	N=138	+8.9%

The institution had 29 offenders in the Transitional Programming Unit for refusal to lock, and two were requesting protective custody.

UNIT SECURITY MANAGEMENT: GOOD

Evaluation of unit security management focuses on policy compliance for officer rounds, documented shakedowns, cell/bunk security, and security classification/privilege level reviews.

Officer Rounds

Officers were consistent in documenting security rounds in the requisite 30 minute, staggered intervals. A review of these rounds was made during inspection.

Cell/Bunk Searches (Shakedowns)

Housing unit officers are required to search offenders' bunks/cells for contraband, including illegal drugs and weapons. Officers were consistent for the documentation of required shakedowns, which has become more complex during COVID-19.

Cell⁴/Bunk⁵ Security Check

Cell security was very good; offenders' property was within departmental limits and visibility into individual cells was enforced appropriately.

Security Classification

Unit staff are required to conduct reviews of offenders' security classification to ensure proper institutional placement. There were no overdue security classification reviews unaccounted for on the day of the inspection. Institutional security transfers were delayed due to COVID-19 restrictions on movement.

INSTITUTIONAL SECURITY MANAGEMENT: ACCEPTABLE

Evaluation of security management focuses on: executive staff rounds, critical incident management, STG management, and escapes.

Executive Staff Rounds

Executive staff members⁶ are consistent in making the required rounds in housing units based on a review of employee sign-in logs prior to March 2020. Executive staff rounds were moved to virtual rounds since March, in an effort to limit cross-contamination between units.

Violent Incident Management

50.0% of officer survey respondents agreed to some extent that they are adequately informed when they come on shift.

STG Management

Institution	2017			2018			2019		
	# of STG Offenders	% of Gen. Pop.	Rule 17 Violations	# of STG Offenders	% of Gen. Pop.	Rule 17 Violations	# of STG Offenders	% of Gen. Pop.	Rule 17 Violations
Lebanon	1047	43%	160	1072	45%	199	958	46%	205
Madison	483	20%	100	492	21%	105	512	22%	112
Mansfield	777	30%	211	905	34%	232	854	34%	335
Ross	865	41%	147	853	46%	176	900	49%	14
Southern Ohio	746	59%	291	833	63%	300	854	65%	316
Trumbull	370	26%	76	356	25%	125	409	27%	155
Toledo	348	60%	169	484	58%	189	519	60%	175
Warren	501	40.4%	105	567	42%	126	576	43%	146

As of October 2020, there were 909 STG-affiliated offenders, which was 32% of the institutional population. The percentage of STG-affiliated offenders was lower in comparison to the percentage on the 2017 inspection, which was 40.1%. Of the 909 offenders, 668 were considered passive STG members, 135 were active participants, and 105 were deemed disruptive.

The rate of rule 17 (unauthorized group activity) convictions⁷ increased 3.5% since the last inspection in 2017. The rule 17 convictions were 169 in 2017, 189 in 2018, and 175 in 2019.

PRISON RAPE ELIMINATION ACT (PREA): GOOD

Evaluation of the institution's compliance with the Prison Rape Elimination Act (PREA) focuses on a review of the most recent PREA audit, education and awareness of reporting, the number of reported sexual assaults, and offender responses.

PREA Management

The January 2020 Internal Management Audit found no Ohio PREA related standards in non-compliance. The facility met 43 standards on its April 2020 PREA audit report.⁸ There were no concerns noted by the auditors.

PREA notification alarms were tested throughout the facility. All staff completed PREA training with the exception of those on extended leave.

A review of STG committee meetings for the past six months indicated meetings are being held and included the required staff. There were no overdue security threat group classification reviews, which are done at the monthly STG meetings. The offender respondents who identified gang activity as an occurrence indicated that assaults, drug trade, theft, and extortion were the most common activities.

Escapes

There have been no escapes or attempted escapes from 2017 to date.

Offender Education and Awareness

PREA posters, with information for offenders on reporting of sexual assaults, were posted in all housing units. PREA awareness education is provided to the offender population upon arrival at the institution and at offender orientation sessions within a week of arrival at the institution

Investigations/Allegations

Staff reported there were 17 PREA cases in CY 2019, of which four were allegations against staff members and 13 were allegations against another offender.

	2017	2018	2019
Total Alleged Incidents	28	24	17
Outcomes	3 Substantiated	3 Substantiated	0 Substantiated
	18 Unsubstantiated	18 Unsubstantiated	8 Unsubstantiated
	7 Unfounded	3 Unfounded	8 Unfounded
			1 Pending

Offender Survey Question(s)	Yes	Total Number of Respondents	Change from Previous Inspection
<i>Have you been harassed or threatened by other inmates here?</i>	25.2%	N=139	-7.0%
<i>Have you ever been abused by inmates here?</i>	11.3%	N=141	-6.5%
<i>Have you been harassed or threatened by staff here?</i>	57.9%	N=140	-19.5%
<i>Have you ever been abused by staff here?</i>	19.3%	N=140	-23.9%
<i>Do you know how to report sexual harassment or abuse?</i>	78.4%	N=139	+2.7%

The most frequently reported type of harassment from offenders as well as from staff was “Insulting remarks”.

HEALTH & WELLBEING: GOOD

Expectation: Prisons will provide sanitary conditions and access to adequate healthcare and wellness programming.

HEALTH & WELLBEING	2017 GOOD	2020 GOOD
<i>Unit Conditions</i>	<i>Acceptable</i>	<i>Good</i>
<i>Medical Services</i>	<i>Good</i>	<i>Acceptable</i>
<i>Mental Health Services</i>	<i>Exceptional</i>	<i>Good</i>
<i>Recovery Services</i>	<i>Exceptional</i>	<i>Good</i>
<i>Food Services</i>	<i>Acceptable</i>	<i>Acceptable</i>
<i>Recreation</i>	<i>Acceptable</i>	<i>Good</i>

KEY FINDINGS

- There were ten vacant medical positions, reflected in the nurse focus group as a challenge.
- There were three vacant mental health positions at the time of inspection.
- Food service staffing levels were below the amount allotted by contract.
- Survey respondents reported increased satisfaction with medical and mental health care.
- Recreation activities were increased during COVID-19 restrictions to decrease idleness.

UNIT CONDITIONS: GOOD

Evaluation of unit conditions consists of direct observation of unit conditions on the main compound and the camp.

Main Compound

Two housing cellblocks were toured during the visit. The cellblocks’ common areas were extremely clean. 74.6% of the 138 survey respondents reported that their housing unit is clean on most days. The cells were adequate, with some in need of painting. The showers were in good condition and clean. The officers assigned were knowledgeable and professional at the time of the visit.

Some maintenance issues were relayed by officers on the main compound, and they stated that maintenance requests are fulfilled in a timely manner when they do occur. All the drinking fountains, ice machines,

phones, and laundry facilities were inspected and found to be operational. Cleaning materials matched the inventory and were appropriately secured. Cleaning chemical access was increased during the Coronavirus pandemic.

Camp

The minimum-security camp consisted of two dormitory units (Camp East/Camp North). These units were not toured during the visit.

MEDICAL SERVICES: ACCEPTABLE

Evaluation of medical services is comprised of a nurse focus group, a conversation with the Health Care Administrator, and a tour of the medical facilities.

Facilities

The medical facilities were observed to be in good condition. The facility appears to have sufficient space for staff to conduct clinical duties. The facility was noted to be very clean and organized. The sanitation practices observed were good and had increased during the Coronavirus pandemic. The officer assigned was very knowledgeable and experienced as to the cleaning, sick call, and emergency response processes. The nurse’s station, pill call area, examination rooms, infirmary, pharmacy, records, dental lab and offices were toured on this visit. The medical pill room was clean, organized, and secured. Sharp containers were available and stored in a secured area.

Staffing

The facility appears to have a high number of vacancies within medical services. The nurse focus group also frequently cited staffing levels as a concern. The facility had one healthcare administrator, one assistant healthcare administrator,

one quality improvement coordinator, 1.5 nurse practitioners, six licensed practical nurses, 16 registered nurses, and one part-time advanced license practitioner/doctor. Additional staff in medical consists of three health information technicians, a part-time phlebotomist, two part-time optometrists, and a part-time diet tech. Dental staff consists of 1.5 dentists and one hygienist. There were ten vacancies at the time of the inspection for six RN’s, an LPN, an ALP/MD, a DDS, and a hygienist.

Quality

An internal management audit was conducted January 2020 and found six Ohio standards related to medical services in need of improvement. The Health Care Administrator (HCA) relayed that they participate in quarterly interdisciplinary meetings, which is in compliance with DRC policy. The HCA relayed that patient satisfaction meetings occur quarterly, which is in compliance with DRC policy. There have been no offender deaths since the last inspection.

Sick Call & Chronic Care

Number of Offenders seen in Last Six Months

<i>Nurse Sick Call</i>	4,625	<i>Doctor Sick Call</i>	1,216
<i>Chronic Care Caseload</i>	1,049	<i>CC Appointments</i>	1,295

Offender Survey Question(s)	Satisfied or Neutral	Total Number of Respondents	Change from Previous Inspection
<i>How satisfied are you with the quality of the care you get from the nurses?</i>	78.9%	N=128	+5.2%
<i>How satisfied are you with the quality of the care you get from the Doctor/ALP?</i>	76.4%	N=123	+12.6%
Within 2 days			
<i>On average, when do you see the nurse after filing a health service request (sick call slip)?</i>	50.8%	N=124	+1.0%
Yes			
<i>If you are on the chronic care caseload, do you see medical regularly?</i>	58.5%	N=65	+13.7%

MENTAL HEALTH SERVICES: GOOD

Evaluation of mental health services focuses on cleanliness of facilities, staffing, access to mental health staff, programming, and critical incident data in addition to quality of services.

Caseload

Total	353	C1 / Seriously Mentally Ill (SMI)	150
Offenders on Medication	235	On Mandated Medications	3

Facilities

The mental health facilities were observed to be clean and orderly. A tour of the complete facility was completed. Staff relayed space is not an issue. The crisis cells were noted to be in good condition.

Access to Mental Health⁹

525 kites have been processed in the last six months and are responded to within seven days. There have been 23 mental health referrals in the past six months, which are followed-up within two to four days.

Staffing

Staffing levels included four psychologists, one advanced practice nurse, two registered nurses, two licensed social workers, one independently-licensed social worker, one social worker, one quality improvement coordinator, one health information technician, one professional counselor, one licensed social worker/ licensed professional clinical counselor, and one mental health administrator. There were three vacancies at the time of the inspection for a behavioral health provider, mental health administrator, and social worker.

Programming

LECI offers a good range of mental health programming for offenders. At the time of the inspection, four programs based in evidence and eight additional psycho-educational groups were facilitated by staff. Staff provides programming to offenders in the transitional programming unit to address wellness and coping skills. Multiple programs are interdisciplinary, addressing both mental health and substance abuse issues.

Suicide Attempts / Critical Incidents

At the time of inspection, there had been one completed suicide since 2017¹. Constant watches and observation statuses are frequently used as tools of crisis intervention.

Quality

A full internal management audit was conducted in January 2020. The auditors relayed no concerns related to mental health services.

Offender Survey Question(s)	Satisfied or Neutral	Total Number of Respondents	Change from Previous Inspection
<i>Overall, how satisfied are you with the quality of the care you get from Mental Health?</i>	77.7%	N=94	+7.3%

¹ During the week following inspection, an incident occurred as a suspected suicide. The incident was under investigation at the time of the report’s production.

RECOVERY SERVICES: GOOD

Evaluation of recovery services focuses on cleanliness of facilities, staffing, participation of offenders, and accessibility.

Facilities

The recovery service facilities were noted to be clean and organized. The facility appears to have sufficient space for staff to conduct clinical duties.

Staffing

Staffing levels appear sufficient to provide adequate recovery service programming. There were six counselors and one supervisor. There was one vacancy at the time of inspection. Additionally LECI has six consistent community volunteers (weekly) that facilitate AA/NA programming, when permitted.

Participation and Outreach¹⁰

LECI recovery service department offers programming to include: Treatment Readiness Program, Intensive Outpatient Program, Recovery Maintenance Program and Brief Intervention Program. Additionally, they offer Tobacco Education,

AA/NA, and Continued Care Support Program. The recovery service department does reach out to offenders who are found guilty of Rule 39's¹¹ and has an intervention program. Programming is offered in restrictive housing to those that are on the severe mental health caseload, called 10 & 10. LECI recovery services offers Substance Abuse and Mental Illness (SAMI) programming, which is interdisciplinary.

Recovery Services programming held 252 groups in the first quarter of 2020. LECI reported 142 offenders participated in recovery service programming during that first quarter. There are currently 333 offenders on the waitlist.

Staff relayed multidisciplinary meetings occur quarterly through the QIC (Quality Improvement Committee) process which is within policy.¹²

Offender Survey Question(s)	Yes	Total Number of Respondents	Change from Previous Inspection
<i>Do you feel you are able to get into Recovery Services Programs?</i>	36.8%	N=95	-4.3%

FOOD SERVICES: ACCEPTABLE

Evaluation of food services included eating the offender meal, an observation of the dining hall, food preparation area, the loading dock, interview with the Food Service Manager, and a documentation review for the main compound and the camp.

Dining Hall

LECI has three dining halls. The tables and the floor of the dining halls were clean and clear of debris. The area was rated as good. The serving lines were also clear of food particles.

Meal

The meal sampled by CIIC was rated as good. The portion sizes were sufficient and the quality of the main entrée was good. The meal consisted of chicken and rice, apple, bread, and broccoli.

Kitchen and Food Preparation Area

Cooking equipment appeared clean while in use; stored equipment was clean and orderly. Staff relayed that equipment is sanitized after every use and the preparation area is cleaned on a regular daily and weekly basis. Maintenance concerns at the time of inspection included cooking kettles and an oven that were awaiting completion of work orders. The freezers and coolers were new and operating appropriately. The facility had a large dry and spice storage area, which was clean and organized.

Offender Work Programs

Staff reported there are currently 143 offender food service workers. On the day of the inspection, there were 0 offenders enrolled in the IN-2-WORK program. IN-2-WORK is provided by Aramark and includes both a classroom component and an on-the-job training. The curriculum is tailored to the special needs of offenders, including classroom instruction and “on-the-job” training. The institution had recently graduated 13 offenders from this program.

Food Service Contract Staff

The food service contract staff consisted of 13 employees including one director, three managers, and nine hourly workers. This is five hourly workers less than Aramark is contracted to have at LECI. Retention issues have been presented due to staff conveyance.

Loading Dock / Pest Control

The loading dock was clean and clear of debris. Staff relayed that the exterminator visits the weekly and as needed. In a recent health inspection, roaches were identified under the sink, but has since been addressed and remedied.

Food Service Management and Oversight

A review of the food service kite log¹³ found that most offender kites were regarding menu changes during COVID-19. In their most recent contract evaluation from the DRC in March 2020, LECI received a compliance score of 90.0%. The main area of non-compliance was reporting. In their most recent health department inspection in February 2020, the institution passed with all areas in compliance.

Offender Survey Question(s)	Satisfied or Neutral	Total Number of Respondents	Change from Previous Inspection
<i>How satisfied are you with the food in the chow hall?</i>	15.8%	N=139	+5.7%

RECREATION: GOOD

Evaluation of recreation is based on three factors: facilities, activities, and access.

Facilities

Physical facilities¹⁴ appeared clean and were observed in use during the inspection. LECI has two recreational facilities, one on the main compound and another on the camp. Both provide indoor and outdoor recreation for offenders. The main compound recreation areas were toured and appeared clean and orderly. The department is in the process of renovating the main compound workout room and replacing carpet flooring with rubberized tile and new cardio equipment.

permitted, per policy. Movies are made accessible and are rotated frequently.¹⁵

The recreation department has a music program on the main compound that was accessible seven days a week, but is currently closed due to COVID-19 restrictions. The music room functions as a club for which members pay a yearly fee of \$6. The music club offers a variety of music groups, varying daily. Offenders are also allowed to purchase instruments to have in their cells. This has continued throughout the pandemic.

Activities

Offenders are offered a good variety of activities for recreation, including several organized intramural sports and tournaments. Overall, the recreation department offers a majority of recreation activities

On the camp, there is an offender-led painting class. Recently, an offender requested to lead an art program on the main compound as well, but planning for this has temporarily stopped due to COVID-19. The

recreation department has six offender program assistants.

Access

Recreation is available for one block at a time due to COVID-19 restrictions. Prior to these modifications,

two blocks were allowed to recreate at once. The recreation supervisor noted that at the beginning of the pandemic, the department purchased about \$7,000 of board games, card games and puzzles so that the offenders would have expanded recreational accessibility in their units.

Offender Survey Question(s)	Satisfied or Neutral	Total Number of Respondents	Change from Previous Inspection
<i>How satisfied are you with recreation?</i>	53.9%	N=141	-1.1%

FAIR TREATMENT: ACCEPTABLE

Expectation: Prisons will provide fair and professional treatment of offenders.

FAIR TREATMENT	2017 ACCEPTABLE	2020 ACCEPTABLE
<i>Staff/Offender Interactions</i>	<i>In Need of Improvement</i>	<i>Good</i>
<i>Inmate Grievance Procedure</i>	<i>Good</i>	<i>Acceptable</i>
<i>Transitional Programming Unit</i>	<i>Good</i>	-
<i>Limited Privilege Housing</i>	<i>Acceptable</i>	-
<i>Offender Discipline</i>	-	<i>Acceptable</i>

KEY FINDINGS

Offender positive perception of staff interaction has significantly improved since the prior inspection. Average response times for informal complaints and grievances exceed policy requirements.

STAFF / OFFENDER INTERACTIONS: GOOD

Evaluation of staff/offender interactions is based on analysis of offender survey results.

Offender Survey Question(s)	Yes	Total Number of Respondents	Change from Previous Inspection
<i>On most days, are your housing unit officers professional?</i>	52.9%	N=136	+14.4%
<i>On most days, are your housing unit officers helpful?</i>	51.4%	N=138	+18.8%
<i>Have you been harassed or threatened by staff here?</i>	57.9%	N=140	-19.5%
<i>Have you ever been abused by staff here?</i>	19.3%	N=140	-23.9%

INMATE GRIEVANCE PROCEDURE (IGP): ACCEPTABLE

Evaluation of the inmate grievance procedure¹⁶ includes an interview with the Inspector of Institutional Services, a review of a random sample of informal complaints and grievances, offender survey responses, and data analysis.

Access

The acting inspector stated that office hours are not currently held, due to COVID-19 restrictions. Offenders may request an interview by sending a kite to the Inspector and he will meet with them in their unit. Inspector’s report logs reflected inspector rounds being conducted in a variety of areas, to include housing units, medical, property vault, food service, and the camp. The inspector relayed that one offender was currently on grievance restriction for abuse/misuse of the system.

Informal Complaints

Year	Filed	Closed	Average # of Days to Answer	Untimely
2018	3,005	3,062	35.49	266 (8.9%)
2019	2,935	2,926	15.68	617 (21.0%)

The acting Inspector relayed that he does contact staff and monitor informal complaint responses closely to ensure they are timely. The acting Inspector reported that he has coached some staff members on providing

adequate responses to complaints and taught in-service training on the grievance procedure. A review of ten informal complaint responses for timeliness, investigation, and professionalism was completed. The responses all provided explanations of the investigations or evidence reviewed and were professionally addressed.

Grievances

Year	Filed	Closed	Average # of Days to Answer	Untimely
2018	1,022	995	42.91	183 (17.9%)
2019	1,024	1,061	53.53	477 (43.7%)

The Inspector relayed that the most frequent grievance topics are relating to staff supervision. During COVID-19, there have been increased complaints regarding the law library, education, and food services. There were no offender grievances filed in the past year for staff retaliation that were substantiated.

A review of ten grievance responses for timeliness, investigation, and professionalism was completed.

The responses all provided explanations of the investigations or evidence reviewed and professionally addressed the complaints.

The LECI Inspector indicated that he does attend executive staff meetings, where informal complaint and grievance trends are discussed and plans developed to address them.

Offender Survey Question(s)	Yes	Total Number of Respondents	Change from Previous Inspection
<i>Do you know who the inspector is?</i>	24.5%	N=139	-9.8%
<i>Are you able to get the following: Informal Complaints?</i>	81.2%	N=133	+26.8%
<i>Have you ever felt that staff would not let you use the grievance procedure here?</i>	37.2%	N=137	-25.1%
<i>Do you feel that the following are handled fairly at this institution: Informal Complaints?</i>	14.7%	N=95	+8.6%
<i>Do you feel that the following are handled fairly at this institution: Grievances?</i>	12.9%	N=93	+6.2%

Offender survey respondents who reported that they had not used the grievance procedure noted that the top two reasons were “Staff retaliation”, closely followed by “Grievance procedure does not work”.

OFFENDER DISCIPLINE: ACCEPTABLE

Evaluation of offender discipline¹⁷ includes observation of Rules Infraction Board (RIB) hearings and a review of a random sample of closed RIB cases.

Caseload

The most frequent rule violations referred to RIB in 2019 were rules 19 (fighting) and 39 (possession/consumption), of the Inmate Rules of Conduct. Staff reported there were no issues with backlog.

There were 10,514 conduct reports submitted in 2019, which was a 6.6% increase from 2018, which had 9,861. In 2019, 1,080 conduct reports were for drug or alcohol related offenses and 595 were for fighting or instigation of a fight.

Procedures

The RIB panel followed standard hearing procedures.¹⁸ Panel members reviewed relevant evidence during the hearing. Staff relayed that they review camera footage for conduct reports such as fights and assaults. They additionally will review statements, photographs, or medical exams, when appropriate for the case. Based on review, it appears the level of evidence is good. Review of 39 closed cases found no procedural errors, which indicates that the oversight of RIB from the Warden's level is good. The lieutenant and officer bailiff assigned to the RIB board were extremely organized and efficient in the completion of the cases. The RIB panel did relay that cases are modified about once every six months for various reasons. The RIB chairperson also indicated that they have had very few cases returned from central office for rehearing in the last year.

The introduction of K2/Tone into the facility was the biggest concern and drug related convictions were on the increase. Fights and refusal to follow orders were also noted as concerns.

Due Process

In the 39 closed case reviews, five offenders were on the mental health caseload and were screened by mental health staff prior to the RIB hearing, per policy.

Nine cases requested witnesses in the cases reviewed, and were approved. The inmate rights form was completed for all cases.¹⁹ Confidential information was not used in any of the reviewed cases, but the process for the handling of confidential information was explained by the Rules Infractions Panel.

Sanctions

The progressive discipline process was explained by the Rules Infractions Board Chairperson and the reasons for not following progressive discipline on serious cases was explained. Discipline for first-time offenders appeared appropriate.

TPU Population

According to the TPU roster²⁰, there were 91 offenders assigned to Restrictive Housing in the toured area. LECI had three restrictive housing units. There were 29 offenders charged with violations of Rule 23, "Refusal to accept an assignment or classification action" in TPU. Offenders refuse to lock many times due to threats, debts, concerns for safety, etc. An offender can request protective control, but a risk to their safety must be substantiated.

The units were loud, but organized. The cells in restrictive housing were good and adequately clean. Showers were considered good.

Programming/Activities

Mental Health staff conducts daily rounds and evaluations of offenders. The officers assigned to the TPU were very complimentary of the mental health staff and their working relationship. Medical staff are a consistent presence on the unit and conduct rounds every shift. Medical services made rounds per policy and delivered prescribed medication to each cell.

Restrictive housing offenders receive two hours of recreation per day. The recreation areas were clean during inspection. Offenders also have access to a

bookcase for reading material and may kite the librarian for additional materials. The librarian made rounds in the unit. The chaplain was also consistent in making rounds through the TPU.

Conditions

Overall, the common areas of the TPU were rated good. Each TPU cell has its own sink and toilet. One cell was inoperable and a few sinks were clogged, which had work orders. Offenders reported that cell

temperatures were adequate.²¹ Cells were clean and orderly, with some needing painted.

Critical Incidents

According to staff, uses of force occur daily in TPU. The use of an alternative meal ("food loaf"), which is meant to be nutritional but used for improper behavior related to misuse of eating utensils and trays, was reported as being utilized about three to four times per year. These were utilized due to offenders throwing food and using utensils to jam their locks.

REHABILITATION & REENTRY: GOOD

Expectation: Prisons will provide access to quality programming and purposeful activities that will ultimately aid reentry.

REHABILITATION & REENTRY	2017 ACCEPTABLE	2020 GOOD
<i>Reentry Planning</i>	<i>Acceptable</i>	<i>Good</i>
<i>Rehabilitative Programming</i>	<i>Acceptable</i>	<i>Good</i>
<i>Family Engagement & Community Connections</i>	<i>Good</i>	<i>Acceptable</i>
<i>Academic Programming</i>	<i>Good</i>	<i>Good</i>
<i>Library Services</i>	<i>Acceptable</i>	<i>Acceptable</i>
<i>Vocational & Work Skill Development</i>	<i>Acceptable</i>	<i>Acceptable</i>
<i>Ohio Penal Industries</i>	<i>Good</i>	<i>Good</i>

KEY FINDINGS

The OPI Shop has experienced decreased demand for licensed plates, following Ohio legislation changes. LECI partnered with Cincinnati University to create a unique rehabilitative program: Pathways to Change. Survey respondents appear to have increasing difficulties with telephone use.

REENTRY PLANNING: GOOD

Evaluation of reentry planning²² includes interviews of staff, document review, and survey responses.

Staff Accountability

LECI unit staff consists of ten case managers, five unit managers, twelve sergeants, and a unit management administrator. There were no vacancies at the time of inspection.

Case managers are expected to facilitate reentry approved programming, as well as meaningful activities, and reentry planning. An offender release plan is a checklist identifying if an offender has housing, transportation, community linkage, an ID card and other resources necessary for preparing the offender to be released back into the community.

Reentry Resources

LECI partnered with Cincinnati University to create a Pathways to Change Program, which incorporates reentry and rehabilitative skills into a six-month

program. Staff try to attract offenders with discipline records that are in most need of support. Completion of parts of this program earn the offenders incentive points, that can be used for hygiene kits, legal pads, or larger rewards, such as an additional security review or recommendation letter for job placement at OPI.

Community partners come into LECI to provide resources, when permitted. The Ohio Benefits Bank, Adult Parole Authority, and Ohio Means Jobs are a few examples provided. The facility hosts job fairs at the institution for offenders to attend and gain resources.

Staff attend Reentry Coalition meetings with Butler and Warren counties to gain further resources for offenders returning to those areas.

Offender Survey Question(s)	Yes	Total Number of Respondents	Change from Previous Inspection
<i>Do you know where you can find reentry information?</i>	27.5%	N=138	+7.1%

REHABILITATIVE PROGRAMMING: GOOD

Evaluation of rehabilitative programming is based on a review of unit-based program enrollment and completion, on-site observations, and review of additional purposeful activities.

Unit-Based Programs

LECI currently has four Reentry Approved programs being facilitated by unit staff at the time of this site visit. Reentry Approved programs offered at LECI are: Thinking for a Change, Structured Skills, Victim Awareness, and Anger Control. Decision Points was additionally planned to begin, but was not started due to COVID-19 restrictions. Supplemental programs include: Roots of Success, Money Smart, and Inside Out Dad 1.0. There is one offender group at LECI: Mental Technology. Toast Masters was in the midst of the approval process when COVID-19 restrictions began. Offenders expressed in the recent needs assessment survey that they are interested in offender-led programming and programming for long-term offenders.

Program	Waitlist	Enrollment	2019 Completions
<i>Thinking for a Change</i>	163	0	115
<i>Inside Out Dad (Supplemental)</i>	5	0	6
<i>Victim Awareness</i>	156	0	37
<i>Anger Control</i>	0	0	24

Offender Survey Question(s)	Easy or Neutral	Total Number of Respondents	Change from Previous Inspection
<i>How easy or difficult is it to get into the following activities in this prison? Unit Programs</i>	31.9%	N=119	+8.6%
	Yes		
<i>Have staff talked with you about what programs to take while incarcerated?</i>	28.8%	N=139	+4.0%

FAMILY ENGAGEMENT & COMMUNITY CONNECTIONS: ACCEPTABLE

Evaluation of family engagement and community connections consists of review of family-oriented activities, survey results, and data review.

LECI promotes offender communications with family, friends, and community through mail, email, phones, free envelopes, and graduation of programs. LECI reported 144,476 community service hours for 2019. This is a 4.2% decrease from 2018, but a 2.4% overall increase from 2017. Community service and volunteer services are currently on hold due to COVID-19 restrictions. Staff relayed that activities to enhance community support have been Reentry Coalition meetings, family days, and volunteer partnerships.

Offender Survey Question(s)	Yes	Total Number of Respondents	Change from Previous Inspection
<i>Have you had any problems with mail?</i>	58.5%	N=140	-4.6%
<i>Have you had any problems with telephones?</i>	76.4%	N=140	+10.5%
<i>Have you had any problems with visitation?</i>	46.8%	N=139	+0.7%

ACADEMIC PROGRAMMING: GOOD

Evaluation of the quality of academic programming focuses on data analysis, a document review, direct observation of at least one program, and offender survey responses.

LECI education department consists of one principal, one education specialist, seven academic teachers, four career-tech teachers, and advanced job training in conjunction with Sinclair Community College. There are currently two vacancies in the education department for a GED teacher and Librarian. One teacher is on the camp daily to deliver educational services. The average ratio of students to academic teacher is 20 to 1 and career/tech teachers is 15 to 1.

Education classrooms appeared to be in good condition. LECI education department reported having 11 academic tutors trained to assist other offenders develop better learning skills. LECI education department offers Pre-GED, GED, ABLE, Literacy, Special Education, Title 1, career technical education/career enhancement program, advanced job training, and apprenticeship programs.

Due to COVID-19 restrictions, in-person academic classes have been temporarily suspended but students have still been receiving weekly packets for continued learning and are able to kite their teachers for additional services.

The institution does have a Computer Assisted Instruction and Learning (CAIL) lab equipped with 17 computers on the main compound. The education classroom at the camp is equipped with eight computers.

Reading room hours for the children’s reading room in visiting are not being reported on the Educational Monthly Report per policy²³.

The principal mentioned that the addition of the Adult Diploma, and watching students get their GED and then take college courses with Sinclair Community College is something they are particularly proud of. It was noted that due to their population, many students have lower reading skills and academic comprehension; despite this, students are well-prepared for GED testing.

On-Site Observation

Classes had not been resumed due to coronavirus concerns. The officer assigned to the area was very professional and explained the cohorting process that is planned in the future.

Offender Survey Question(s)	Easy or Neutral	Total Number of Respondents	Change from Previous Inspection
<i>How easy or difficult is it to get into the following activities in this prison? Academic Programming</i>	35.7%	N=126	+4.4%

LIBRARY SERVICES: ACCEPTABLE

Evaluation of library services focuses on observation, document review, and offender survey responses.

Library Facilities

The library appeared organized, clean, and spacious. The staff reported that the library currently has a seating capacity of approximately fifty offenders on

the compound and additional offenders on the camp. There are also mobile libraries in each dorm.

The LECI library on the compound has ten computers: four LexisNexis, four word processors, and two Ohio

Means Jobs reentry computers. The library did reflect secondary educational, ethnic section materials and popular books in Spanish. Both LECI libraries participate in the inter-library loan program.

Library Access

The library schedule reflects evening and weekend hours which is in compliance with DRC policy.²⁴ Each block has two, two- hour sessions each week to use the library facilities and may request additional time using the electronic kite system. Offenders are able to access Lexus Nexus legal resources from 6-8pm daily

through their tablets. The library advisory meeting was held on July 8, 2020 with various staff attendance. The staff reported that rounds are conducted every week to the Transitional Program Unit (TPU). Offenders can also kite the library if items were needed while housed in the TPU.

The assistant librarian reported that recent complaints received have been regarding limited access due to COVID-19 restrictions. There is currently a vacancy for a new librarian.

VOCATIONAL & WORK SKILL DEVELOPMENT: ACCEPTABLE

Evaluation of the quality of vocational and work skill development and programming focuses on data analysis, a document review, and offender survey responses.

Program	Waitlist	Enrollment	2019 Completions
<i>Administrative Professional Support</i>	80	0	12
<i>Baking</i>	139	0	14
<i>Food Service Management</i>	134	0	17
<i>Graphic Communication</i>	107	0	12

Programming

LECI offers four vocational programs: Administrative Professional Support, Baking, Food Service Management and Graphic Communication, with no offenders currently enrolled while COVID-19 restrictions are in place. LECI currently has 15 offenders enrolled in the following Apprenticeship programs: Alteration Tailor, Animal Trainer, Baker, Cook, Electrician, Electronics Technician, HVAC, Janitor, Landscape Management, Maintenance Repairer, Off-Set Press Operator, Painter, Plumber, Quality Control Inspector, Stationary Engineer, and Water Treatment Plant Operator. Additionally, Sinclair Community College offers advanced job training at the institution.

Offender Survey Question(s)	Easy or Neutral	Total Number of Respondents	Change from Previous Inspection
<i>How easy or difficult is it to get into the following activities in this prison? Vocational Programming</i>	24.2%	N=124	+1.4%

OHIO PENAL INDUSTRIES: GOOD

Evaluation of OPI includes an interview with the Shop Manager and a review of financial and employment data.

Overview

LECI offers three OPI shops, which are the Tag, Validation and Distribution Shops. The manager indicated that seven out of ten of their bagging machines, for shipping, are not operational. Permission to purchase new bagging machines has been denied causing production to decrease.

OPI at LECI has a contract with the Bureau of Motor Vehicles (BMV) and if they are unable to fulfill their duties, the BMV can withhold funding, causing production to shut down. This is a notable concern relayed by the OPI manager.

Recently, in Tennessee there was a tornado that stopped the state's ability to make license plates. The OPI shop has taken on this project since earlier this year and recently had their contract extended until the end of October of 2020.

Personnel

The OPI staff consists of one supervisor and 11 staff to supervise offenders. There are 225 offenders assigned to the three OPI shops. Three of these offenders are enrolled in apprenticeship programs through the shops. Offenders who are interested in working in OPI must complete an application and be interviewed by staff to be selected. The offenders earn a monthly wage, with opportunities to earn overtime.

The OPI manager relayed that staff write letters of recommendation for offenders and also help with

resume writing. It was reported that a company called OSMOS, which provides maintenance work for utilities has hired two offenders since a relationship between the OPI manager and OPI Job Coordinator has formed.

Due to the recent passage of House Bill 62 of the 133rd Ohio General Assembly, production for license plates has dropped about 40.0%. The bill made it so that Ohioans are not required to have a front license plate.

Training

Offender workers receive hands-on and basic training for shop safety and how to operate machinery. Offenders are taught how to stamp aluminum, use embossing machines, print temp tags, clerical duties and data collection. The shop also offers Forklift Certification and licensing through the Occupational Safety and Health Administration (OSHA) that offenders may use upon release for employment.

Offenders are searched by staff as they enter and leave the facility. Offenders also must pass through a metal detector.

FISCAL ACCOUNTABILITY: ACCEPTABLE

Expectation: Prisons will responsibly utilize taxpayer funds and implement cost savings initiatives where possible.

FISCAL ACCOUNTABILITY	2017 GOOD	2020 ACCEPTABLE
<i>Fiscal Wellness</i>	<i>Good</i>	<i>Good</i>
<i>Environmental Sustainability</i>	<i>Exceptional</i>	<i>Good</i>
<i>Staff Management</i>	<i>Good</i>	<i>In Need of Improvement</i>

KEY FINDINGS

- Overtime hours and costs increased notably over the years evaluated.
- LECI reported 55 total vacancies, including 41 correctional officer positions, on the day of inspection.
- The LECI turnover rate increased to 21.1% (108 positions) in 2019.
- Interviewed officers rated morale “very low” to “low”, which was also reported in officer surveys.
- Recycling efforts generated a considerable amount of revenue: \$8600.00.
- LECI received a grant from central office to purchase a pulper for food waste reduction.

FISCAL WELLNESS: GOOD

Evaluation of fiscal wellness includes a document review of the institution budget status report, fiscal audits and an interview of staff regarding the implementation of cost saving initiatives, both those required by policy and those independently developed by staff.

Budget Overview

The FY 2019 LECI allocated budget increased by 5.1% FY 2018.

	Amount
2018 FY	\$48,449,948
2019 FY	\$50,941,173

Fiscal Audits

In their most recent internal audit in January 2020, LECI was commended on its business office’s organization and preparedness. In their most recent external fiscal audit, dated December 2018, the External Auditor found five observations and concerns. The concerns were related to timecard approvals vouchers, commissary inventory and religious service contracts. It was also noted that LECI was compliant on 10 of their 10 applicable Ohio fiscal standards for an overall score of 92.5%.

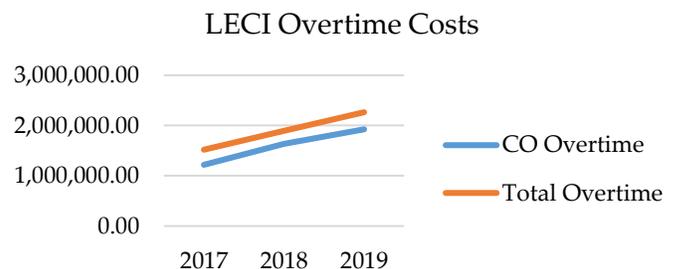
Overtime Management

Infrastructure

The following capital improvement requests were in progress or submitted for future consideration:

Project	Amount
Replacement/Ventilation	\$300,000.00
Generator Replacement	\$500,000.00
Shower Renovation	\$2,500,000.00
Transformer Assess/Replacement	\$500,000.00
Water Line Replacement	\$3,135,000.00
	<u>\$6,935,000.00</u>

	2017	2018	2019
CO Overtime	38,851	50,494	58,012
Total Overtime	45,911	56,635	65,823



ENVIRONMENTAL SUSTAINABILITY: GOOD

Evaluation of environmental sustainability includes a document review of the utility bills and an interview of staff regarding the implementation of cost saving initiatives, both those required by policy and those independently developed by staff.

Utility Conservation²⁵

Overall, LECI decreased their total utility costs by \$40,844 (3.5%) in FY 2020. Both their natural gas and water costs decreased. The most significant increase was regarding their electric costs which increased by 10.4%. LECI increased the use of water and electric. Water usage increased with 5.0% followed by electric usage with 3.4%.

The FY 2019-20 utility consumption and costs comparisons are illustrated in the following chart:

Energy Type	FY 2019	FY 2020	Change
Water (gal)	<i>90,711,000 gal</i>	<i>95,256,000 gal</i>	+5.0%
	\$355,117	\$328,150	-7.6%
Natural Gas (ccf)	<i>555,090 ccf</i>	<i>521,211 ccf</i>	-6.1%
	\$363,471	\$301,358	-17.1%
Electric (kwh)	<i>7,435,487 kwh</i>	<i>7,688,468 kwh</i>	+3.4%
	\$463,576	\$511,812	+10.4%
Total Costs	\$1,182,164	\$1,141,320	- 3.5%

Recycling

In FY 2019, recycling projects resulted in \$8,600.54 of revenue. LECI has offender re-claimers who are assigned to pick up trash and separate it for recycling.

Sustainability Programs

The Roots of Success²⁶ environmental literacy program currently has no offenders enrolled, nor is there an offender waitlist. Eight out of fourteen offenders who were enrolled in 2019 completed the program.

Sustainability Audit

LECI conducted a sustainability audit which outlined additional energy conservation and waste reduction initiatives from FY 2019. New boilers were installed throughout the institution. There have also been water softeners added at the camp to avoid cutting the pipes. LECI has started using a pulper that they obtained through a grant from Central Office.

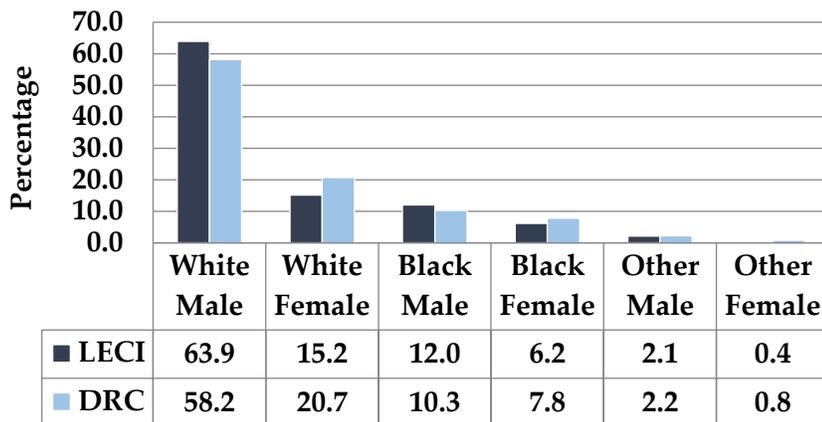
STAFF MANAGEMENT: IN NEED OF IMPROVEMENT

Evaluation of staff management includes a data review and staff interviews regarding overtime management, turnover ratio, morale, training, and evaluations.

Staff Demographics

As of October 2020, LECI had 466 total staff including 293 correctional officers (62.9%). Of the total staff, 78.1% were male and 21.9% were female. Additionally, 79.2% were classified as white, 18.2% were classified as black, and 2.6% were classified as individuals of another race. As of October 2020, the offender-to-officer ratio at LECI was 12.9-to-1 which is almost twice the DRC ratio of 6.1-to-1.²⁷

Staff Breakdown Comparison as of October 2020



Vacancies

On the day of the inspection, LECI reported 55 total vacancies. Of the total vacancies, 41 were for correctional officer positions.

Evaluations

In CY 2019, LECI staff completed 99.6% of their 761 performance evaluations.

Turnover Ratio

In FY 2019, LECI had a 21.1% total staff turnover rate, which was a large increase from 12.2% in FY 2018. Most of the turnover was due to staff resignations and transfer to local jail facilities.

Workplace Environment

CIIC interviewed 11 correctional officers who provided the following insight regarding the LECI workplace environment: Most officers rated both staff safety and offender safety as “Average to Very High” on a 5-point scale. Staff morale was mostly rated as “Very low to Low,” which staff attributed to vacancies and lack of veteran officers/retention.

Staff are offered appropriate PPE equipment such as gloves, and masks. Equipment such as gowns, face shields and n-95 masks are made available to those who may interact with positive offenders. Hand sanitizer and gloves are also available throughout the facility.

Training

Non-completions of training were noted to be due to military, disability, and administrative leave. The FY 2019 LECI mandated training completion rates consisted of the following:

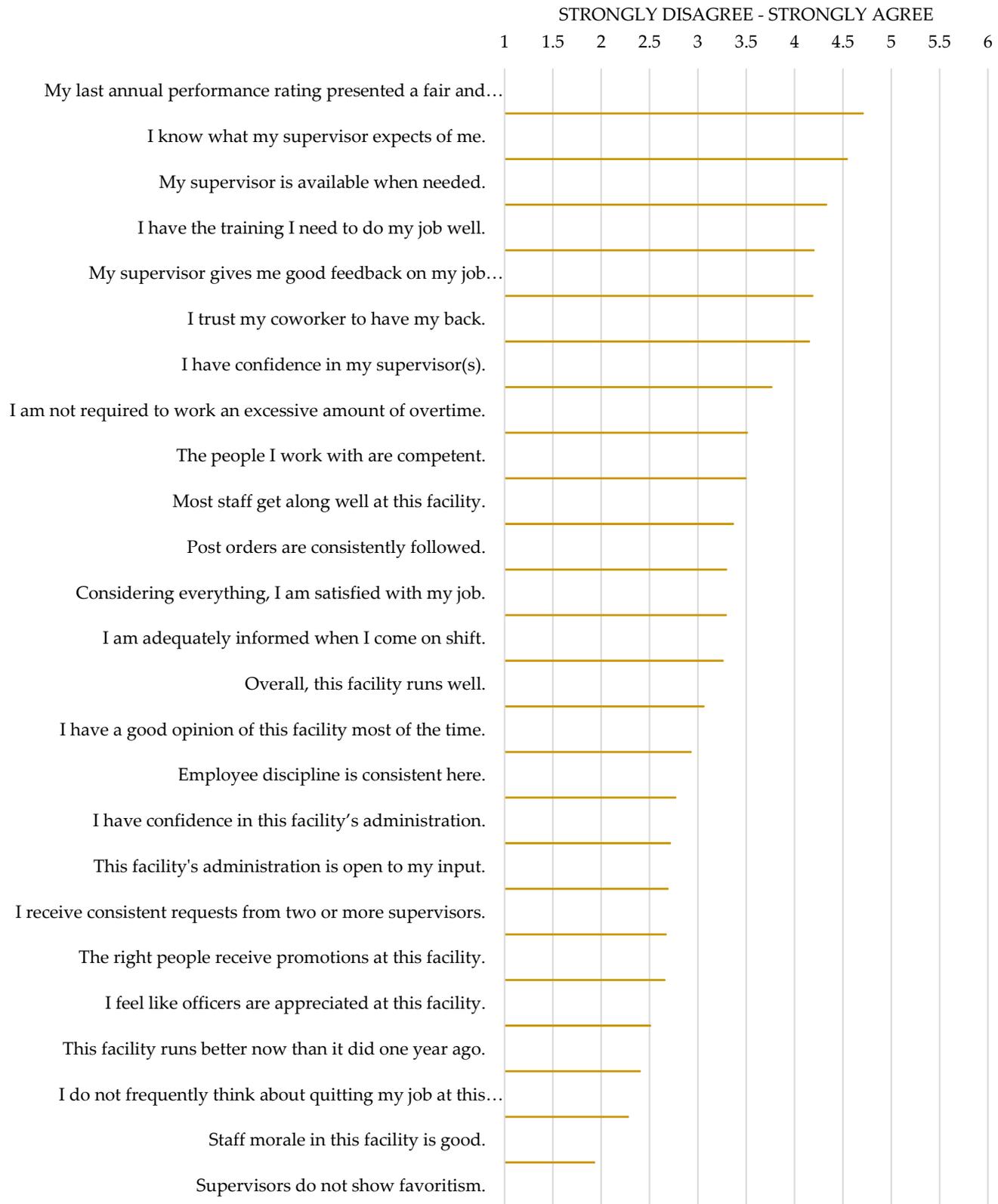
- CPR/First Aid: 95.0%
- Defense Tactics: 83.9%
- E-Learning: 86.7%
- OC-Spray 87.6%
- Firearms 92.1%
- PREA 95.2%

	LECI Total Separations	LECI Rate	Total State Institution Separations	State Rate
FY 17	59	11.6	1,283	11.8
FY 18	62	12.2	1,325	12.1
FY 19	108	21.1	1,437	13.1

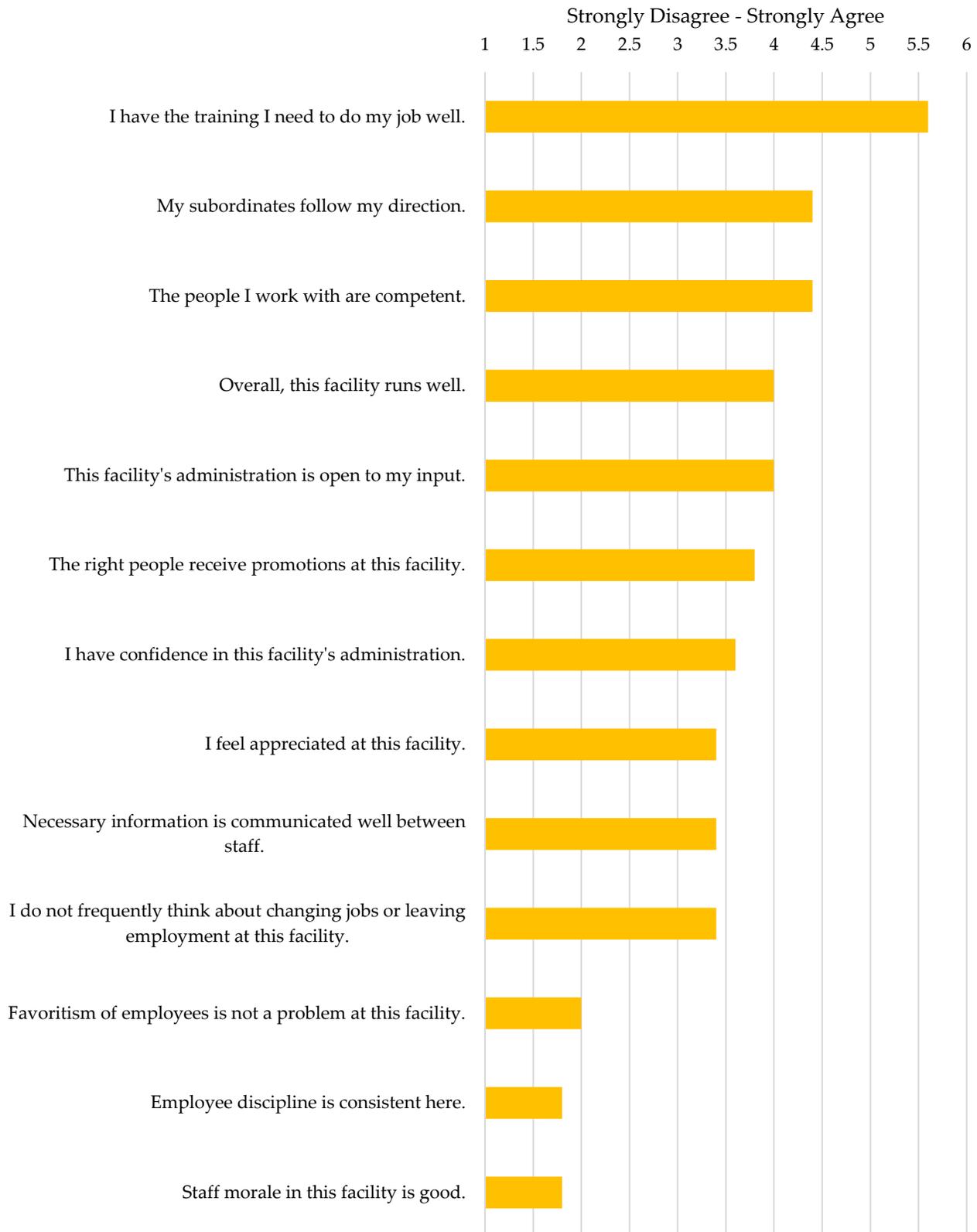
Recruiting and Retention Initiatives

According to staff, LECI recruiting initiatives include attending job fairs, online job postings and social media advertisements posted by the DRC Operations Center. The institution has not been able to attend any job fairs due to COVID-19. Staff relayed that problems with retention include finding qualified applicants who can work in a correctional environment, and a competitive job market in the area. LECI is located near Cincinnati, Ohio, at which resides headquarters for Proctor & Gamble, Pepsi and Duke Energy.

CIIC received 113 responses back from LECI correctional officers which represents a sample size of 38.6% of total officers. The survey responses were mostly negative and indicated that officers have some concerns regarding favoritism and morale.



CIIC received 5 survey responses from LECI Supervisors. The responses were mixed, with a displayed concern for fairness and morale.



¹ Ohio Department of Rehabilitation and Correction, "Institution Counts: LECI," provided on October 6, 2020.

² The total number of RIB convictions for rule 19 violations does not correlate to a total number of fights. For example, seven offenders might have been involved in one fight – all seven offenders would have been found guilty by the RIB for a rule 19 violation and would therefore be included in the total number.

³ Disturbances are defined as any event caused by four or more offenders that disrupts the routine and orderly operation of the prison.

⁴ During the inspection, a random selection of cells in each unit are checked for common cell security issues such as: obstruction of windows, material in locks, inappropriate pictures, clotheslines, and graffiti.

⁵ During the inspection, bunk areas are checked to identify if offenders are hanging items to block officers' direct observation.

⁶ Per DRC policy 50-PAM-02, "Each housing unit, including the Transitional Program Unit, shall be visited by the managing officer and/or deputy warden weekly." In addition, "The unit management chief (UMC) and Major shall visit all offender living areas, at a minimum, on a bi-weekly basis. The Transitional Program Unit/s are visited weekly by the Major. " Visibility of leadership is important in the correctional environment. It indicates they are aware of the conditions within their facility, and it also serves to boost the morale of staff and offenders.

⁷ RIB convictions for rule 17 (unauthorized group activity) violations do not capture total gang activity in an institution, as gang activity likely occurs that is not captured by staff supervision and/or documented via a conduct report and RIB conviction.

⁸PREA Audit: Auditor's Summary Report Adult Prisons and Jails. Accessed at <https://drc.ohio.gov/Portals/0/Lebanon%20Correctional%20Institution%20OHIO%20FINAL%20PREA%20Report%20%20%204-9-20.pdf>

⁹ Access to mental health staff is evaluated based on several factors: (1) time period between offender submission of a mental health service request form and appointment with mental health staff; (2) time period between referral and appointment with the psychologist or psychiatrist; (3) response times to kites and informal complaint forms; and (4) current backlogs.

¹⁰ Each offender is screened using an assessment tool for the need for addiction services, and is assigned a number associated with a recovery services level. This number indicates the degree to which offenders are in need of addiction services. Offenders are scored from zero to three; zero indicating no need of services, to three indicating chronic need for addiction services. This number is determined through completion of a need for services assessment that gives an overall score resulting in the assignment to one of the recovery services levels. Offenders who score either two or three are most in need of treatment; thus, they should be prioritized for programming.

¹¹ AR 5120-9-06 defines Rule 39 as unauthorized possession, manufacture, or consumption of drugs or any intoxicating substance.

¹² In accordance with DRC 70-RCV-05, the Quality Improvement Committee shall review quality improvement activities to include utilization review, peer review, clinical review, and credentialing.

¹³ Per DRC Policy 50-PAM-02 ("Inmate Communication/Weekly Rounds"), the kite system is a means of two-way communication between all levels of staff and offenders. All kites are required to be answered within seven calendar days and logged on the Kite Log.

¹⁴ Indoor recreation facilities on the main compound consist of a full-size gymnasium, a small stage area that is usually used for ping pong, a station for cards and a small workout room off the gym floor. Outdoor main facilities consist of a large yard with a half a mile track, softball field, pickle ball court, various workout stations, a basketball court and two handball courts. The camp boasts an indoor gymnasium with a separate workout room and outdoor facilities complete with a track and softball field.

¹⁵ The Recreation Supervisor reported the institution having one DVD player in which movies are swapped out daily. The institution does have a Netflix movie account where they are able to borrow movies.

¹⁶ Pursuant to Section 103.73 of the Ohio Revised Code, the CIIC is required to evaluate the inmate grievance procedure at each state correctional institution. The inmate grievance procedure is a three-step process by which offenders can document and report concerns to multiple levels of DRC staff.

¹⁷ Offenders charged with a rule infraction are given a conduct report (also known as a ticket). All conduct reports are first heard by a hearing officer; if the offense is a minor offense, the hearing officer may dispose of it himself. More serious offenses must be referred to the RIB, which is a two-person panel that conducts a formal hearing, including witness testimony and evidence.

¹⁸ Appropriate procedures includes checking to ensure that the offender had received a copy of the conduct report, checked the inmate rights form, read the conduct report, offered the opportunity for an offender to give his testimony, had the offender leave for deliberation, reviewed evidence and discussed the case with the other panel member, informed the offender of the decision, and offered the opportunity to appeal.

¹⁹ The inmate rights form asks whether the offender waives the 24 hour notice, the presence of the charging official at the hearing, and the presence of any witnesses. The form also asks the staff completing the form whether he or she believes that the offender needs staff assistance.

²⁰ The roster tracks offenders by disciplinary status, rule violation, the date that the offender came into the TPU unit, mental health status, and STG status. All of this is important information for ensuring the orderly management the population.

²¹ Cell security issues would include offenders attempting to block cell windows or cell door windows, STG related graffiti, attempting to jam the locks or place material in the cuff-ports, or excessive clotheslines or towels on the floor.

²² Reentry planning requires pervasive attention to individualized details from the first day of incarceration through the post-release period. Effective reentry planning is crucial for a successful reintegration into society. The inspection considers the amount and types of offender access to unit programs and purposeful activities, offender contact with local community representatives, and staff accountability related to reentry processes and unit life.

²³ DRC 76-VIS-04 states that reading room coordinators shall submit a monthly report to the Ohio Central School System Literacy Coordinator using the Education Monthly Report Form (DRC2311).

²⁴ DRC 58-LIB-01 states that library services shall be available to the offender population daily to include evenings and weekends, which includes all satellite library locations.

²⁵ The DRC established a goal for each institution to reduce its annual utility costs by five percent. Natural gas, water and electricity are the primary utilities targeted for reduction of use.

²⁶ According to the Roots of Success website, the Roots of Success is an activity-based curriculum that is facilitated by an instructor and taught in a classroom setting. The purpose of the program is to prepare offenders adults to become professionals and leaders who can access good green jobs upon release by improving environmental and social conditions in their institutions.

²⁷ DRC Monthly Fact Sheet, October 2020 <https://www.drc.ohio.gov/Portals/0/October%2020.pdf>