

**CORRECTIONAL INSTITUTION INSPECTION COMMITTEE REPORT:
INSPECTION AND EVALUATION OF
NORTH CENTRAL CORRECTIONAL INSTITUTION**

June 21, 2010

PREPARED AND SUBMITTED

BY

CIIC STAFF

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Inspection Report of the North Central Correctional Institution

June 21, 2010

I. INSPECTION PROFILE

Date of Inspection:

June 21, 2010

Type of Inspection:

Unannounced Inspection

CIIC Staff in Attendance:

Darin Furderer, CIIC Inspector
 Greg Geisler, CIIC Inspector
 Adam Jackson, CIIC Inspector
 Carol Robison, CIIC Inspector

Areas and Activities in Inspection:

Entrance and Security Check
 Pre-Inspection Meeting with Warden
 Marion A-B
 Marion C-D
 Morrow A-B
 Crawford A-B
 Crawford C-D
 Hardin A-B
 Special Management Housing

Community Service Workroom
 Library – General and Law
 Kitchen
 Dining Hall
 Dock
 Outdoor Recreation
 Indoor Recreation
 Staff Listening Forum
 Warden’s Exit Meeting

II. INSPECTION SUMMARY

On June 24, 2010, the following summary of the June 21, 2010 inspection of North Central Correctional Institution (NCCI) was provided by the CIIC Director to the DRC Director, Regional Director, and the Warden at the North Central Correctional Institution.

The CIIC Director indicated to the Warden and other recipients that it was so very good to hear so many positive comments about the facility from CIIC staff upon their return. From the CIIC Director's review of the summary, it was a thorough inspection. The CIIC Director indicated that the work of the institutional staff in these difficult times was evident and appreciated, and further, that much of the credit is believed to be attributable to the Warden, who has amazingly made a major positive difference in the institution.

On July 12, 2010, follow-up communication was provided by NCCI staff regarding the summary. The follow-up information that was received from the NCCI administration is included and identified under the subheadings *DRC Follow-up Communication* within the following summary of the inspection.

SUMMARY OF THE INSPECTION OF NORTH CENTRAL CORRECTIONAL INSTITUTION

The inspection of the North Central Correctional Institution on June 21, 2010 revealed numerous positive attributes. Most notably, CIIC staff described this inspection as the best at NCCI since 2003. The environment was viewed as far more safe and secure than in prior inspections. There was a clear sense in this inspection that the staff are providing structure and are in control. The CIIC staff credited the Warden with the impressive improvements, citing his unique personal qualities and management style that appears to provide an excellent balance of rule enforcement and respectful interaction.

The Warden and all staff were very accommodating and professional, helping to ensure that the inspection was thorough and productive. The Warden, Deputy Wardens and other administrators accompanied the inspection team throughout the inspection, providing access and information in a comprehensive and responsive manner. A key highlight of the inspection was the leadership, staff commitment, and positive attitude toward their responsibilities, daily operations, and the welfare of inmates. Other highlights included a well-developed recreation program, an inmate mentoring program, and the overall cleanliness of the institution. Prominent inmate concerns included the lack of inmate access to legal references in the library, the lack of vocational and service programs to engage inmates' time, and theft of property among inmates. The executive leadership identified that they are keeping up with basic facility maintenance, yet without funds for capital projects or program expansions. Executive leadership also acknowledged that there has been a gradual paradigm shift and subsequent changes to group dynamics in the inmate population with the younger and bolder inmates vastly outnumbering the older mellow inmates. The following is a brief summary of the Inspection:

Synopsis of Staff Comments:

* Staff relayed the following comments throughout the inspection and during a specific staff forum, which was the largest of all staff forums conducted to date.

- Recognition and appreciation for the staff's continued commitment to maintaining high quality in all aspects of the prison in spite of having to do more with fewer resources.
- Lingering concerns about the potential impact on morale, operations, and unit security associated with any further staff reductions. For example, staff in food services has been reduced to one officer and unit RIB Secretaries have been reduced from five to three, with each secretary handling two units.
- Concerns about the impact on job security, retirement, and unemployment if the introduced legislation to privatize a portion of Ohio's state-operated prisons is passed.
- Curiosity about the cost savings to operate a private prison.
- Curiosity regarding how the decisions of the court in the *Fussell* suit, the increasing cost of medical services, and the privatization of prisons would mesh.
- Pervasive appreciation among the staff for one another.
- Pride in the effective reduction of drugs and drug-related incidents among inmates.
- Concern about mandatory video conferences that have become part of programming and the amount of time taken from Case Managers due to the requirement.
- Pride in an 80 percent GED passage rate and also in the implementation of the GED round tables to engage qualified and capable inmates in completing the GED program in a self-study manner. Concerns about the loss of the \$40 fee waivers for inmates to take the GED examination, resulting in fewer inmates taking the exam.
- Pride in the professionalism of the staff and in the reduction of assaults on staff.
- Appreciation for the mental health staff and an additional psychologist, which is allowing for additional therapeutic treatment available to the large volume of inmates on the mental health caseload.
- Desire to be able to select specific inmates to work in certain jobs, so that those who are assigned report to work.
- Concern about deliveries on the dock on second shift due to a shortage of staff to supervise and a reported reduction in safety produced by the situation.

- Concern about the increase in amount of funds permitted to be placed on inmate accounts, as the increased money has led to a reported increase in extortion, theft of commissary, and trouble among inmates.
- The wide and year-round participation in basketball among the inmates is a true positive, but it has brought more inmates to medical for basketball-related minor scrapes or injuries.
- A need to create a pervasive educational community throughout the institution as a measure to curtail the impact of young inmates who are preoccupied with reportedly “terrorizing” the institution.
- Concerns about their financial means to stay abreast of maintenance issues and repairs in an institution showing signs of wear and tear.
- Appreciation for the latest property improvements, including yard lighting and a fence alarm system.
- Concern that the brunch program is not actually saving any money, and reportedly leads to an increase in theft due to shortage of staff on the weekends.
- Appreciation for the innovation, cooperation, and commitment of staff in striving to fulfill all obligations of their work with reduced resources and/or extra duties.

Synopsis of Inmate Communication:

- Inmate relayed concern regarding his diet card. He stated that they have not been providing adequate substitutions for food he cannot have. The inmate mentioned that he has submitted several informal complaints to food service.

DRC Follow-Up Communication:

After reviewing grievances a similar concern was documented in March 2009. The offender’s required diet did not allow him to eat beans, which is approved as a substitute. The food service manager received details from the diet tech regarding his diet needs and has resolved his concerns with no further informal complaints.

- Inmate on the Disciplinary Control range relayed concerns about not having cold water for drinking purposes. He alleged that maintenance will not fix the problem.

DRC Follow-Up Communication:

Each segregation cell has a sink therefore water is available any time. With the high temperatures the offenders are offered ice.

- A few inmates commented on the theft problem and stated it was easy to pop locks on the locker boxes. They relayed that the stronger locks in commissary cost too much. According to a commissary order sheet the regular combination locks cost \$4.92 and the heavy duty combination locks cost \$12.42.

DRC Follow-Up Communication:

NCCI is committed to addressing concerns of theft within the institution. Monthly reports share the number of thefts and the incident location to assist in identifying and targeting how the thefts occur. The daily incident report meeting, department head meetings and executive staff meetings offer an arena to develop strategies. The following is a list of recent enhancements to combat thefts:

Commissary offering a heavy duty lock

Placing a metal cover over the locks

Additional cameras placed in dorms

Increased officer rounds per hour in the dorms

Posting an additional officer with a portable podium to problem units

Consideration of bolting the locker boxes to the cubicle wall

- One inmate relayed concerns about the quartermaster practices. He stated that the clothing is extremely worn, used, and many have holes in them. The inmate also relayed that the bedding is old and some of the sheets are brown in color. He mentioned that they have new inventory, but are not issuing it. In addition, he stated that inmates can purchase new items through the quartermaster.

DRC Follow-Up Communication:

Offenders send a request to the NCCI quartermaster for replacement or repair of items. Sheets are required to be cleaned in the unit laundry room by the offender at least once per week and a checklist is maintained to ensure compliance. Specifically sheet and blankets that are torn can be replaced. During the quarterly 2.4 shakedowns staff observes the condition of offender property making recommendations for repair/replacement. Additionally, monthly blanket exchange allows quartermaster to remove torn blankets from rotation.

- One inmate explained his concerns about the law library. He relayed that access to legal resources is difficult as institutions are no longer required to provide hard copies of court reports or updated pocket inserts due to access to Westlaw. However, he stated that two of the four computers with Westlaw access are out of service and the waiting list to access the computers exceeds the amount of time inmates may access Westlaw. In addition, he believes that the librarian is not doing her job.

DRC Follow-Up Communication

Repairs to the two computers is complete, therefore NCCI has four computers in operation and available to offenders. The institution is required to provide two computers but have been fortunate enough to have two additional in use. The Librarian has established a system that identifies offenders waiting to utilize the computers each day and assigns the offender a time slot that day or the following

morning for use. In addition, she will extend the hours of use to accommodate timelines issued by the courts.

- One inmate relayed that his parole board file was not updated by his Case Manager. Therefore, he had information missing from his file when he went before the Parole Board. He states that he has since had to write to Quality Assurance to provide them with information of program certificates he has received.

DRC Follow-Up Communication:

An institution summary report is updated for each offender prior to review by the parole board. The information is obtained from the reentry accountability plan within the Departmental Offender Tracking System (DOTS).

- Inmate commented that they are trying to put his knee surgery off since his release is imminent. He states that he has had an ongoing problem with his knee since 2008 and he has been to CMC six times. The inmate mentioned that his surgery was cancelled due to the medications he was taking. However, he explained that he was previously on those medications since 2003. He also alleged that the nurse has changed medication orders that the doctor has prescribed.

DRC Follow-Up Communication:

The healthcare administrator determined that the offender has a history of unsuccessful knee repair in February 2009. On February 24, 2010 the medical doctor, via telemedicine conference, determined that he is a high risk patient and surgery was not recommended at this time. On June 3, 2010 the patient was at doctor's sick call and discussed the need to put the surgery on hold. The offender requested to have the sports restriction lifted. Last seen on June 22, 2010 by the Physician's Assistant for chronic care clinic and Motrin was ordered for pain management.

- One inmate experienced side effects of new medication, but relayed that they are monitoring it. The reported side effects included hand tremors. He was observed as looking "terrible." The inmate suspected that doubling the medication may have caused his legs to cease working. He was reportedly told that the side effects should level out after so long.

DRC Follow-Up Communication:

Recently several mental health medications were changed from the pill call distribution process to the offender carrying the medications himself. This issue was related to this change in mental health medication. The issue has been resolved as the pharmacy will provide the refills for the offender to self-carry and the medication distributed by the nurse during the pill call process has ceased. The offender was monitored appropriately in the medical area for symptoms.

- A legally blind inmate was being helped by another inmate who was fixing him a cup of tea. This was viewed as a "snapshot of humanity inside prison."

- Several inmates relayed concerns about a lack of programs for all but the younger inmates. Idleness was observed throughout the inspection.

DRC Follow-Up Communication:

NCCI continues to explore offender needs through the orientation phase and re-entry re-entry process with the goal to meet their program needs. One of Warden Sheldon's stated goals is to increase quality programs within the Institution.

With assistance of food service and the education department, NCCI was able to submit a plan to offer the vocational culinary arts program. The plan is progressing through the approval process to implement the program and hire a teacher.

Facilitator training for the reentry approved program "Thinking for a Change" has been scheduled to take place at NCCI July 12th-15th. This will increase the number of classes currently offered at NCCI and service more offenders.

The original capacity for NCCI when constructed was 1,855 and the current offender count is 2,312. Although NCCI is over the original rated capacity, staff strives to mitigate overcrowding issues by providing programming based on offender needs, and job skills while giving attention to conditions of confinement and quality of life issues.

Inmates relayed that there is a need for additional programs and the absence of programming leaves many inmates with too much idle time and no activities as options.

DRC Follow-Up Communication:

As stated in the summary, the recreation department offers programs for all offenders to include all ages and level of physical activity. Currently NCCI is adding a Bocce Ball court and additional stationary steel workout equipment to the outside recreation area.

- One inmate relayed concerns about the cleanliness of the Hardin A and B showers and bathroom floor. He also relayed that the sleeping quarters on B-side are also dirty. Upon inspection of the aforementioned area, it was observed that the condition of Hardin A and B bathrooms and living areas were similar to that of other housing units, which were fairly clean and well maintained. The showers did have minor soap scum and residue, but no obvious sanitary problems. The inmate alleged that some staff does not do their part to ensure cleaning supplies are available to clean the unit. However, staff in the unit stated that they provide cleaning chemicals on Friday for the entire weekend. They usually run low on Sunday evening because inmates tend to use most of them at the beginning of the weekend. In addition, staff relayed that they do a lot of cleaning on first and second shift and should be doing the majority of the cleaning on third shift.

DRC Follow-Up Communication:

NCCI staff consider sanitation a priority that adds to the quality of life for offenders and staff, therefore a process has been established to provide chemicals on a consistent basis.

Each area/shift has a listing of offender porters, supervised by correctional staff, utilized to maintain sanitation of the area/unit. A chemical box issued to each area of the institution from the centralized chemical vault that includes liquid hand soap, glass and window cleaner, disinfectant, bowl and bath cleaner and all purpose powder is issued Monday through Thursday. Friday's distribution includes double the amount of chemicals to continue cleaning throughout the weekend. Offenders are responsible for sanitation of their personal living area using chemicals from the issued box. Additional chemicals are available through the chemical vault upon request. The units also have access to power washers that assist in maintaining the showers and restroom areas.

- Inmate also relayed concerns about an incident where Muslim inmates were praying on the yard and were told to break it up and disperse by officers. He stated that some officers instigate inmates with abusive language. He also relayed a serious allegation of officers taking inmates into the staff bathroom and assaulting them.

DRC Follow-Up Communication:

Staff members are trained to disperse groups of five or more. The Muslim offenders are able to conduct their prayer sessions individually at their cubicle area in the dorm and as a group in Special Services according to the schedule.

The expectation of all staff is to remain professional at all times. A report of inappropriate language is always addressed.

Although there have been no report of an alleged assault, if a stripe search is necessary two staff must accompany the offender into the bathroom.

- Inmates indicated that some officers maintain a demeanor that attempts to provoke fights with them.

DRC Follow-Up Communication:

Staff is trained when hired to present a professional image within the institution by using inter-personal communication skills. Also, staff is issued the standards of employee conduct annually as a reminder of the need to follow the standards. In-service training is also an opportunity to focus on concerns.

The annual training needs assessment identifies institution specific areas that will benefit staff. The most current training plan has a training block entitled

“Professionalism” that includes tactics for verbally diffusing and de-escalating situations and working with younger offenders.

- Inmates indicated there had emerged a practice among some officers of wearing black gloves on duty and addressing inmates in a demeanor intended to provoke a fight by using words such as “try me.” Further, inmates alleged that some officers make threats to inmates and harass groups of black inmates. During the inspection, an immediate administrative response was made. A memorandum was issued to each unit that the wearing of black gloves would cease. Further, investigations were made of the other allegations. Regarding the alleged harassment of black inmates (on the yard), it was reiterated that the institutional policy is to disperse groups consisting of five or six inmates.

DRC Follow-Up Communication:

NCCI has addressed the concern with a memo to all staff dated June 16, 2010 stating staff is not permitted to wear black, leather gloves on duty unless appropriate for the weather conditions (cold), or are puncture/cut resistant and being used during inmate/property searches. Fingerless gloves (workout or tactical type) are never permitted. Latex gloves are provided for staff to wear for protection..

- Inmate mentioned that the recreation department is very good.
- One inmate relayed that the food is not good and further reported that they serve the same thing all the time. He also mentioned that the yard is closed too much.

DRC Follow-Up Communication:

NCCI adheres to the five week cycle menu provided by the DRC dietician. Offenders can take their seasonings to the meals and salt and pepper are available if desired.

The daily operation schedule allows for the yard to be open from 8:00am until 9:00pm excluding count times and security functions (ex. fog plan, institution shakedown etc.)

- Inmate stated concerns about his religious accommodations regarding the length of his hair. He states that he put in an exemption, but due to the response time, he will have to get his hair cut before it is approved. He also relayed concerns about religious materials and services for his religion.

DRC Follow-Up Communication:

For 2010 there were 11 requests for religious accommodations related to length of hair/beards, with 5 of them receiving approval. Four of the five were approved within an average of 22 days. One particular offender’s request was approved within 2 ½ months and effective 5-24-2010.

Two full-time chaplains coordinate religious services utilizing contract employees and volunteers to assist in appealing to the different faiths.

- Inmate commented that he has a personal wheelchair and he had maintenance fix it, but in the process his quick release button on one side broke. Staff stated that he should not have had maintenance fix his personal wheel chair in the first place, but he has the option to send it home and get it fixed and will have a state issued wheelchair in the mean time.

DRC Follow-Up Communication:

NCCI has five wheelchairs located in the medical department that can be issued to offenders in need. Although NCCI does fix personal wheelchairs, a loaner will be issued so the offender can send his personal wheelchair out for repair.

- One inmate indicated a repair to his wheelchair had left the chair unable to fold. The situation was not unknown to staff, who indicated the chair should not have been repaired by NCCI maintenance because the chair is not actually state issue, but is the inmate's personal property.
- Inmate explained that he requires the use of a colostomy bag and communicated that he was supposed to have surgery to fix the problem, but it has not happened as of yet. He relays that they keep saying they are going to schedule a date, but they do not do it.

DRC Follow-Up Communication:

Through a chart review it was determined this concern may have been one of two offenders. One offender requested surgery but it was denied according to the criteria. An offender transferred to NCCI in June and is a candidate for surgery. A nurse has been assigned to schedule the surgery.

- Inmates in the IPP program relayed their appreciation for the program and the reduction of their sentence, but indicated the program could be improved through the addition of more material on life skills.

DRC Follow-Up Communication:

NCCI manages the IPP with an average of over just over ninety offenders participating. NCCI has managed to provide dedicated staff to operate under the guidelines therefore it is a success. NCCI will consider adding additional programming such as "Thinking For A Change" which is a reentry approved program.

- One inmate relayed a grievable concern regarding alleged tampering of outgoing mail.

DRC Follow-Up Communication:

There is an offender that has made allegations that NCCI tampers with outgoing mail. He believes NCCI is holding his mail. Although his grievance does site specific dates, the grievances have been denied due to insufficient evidence to support his claims.

- Inmates relayed issues about the GED educational track, indicating that the current system gives inmates under 21 years of age an unfair priority in admission to the GED track, leaving inmates older than 21 years to wait until the last months of their sentence to begin the GED.

DRC Follow-Up Communication:

DRC policy 57-EDU-01 requires enrollment of offenders from the waiting list according to their release date. Priority is given to offender under the age of 22. Many of these inmates must be serviced under Federal guidelines for special education. We are trying to fast-track inmates who already have scores that qualify them to take the practice GED (pre-GED test). At the same time, NCCI is working to verify high school diplomas and GEDs, removing offenders who should not be on the waiting list. NCCI has a study table available to any offender not currently enrolled in school.

- Inmates in the various housing units indicated concerns about some insects and a leak in a wall that allows for several inches of water across the floor after a heavy rain.

DRC Follow-Up Communication:

NCCI has a contract with Allied Pest Control to service all areas of the institution. The schedule indicates services bimonthly targeting specific areas, but upon request will service reported areas of concern by the Health and Safety Officer.

With heavy rains water collected on the sidewalks in front of Wyandot C/D and at times flowed into the sally port of the unit. Additional drainage has solved this problem.

- Younger inmates in the Triad program in Morrow A-B unit relayed the following positive comments. The substantive lessons within the units of study in the Triad program, particularly the Victim Awareness unit, have been very helpful in learning to control anger, and that older inmates bring credibility to the 'life lessons' they relay to the younger inmates. Young Triad inmates credited the program for developing more maturity within them.
- Marion A-B unit inmates indicated a desire for continuous movies, rather than the necessity of staff stopping and starting individual movies in the dayroom. Marion A-B inmates relayed the absence of programs for younger inmates. Marion A-B inmate indicated a concern the inability to purchase a triple antibiotic ointment at commissary. A Marion A-B inmate relayed a concern regarding NCCI being far from his home.

DRC Follow-Up Communication:

NCCI has a movie channel and provides three new movies per week shown several times each day.

A triple antibiotic ointment is routinely available at the commissary for \$2.70, although the supplier is currently out of stock. The most recent contact with the supplier was on July 7th.

DRC encourages visits from supportive family and friends, therefore an Offender can initiate a visiting hardship request closer to home through their unit staff. If the offender's situation meets screening criteria such as an institution closer to their home that is compatible with their security level, documentation is available that a transfer would allow family/friends to visit him, and he is abiding by the rules and regulations a transfer may be considered.

- One inmate indicated his documents were taken or lost at reception, and he is worried the documents will not be found. During the inspection, an administrative response was made, and the situation was placed under investigation.

DRC Follow-Up Communication:

The investigation revealed that although the offender indicated he had documentation that he should not be deported; the information does not exist in the master file nor was it confiscated by NCCI staff. He has the option to file through the grievance process to the reception center.

- Inmates in the Marion C-D unit relayed concerns about inadequate hours of access to the music program on second shift. The air circulation on the unit is reportedly inadequate on occasion. One Marion C-D inmate relayed there had been a concern on one occasion regarding a possible fire in the dorm, but the situation proved not to be a fire, but an overheated coffee pot. One Marion C-D inmate relayed there is no programming for Hispanic inmates.

DRC Follow-Up Communication:

On May 6, 2010 a Health Survey conducted at NCCI by Troy Cale, Industrial Hygienist with the Public Employment Risk Reduction Program. A minimum ventilation of 10 cfm/person is required during non-construction events. Although readings throughout the institution were within acceptable limits, the average cfm/person in the Marion Units was 15.

An incident did occur in the Marion C/D restroom with a defective coffee pot that overheated. There were no injuries and minimal damage to the wall that has been repaired.

The music program requires increased staff presence due to the equipment necessary to operate the instruments. The recreation director monitors this program allowing equal participation for those interested.

- Hardin unit inmates relayed that adequate cleaning supplies are lacking. One Harden inmate relayed removal of his customary pain medication by the doctor. Administration relayed there has been a ‘crack down’ regarding the distribution of pain medications. One Harden inmate indicated there are certain officers who are overzealous in administering supervision and use of force. Administration acknowledged there are some officers who are rigid regarding the enforcement of rules.

DRC Follow-Up Communication:

As described earlier there is an effective system in place for issuing and monitoring chemical usage.

Pain medication is only prescribed by the physician when necessary.

Every instance of force used must be reported and reviewed by administration according to DRC policy 63-UOF-03- Use of Force Investigation.

Inmate Grievance Procedure:

- Provisions for inmate use of the Inmate Grievance Procedure were evident across the institution’s compound. Each housing unit had an easily accessible wall shelf with blank kites and Informal Complaint Resolution forms for inmates. Outside the dining hall, a group of deposit boxes are accessible for inmates to deposit various forms.

CIIC Memo Posting:

- There was no evidence of the CIIC contact memo being posted as a reference for inmates either in the library or the housing units during the inspection. Assurance was provided that the memo would be posted in these appropriate locations.

DRC Follow-Up Response:

The CIIC contact memo has been posted in the areas indicated.

ACA Audit:

- An American Correctional Association (ACA) audit was completed in September 2009 and North Central Correctional Institution reportedly scored 100 percent on mandatory standards and 99.5 percent on non-mandatory standards, with the only deficiencies identified as overcrowding and resultant noise level. NCCI received two waivers on overcrowding and spacing standards.

Staffing:

- Staffing levels were described as stable, with fewer staff losses at NCCI than some other institutions experienced. NCCI acquired some staff at the time of the closing of the Marion Juvenile Correctional Facility.
- There are four bicycle-mounted correctional officers assigned to the yard during recreation hours. These officers maintain presence in every direction across the yard.
- While staff count has not been cut, there has been some redistribution of staff and a reduction in security posts.

Physical Plant Fiscal Issues:

- Administrators identified that the ‘second doors,’ inside the exterior doors leading into all the units are in need of replacement due to age, wear, and tear. The total expense does not qualify as a capital expense, so the institution must assume the cost, with plans to eventually replace the doors.
- Institution roofing has reportedly had leakage for six years since its installation by a contractor. The contractor has reportedly made patchwork repairs, but institution administrators indicated the problems continue.
- Staff indicated that new projects approved through the Controlling Board and allocation of funds from the General Revenue Fund include yard lighting and fence alarms with a camera system.
- There have been boiler issues in the past, causing fluctuation of temperatures. Pumps were installed improperly causing the boilers to frequently need to be reset. Reportedly, Construction Activation and Maintenance is handling the problem.

Grievance Activity:

- Reportedly, the three most frequently grieved issues by inmates are associated with supervision, and include intimidation, harassment, and abusive language.

General Safety and Security:

- Staff relayed that safety and security are addressed through a camera system and a spider system and that the ‘man-down’ call is rare.

Inmate Theft - a Chronic Concern:

- Incidents of inmate commissary theft reportedly increased when DRC rules changed to allow anyone to send money to an inmate’s account. Formerly, only persons on the inmate’s approved visiting list were authorized to send money. For some inmates, money orders deposited from outside persons are down, reportedly due to financial struggles in the current Ohio economy. As inmates with additional money to spend, left the commissary with bags full of items purchased, they were reportedly “ambushed” on the yard by other inmates and robbed of their commissary.
- Property theft among inmates from locker boxes is a current problem. The inmate locker boxes are currently stored under the bunk bed. The existing locks on inmate locker boxes are not adequately strong and can be broken by leveraging it against the bed frame. Heavy duty locks have been made available for purchase by inmates through the commissary, but even the heavy duty locks have been broken on occasion.

- Attempts to remedy the problem of locker theft due to inferior locks have included covers placed over the locks to make them harder to break, and additional cameras placed in problematic housing units. There has reportedly been consideration given to welding a frame to the underneath side of the bottom bunk, so that the locker boxes may function as a lockable drawer.
- Further dorm security has been addressed through the use of a portable officer podium. Staff described the podium as a small tower, which may be moved where needed among problematic dorms to enhance security by adding an extra officer to the post.
- Observations revealed that the shared inmate cubicles in the dorms were extremely small, barely allowing for two men to stand side-by-side in the space between the bunk bed and the opposite wall, which supports a small stack of metal drawers, a writing surface, one chair, and a shelf. With such close proximity and compact living quarters, and with visibility cluttered by towels and some clothing articles draped over the ends of bunks, the ability to safely secure property is greatly reduced.
- NCCI staff reported little to minimal loss of property associated with institutional transfers. NCCI inmates complete their own ‘pack-up’ of their property when transferring, which is reportedly an effective measure in reducing loss.

Pervasive Inmate Culture:

- In addition to the overall increase in inmate population, the number of older and mellow inmates has decreased and the number of younger, bold, and aggressive inmates has increased. The younger inmates have altered the overall culture, making it more hostile and volatile. The concern about the demeanor of the younger inmates was relayed not only by staff, but also by other inmates, who described younger inmates as “wild, uncaring, and selfish” in attitude.
- *Merit dorms* were identified as an effective way to motivate inmates toward desired behaviors and control some problematic inmate behavior. With the implementation of four merit dorms and installation of vending machines in those dorms, the merit inmates do not have to purchase as many snacks from commissary, and are not as likely to be robbed of commissary items upon leaving the commissary. Approximately 40 percent of the NCCI inmates live in the four merit dorms.
- Non-merit housing has more cameras, security officer staffing, and movable podiums in problematic areas.
- With the cultural shift, there has been an increase in incidents of inmates *refusing to lock*. Reportedly, as inmates increasingly do not feel safe, they request protective housing, and then refuse to return to general population in the open dorm setting where, in the absence of cells, they feel vulnerable to harm from other inmates. The NCCI segregation unit reportedly was holding 10-15 inmates for refusing to lock on the inspection date, while a total of 84 inmates had refused to lock since January 2010.
- Management did not indicate that the presence of gang members has posed a threat to the overall security of the institution. Gangs that do exist among inmates at NCCI were described as geographically oriented, with the largest representation from Toledo and the Lucas County area, which is a youthful gang known as the “Rouge Warriors.” The Cuyahoga gang members are reportedly a minority at NCCI and are more frequently victimized. The STG Coordinator reportedly serves on a full-time basis in order to stay fully aware of gang issues.

- With no space or beds to spare and no level 2 housing, NCCI has implemented an inmate swapping arrangement so that their inmates who need level 2 housing are swapped with inmates from other institutions. Inmates refusing to lock are reportedly being swapped with Belmont and Noble Correctional Institutions, for example.
- Reportedly, on the rare occasions an inmate alleges a sexual assault, the inmate-victim is held in the infirmary. In 2009, NCCI reportedly had seven incidents referred to the Sexual Assault Committees (SAC), one of which was a non-consensual incident. Since January 2010, there have been four allegations of sexual assault.
- The number of sex offenders among the approximate 2,300 NCCI inmates is currently approximately 800, with approximately 300 of those inmates engaged in specific offense-related forms of programming at any given time.
- The number of drug offenses has reportedly been on a decline within the NCCI inmate population, reportedly due to more stringent staff supervision. In a recent drug test, there were reportedly only five positive results.
- During one point of the inspection of the housing units, the institution was conducting inmate count, and the inmates were quiet in their dorms. Most inmates were resting or engaged in quiet activity (reading or watching television) in their cubicles.

Rehabilitative Programming and Strategies:

- Reportedly, core re-entry programs are the only ones the institution is *required* to offer; other programs consist of community service programs. There is an effort to standardize and synchronize the content of the core re-entry programs across the state institutions, so that inmates who transfer to other institutions may continue in their completion of specific core re-entry programs without losing credit for the parts they have completed.
- Current staff fluctuations, vacancies, and new hires relevant to programs and education include: a vacant C-tech teacher position, and plans for filling one staff position for a new turf management program and one auto mechanics vacancy.
- There are currently two correctional officer vacancies.
- NCCI is currently in the process of developing a culinary arts vocational program.
- Management identified that the 90-day ***Intensive Program Prison*** (IPP) short-term offender (STO) program for inmates is reportedly the most influential motivator of compliant inmate behavior, with the early release component of the IPP playing a major role in that regard. Flat time sentence offenders are reportedly less motivated toward good behavior than those serving indefinite sentences. There are approximately 92 inmates in the IPP program at NCCI.
- The ***Triad*** program pairs younger inmates with older inmates in rehabilitative programming as well as in a shared living unit, Morrow A-B. The Triad program pairs a younger and an older inmate, who serves as a mentor. Younger inmates are those ranging from 18 to 22 years in age and with approximately a year remaining on their sentence. The older mentors are screened and must meet qualifications. The Triad program includes a series of ten topic-related studies, including stress, anger, victim awareness, and getting a job, among others. Three younger inmates offered the following attributes for the Triad program:
 - It helped the inmate become more focused,
 - Helped the inmate solve problems without violence or yelling,
 - Helped the inmate cope with and manage his emotions,

- Staff role modeled respect and support while being honest and truthful,
- ‘Lessons’ taught from the wisdom of the older inmates had more credibility with the younger inmates than information supplied by social workers.
- Consideration of concepts like selflessness and the impact of one’s actions in hurting others make the Triad program more meaningful and effective in prompting life change in the young inmates.
- One inmate indicated that the program has been the best and most effective of four programs he has encountered during his incarceration.
- Re-Entry programs are, per DRC Central Office requirement, to be ‘re-entry certified’ programs. Among the NCCI re-entry programs is *Money Smart*, which includes use of an ATM Machine, balancing a checkbook, and investing information.
- Institutionally developed (locally originated) programs are predominantly community service programs.
- The desire for more rehabilitative and re-entry programming is shared by management, staff, and inmates, who want to make the time of incarceration meaningful and transformative for the inmates, rather than mere ‘human warehousing.’
- Administrators and staff relayed that inmates respond more favorably to programs and rehabilitative efforts when positive staff/inmate relations replace animosity and confrontation seen in prior years.
- The productive use of inmates’ time was identified as a significant key to rehabilitation and the reduction of rule violations among inmates.

Vocational Programming:

- Four vocational programs were identified by management to include a new Turf Management program, a new Auto Mechanics program, the existing Barber school, and a Culinary Arts program under development. Each of the four vocational programs is expected to engage approximately 30 inmates at any given time. These vocational programs follow a recent period of several months of vocational instructor absences.

Community Service Programs:

- In the space previously occupied by the Ohio Penal Industries (OPI) graphic shop, the NCCI inmates fulfill community service projects for churches and schools. During the inspection, seven inmates were creating decorations for a local school event with a Hawaiian luau theme. Working from photographs, inmates were structuring large cardboard palm trees and tiki torches.

Library:

- Inmates voiced concerns that there are not enough computers or memory on the machines that do exist, library hours, or access to the Westlaw law library. They relayed that infrequently, their names are placed on a wait list for computer time, but by the time their turn has come, their court submission date has past and they have essentially been denied the chance to file any legal paperwork; thus, denied court access.
- Inmates relayed part of the problem is the removal of all of the hardcopies of the Westlaw law books from the library, causing the Westlaw materials to be accessible only online.

- The library includes three televisions with VCRs for entertainment and educational software purposes.
- The library provides two computers reserved for gathering information used as re-entry resources. There were four personal computers in the library, but two of the computers were reportedly not functioning. The librarian indicated she had called for technical support/computer repair services from the institution's IT staff, but had not received any technical support after several contacts.

Educational and Vocational Services:

- Education staff have shown resilience and innovation in creating solutions to needs, as demonstrated by one teacher, who developed an instructional unit on writing essays when no materials were available.
- Staff and inmates indicated there is a need for additional vocational programs, particularly since the wait lists are very long for placement in the GED educational track.
- The problem of long wait lists has been addressed by implementing a DRC system of starting qualified students in a Pre-GED 'fast track' course, so that when they are admitted to the GED program, they complete it successfully and quickly, opening their seat to another inmate on a fast rotation. The use of GED roundtables or study tables has reportedly been shown to be effective.
- NCCI inmates reportedly have a passing rate of 80 percent for the GED, with pre-GED assistance attributed as the reason.
- NCCI educators indicated they initially give assessments, particularly in math, to identify the academic level for inmate placement.
- The administration indicated with some excitement that an upcoming new program, wheelchair refurbishing, would provide *both vocational and community service* opportunities for inmates. The former OPI space at NCCI is destined for occupation by a program known as "*Wheels of the World.*" The Wheels program engages inmates in repairing and refurbishing wheelchairs and supplying these chairs to organizations that subsequently distribute the chairs globally where they are needed. In addition to wheelchairs, the program occasionally restores walkers, canes, and crutches. The "Wheels of the World" program is currently only in operation within Ohio at the privately owned and operated Northeast Ohio Correctional Center; and this program is expected to be duplicated at NCCI. The following information is contained in the CIIC Inspection Report on the Northeast Ohio Correctional Center:

Orientation to “Wheels of the World” Program

The ‘Wheels’ program has been in operation at the Northeast Ohio Correctional Center, where it engaged approximately 13 inmates and a staff supervisor during the first two years of its existence, and refurbished approximately 1,900 chairs, shipping approximately 1,600 of those chairs to eight different countries. A large wall-size world map within the NEOCC workshop displays the outreach of the program, using push pins and thread to illustrate the distribution of wheelchairs from NEOCC to each country that has received the wheelchairs. Reportedly, inmates working in the program have been emotionally and spiritually touched by these messages.

The wheelchairs are procured and donated to the Wheels program through the work of a nonprofit organization, Joni and Friends (website: joni.org), whose mission and ministry is dedicated to assist disabled people throughout the world. The Wal-Mart Corporation donates transportation to bring the chairs from the nonprofit’s warehouse to the institution. Wheelchairs have been restored to meet special needs like a small wheelchair for a child or an extra large and strong chair for an oversized adult. The chairs leave the program with replaced fabric, vinyl, and hardware as needed to bring them back to a new or like-new condition. Chairs that are not salvageable are torn down for parts and used in restoring other chairs.

Tools are locked and a log book tracks tool inventory and location. One inmate has the responsibility of supervising the tool cage.

Inmate workers in the Wheels of the World program have been observed to be happy in their work and they vie for positions in the program. Within a manufacturing and warehouse environment, inmates work at stations, completing the required tasks and honing skills in the refurbishing process. One inmate relayed that his job on the wheelchairs has given him a new attitude and life perspective.

Recreation:

- With the full support of the Warden, the NCCI recreation department functions somewhat as a centerpiece of activity for the inmates at the institution. Recreation services effectively help keep the nearly 2,300 inmates engaged in healthy activity and considerably reduces inmate idleness.
- Current supervision of the recreation yard is maintained by four correctional officers who patrol the expansive yard riding four bicycles. When a group of six or more inmates are observed in a group, they are told to split up and go separate ways, due to incidents and disturbances of the past.
- In the past, yard officers were reportedly in the practice of wearing black gloves, but the practice has ceased.
- Within the recreation programs, there are several options for inmates to earn re-entry certificate credits. Completion of defined milestones in music participation qualifies an inmate for re-entry certification. Re-entry certification may also be earned through the programs that train inmates to be Softball Umpires, Basketball Referees, and Soccer Referees.
- The inspection date was the first day of Intersession, a period of two weeks between academic quarters, so recreation equipment was in full use by many inmates.
- Outdoor recreation includes two softball fields, a volleyball sand pit, an isometric system, horseshoe pits, and a large number of various sit-up and pull-up bars. Walking ‘tracks’

weave across the yard. New recreation equipment, soon to be installed, will include a second isometric station on the yard, a Bocce ball court, and Frisbee golf. During the inspection, hundreds of inmates were engaged in outdoor activities on the yard. Inmates were walking, playing basketball, or using the variety of yard equipment, including a new isometric station.

- Indoor recreation includes multiple basketball courts, nautilus/weight room adjacent to the gymnasium, shuffle board courts, a large craft room, three music rooms, and an open area for table games and cards. The nautilus room may accommodate up to 50 inmates at a time. There is virtually no limit to the number of inmates who may use the basketball courts during scheduled recreation times. Increased hours for indoor recreation have been made available to inmates by making more staff available to service the hours.
- The three music rooms were a unique feature within the institution. Staff relayed that one inmate, who has professional music skill and talent, informally ‘leads’ many of the music options. Inmates may take guitar and keyboard lessons, create their own CDs, and collectively provide numerous music shows or concerts for other inmates. Musical instruments include acoustic and electric guitars, keyboards, saxophone, and trumpet. The music buffs have formed institutional bands within the music department. All music equipment, instruments, and guitar strings are locked with access only by the Recreation Director. The Recreation Director is the only person who repairs guitar strings.
- Organized intramurals in softball, basketball, and horseshoes run seasonally throughout the year, as evidenced by numerous pages of intramural team schedules posted on a large window within the recreation department.
- The craft group creates a large range of items, described as “mushfake” crafts. Replicas of cabins, birdhouses, and other structures are created from Popsicle sticks, and a variety of other crafts are created by the inmates. Some items are donated to churches and schools and other items are sold. Profits are split, with inmates receiving 80 percent and the I & E fund receiving 20 percent. The craft room is open virtually seven days a week, including evenings; and inmates may work on their projects independently.
- A favorite feature of the recreation area is one section the inmates call the “sweatbox,” where they may work out on sit up and pull up bars, and ride stationery bikes.
- All athletic balls, equipment, and recreation yard tools are kept in a locked room and cage using the chit shadow and sign-out system.

Food Services and Dining Hall:

- Kitchen and food preparation areas were quite large and open, with distinct areas designated for meat preparation, vegetable and salad preparation, cooking, and dish/tray cleaning.
- The entire kitchen, including food preparation areas, dishwasher room, storage coolers, floors, walls, and work surfaces were clean, odorless, and well-maintained. In addition, there was no clutter observed in any area. The only standing water was observed under the dish-rinse tubs as inmates dipped trays to remove debris before placing them in the dishwasher.
- Temperature checks of coolers and freezers were shown to be monitored and recorded three times daily on schedule and records are kept for immediate reference.
- Cooler storage is divided among food types and for specific purposes to prevent contamination.

- The three-day trays are kept in compliance with standards, for the purpose of monitoring for any bacteria growth as it could relate to inmate illness to foods previously eaten.
- Two new ovens have brought the cooking area up to date, and are used with five huge kettles.
- Milk pouches are stored in large plastic-lined crates on skids in the designated cooler. Large flat trays are placed under the skids to catch any drips that might occasionally occur from the milk pouches.
- Bread is kept in a cooler on designated racks to retain freshness and prevent rodent infestation.
- Staff stated that the exterminator comes twice per week.
- Special diet and religious diet tray foods are stored, prepared, and served in a designated area.
- Tools and knives are stored in a locked cage using chit shadow and sign out system.
- Kitchen cleaning chemicals are stored in a centralized chemical vault, where they are distributed when used.
- The institution has a new trash compactor and there were no open garbage tubs or evidence of standing trash in the kitchen or on the dock.
- Dock supervision is handled by one staff member when inmates unload the trucks delivering commissary stock.
- Lunch meal was very flavorful and temperatures were appropriately hot or cold. The lunch menu consisted of one baked, breaded fish fillet, a tablespoon of tartar sauce, two slices whole wheat bread, coleslaw, pineapple tidbits, hash brown potatoes, and a beverage of either coffee or fruit flavored, sweet beverage. Portions were quite generous. Salt and pepper were available to inmates.
- The food tray distribution counter and floors were clean, and lacking of any debris, crumbs, or spillage on surfaces or floor.
- All food service inmates and staff wore hair nets and gloves.
- The dining hall is divided into two equal halves, each seating approximately 125 inmates at standard prison steel tables with bench seats.

Commissary:

- The commissary area was very busy during the inspection.
- Inmates attach their identification badge to their order form and stand in the waiting area for inmate workers to fill their order.
- Large inventory area, products were organized.
- Commissary operations seem to operate smoothly.

Mental Health:

- According to the discussion with mental health staff during the inspection, their mental health caseload was 440, with 120 Seriously Mentally Ill and 320 classified as C2.
- It was reported that 313 inmates at NCCI are on psychiatric medications.
- Staff relayed concerns about moving away from psychiatry and becoming more psychological based. Concern was expressed regarding inmates who will always require medications and may not respond as well to only counseling. Moving towards

psychology based and moving away from psychiatry is reportedly the preference of central office. This is viewed as good in part because mental health staff take their services into population, with involvement in operating groups and conducting reentry programs. Some staff expressed concern that short term offenders will not benefit from the traditional psychological programs and are in need of medication to stabilize their moods while in prison for brief time.

- As of June 30, 2010, the facility will lose their psychiatrist and nurse practitioner. The switch to civil servants away from contractors is reportedly not going well because the contractors would lose income and their accumulated entitlements (leave) and would have to start at the bottom again as a new state employee compared to what they have earned working as a contractor. With the switch to civil service employees, they have asked for a contract Nurse Practitioner to assist with the problem.
- Mental health staff consists of two Psychologists, two Psychiatric Nurses, two Psychiatric Assistants, and a Social Work Supervisor.
- NCCI inmates who are referred to a residential treatment unit (RTU) usually are transferred to the RTU at the Grafton Correctional Institution.
- Medical staff conduct pill call three times daily and check medication compliance monthly to see if inmates are taking their medication. Medical staff will let mental health staff know if there is a problem with inmates not taking their medications
- The Department of Rehabilitation and Correction's Mental Health Services is moving away from using the "C-codes" for mental health classification. Staff expressed no problems with the change, noting that it helps to make them easier to identify, helps in training staff that are not mental health professional, but mainly benefits the mental health staff.
- There is a reported 14 day time period for staff to see inmates after they arrive at NCCI.

Medical:

- Medical area has two safe cells for observation of inmates on suicide watch.
- Approximately 800 to 900 inmates are on chronic care and some go to multiple chronic care clinics.
- NCCI has one Physician and one Physician's Assistant. Both work 40 hours. The Physician primarily focuses on emergency situations and the Physician's Assistant primarily focuses on chronic care and physicals.
- There is a two or three week backlog for doctor's sick call, an improvement over the previous backlog of several months.
- Dental staff includes one full time Dentist with a new one starting soon, one full time Hygienist, and three Dental Assistants. Dental is self sufficient and staffed through contract with Mid America Health. The dental department was observed as providing more than ample space and included four dental chairs. Services are provided through Mid-America Dental contractor. Staff on site indicated that they have no security problem involving the dental tools.
- The infirmary has six cells and may have up to 10 patients.
- One inmate on suicide watch was sleeping in the cell, which was clean. Staff relayed that they were obtaining a new bed for segregation. The other inmate in the suicide cell was reportedly placed due to potential sexual assault.

- Medical staff reportedly includes 17 Registered Nurses, Licensed Practical Nurses, one Physician Assistant, and one Physician.
- *Fussell* was considered by staff as “good for medical” in terms of staffing. Concern was expressed that staffing may be reduced, as was the case in the post *Dunn* years in regard to mental health staff.
- Improvements were noted regarding medication compliance, as well as timely access to medical staff. The doctor sick call backlog has been reduced to two to three from a previous three month backlog.
- Staff relayed that there is significant drug seeking behavior among inmates based on clinical assessments.
- Staff relayed that they will begin to use the OSU pilot medical records program on October 5, 2010 with online charting. Eventually, all medical records will be online.

Inmate Housing:

- **Crawford Dorm:** Crawford Dorm, housing older inmates, is separated into two sides (A-B and C-D). Each side houses 112-118 inmates. The dorm-like setting is equipped with cubicles created by shoulder-high walls. Two inmates share a cubicle approximately six by nine feet in dimension. Larger cubicles housing four wheelchair-bound inmates are located at the ends of the aisles. The overall dynamic within the dorm was the closeness of inmates, especially during count, when all inmates were present at the same time. In spite of the close and compact environment, the temperature was within an acceptable range and air flow was good through the use of large fans. Each side of the unit has its own dayroom, equipped with tables, chairs, television, a three-phone bank, ice machine, two microwave ovens, and a sink. In the central, shared connector area between the two sides of the unit lie the officers’ station, a large inmate bathroom, an officer bathroom, and a laundry room with four washers and four dryers, which are accessed by inmates on a specific schedule. The large inmate bathroom was clean, odorless, and there was very minimal evidence of wear and tear. Adequate privacy was provided, and the quantity of showers, toilets, and sinks was generous for the number of inmates. The bathroom was handicap accessible. The Crawford unit houses one of the three inmate groups in the dog program. The eight inmates and their assigned dogs live and train in a separate ‘room’ adjacent to the larger open dorm. Dogs are trained as companion dogs for the *Wags for Kids* program, serving children with physical handicaps and autism, among others. The C section, and part of D section of Crawford unit houses the Intensive Program Prison (IPP) inmates.
- **Morrow A-B:** The Morrow unit houses inmates selected for an inmate-pairing program known as *Triad*. Three younger inmates were interviewed during the inspection. Comments shared by the three inmates included praise for the program and officers who are engaged in it.
- **Marion A-B:** B-side contains orientation inmates and Mandatory Substance Abuse Program population. Staff stated that they conducted a massive drug test of 220 inmates and had only five positive results. The entry area to the dormitory was very clean and well maintained. A-side had cubicle style bunks; while B-side did not. They have not had

partitions for about three years. The restrooms in the unit were fairly clean and did not have any observable maintenance issues. They replaced stainless steel backing around shower heads with clear backing which has reduced damages, as inmates can no longer use it as a hiding place and they no longer rip them out of the wall. Air temperature and quality in the dorm was good, moderately cool with air blowers and fans. The back dayroom is used for orientation and other programs. Staff stated that they also use the visiting room for programs in the evening. The dorm also had a small satellite library and television.

Intake - New Inmate Orientation in Marion A-B. Among the inmates housed in the Marion A-B dorm are those who are new arrivals and who are going through the NCCI orientation. The inspection included observation for several minutes of the inmate orientation session. During the orientation, a variety of staff representatives presented information about the services associated with their area. References were made to administrative rules as needed and presenters provided answers to frequently asked questions. Staff relayed that approximately 35 inmates are processed through orientation per week. Orientation sessions, lasting half a day, are provided twice per week at NCCI. On the inspection date, there were 39 inmates receiving orientation information.

- **Marion C-D:** Marion C and D is one of the merit dorms. The dorm was quiet, comfortable, slightly warm and slightly muggy, but the air did not smell stagnant. Living quarters were clean and well kept, put together with dividers for privacy. There are ping pong tables and televisions in the recreation room, and a large satellite library and vending machines in the back dayroom. The unit was well maintained and very clean. There was no CIIC memo in the housing unit. Vending machines in the dorm have open access 24 hours a day, but this privilege can be taken away.
- **Hardin A-B:** B-side did not have any cubicle style walls. Staff stated inmates are placed in Hardin B immediately on release from segregation. However, inmates in this dorm are also “new loads” off of the bus. It was described as “one of the worst units” on the compound. A water fountain was missing. The cubicle dividers were removed to improve safety and security in the dorm. Officers lock bathrooms at count time after dorm count has cleared until the institution count is cleared. The Unit Sergeant runs three programs and mentorships, including “Commitment to Change.”
- **Segregation:** The segregation population consisted of 17 in Security Control, 36 in Disciplinary Control, and 38 in Local Control. Plans are underway to replace the doors most in need of repair or replacement. Many doors in the institution showed deterioration at the base of the door. The initial appearance of the unit was clean near the RIB office and holding cells. One inmate was observed waiting to be processed into segregation. All inmates assigned to Local Control, Disciplinary Control or Security Control are separated rather than housed together. However, when warranted, they separate inmates on different ranges regardless of status. The temperature in the range was slightly warm. Large fans are in the hallway circulating the air. The religious service providers visit at least one time per week, more often if there is a family emergency or on request of the inmate. There was little noise and most inmates were sleeping. There were no empty

cells. Suicide cell conditions were clean. Cell windows were unobstructed, with a clear line of sight in all cells observed. There were no clotheslines or paper blocking the windows. Shower curtains were hanging across the shower area to prevent water from getting into the cell. This was an improvement compared to the last inspection when inmates complained of having no shower curtain. Reportedly, lights are left on 24 hours a day in one cell. A work order was supposed to be submitted. The Supervisor went to the cell after being notified, and confirmed that the work order had been placed.

- Local Control (LC): The following summarizes observations and information in the local control area of segregation:
 - There were two outside recreation cells with a basketball hoop, and two inside recreation cells. One recreation cell is used as a dry cell.
 - Staff stated the problem of inmates making clotheslines from tearing up sheets and blankets seems to have been resolved for the most part by charge inmates for the cost of replacing the state property.
 - Inmates reportedly have to clean their cell twice per week.
 - General Population porters do not come down the range to deliver food. They simply deliver food to the main entry area and officers deliver food trays to inmates. This is viewed as an excellent way to stop the inmate/inmate problems reported at other institution in which inmate porters deliver the trays to inmates in segregation.
 - Staff relayed that general population porters must be accompanied by a staff member whenever they are on the segregation ranges. Further, general population inmates must be strip searched before entering the segregation unit.
 - Segregation inmate porters were observed cleaning the main segregation area.
 - The air temperature was comfortable, cells were well maintained and clean, and no obstructions covered the windows.

- Security Control (SC):
 - Upon entering the range a foul smell was apparent. Inmates were working on plumbing in one of the cells. It was relayed that an inmate plugged his toilet before he transferred.
 - The range had an indoor recreation cell
 - Cells were fairly clean and well maintained

III. STATUTORY REQUIREMENTS: Attend a Meal, Attend a Program, Assist in Development of Improvements, and Evaluation of the Inmate Grievance Procedure

Attendance at a General Meal Period

Pursuant to Section 103.73 (A) (1) and (2) of the Ohio Revised Code, the Correctional Institution Inspection Committee shall inspect each correctional institution each biennium, and further, that each inspection shall include attendance at “one general meal period.”

The inspection included attendance at the lunch meal, which was evaluated as uncommonly good. As indicated in the Inspection Summary section of this report, the lunch meal was very flavorful and temperatures were appropriately hot or cold. The lunch menu consisted of one baked, breaded fish fillet, a tablespoon of tartar sauce, two slices whole wheat bread, coleslaw, pineapple tidbits, hash brown potatoes, and a beverage of either coffee or fruit flavored, sweet beverage. Portions were quite generous. Salt and pepper were available to inmates.

Attendance at an Educational or Rehabilitative Program

Pursuant to Section 103.73 (A) (1) and (2) of the Ohio Revised Code, the Correctional Institution Inspection Committee shall inspect each correctional institution each biennium, and further, each inspection must include attendance at “one rehabilitative or educational program.”

The timing of the inspection occurred during the academic break, so there were no academic or vocational programs in session on the inspection date. The large, former OPI shop area used for community programs was observed. Inmates were engaged in creating the decorations for a local fundraising event and spoke highly of the opportunities they were given to provide services for charity events. During the inspection, the inmates were designing and constructing decorations from corrugated cardboard for an event with a Polynesian luau theme.

The anticipation of a new wheelchair refurbishing program is expected to be a positive addition to the programs available to inmates. The full description of the program is provided in the Inspection Summary section of this report.

Assist in the Development of Improvements

Pursuant to Section 103.73 (A) (1) and (2) of the Ohio Revised code, the Correctional Institution Inspection Committee must inspect each correctional institution each biennium and is required to “evaluate and assist in the development of programs to improve the condition or operation of correctional institutions; (and to) prepare a report for submission to the succeeding general assembly of the findings the committee makes in its inspections and of any programs that have been proposed or developed to improve the condition or operation of the correctional institutions in the state.”

The institutional libraries have been frequently inspected for evidence of the quality in the books in the stacks. It has been perceived as an important mark of quality if an institution has

developed its collection of reading materials to include special sections of books and reading materials for African Americans and more recently, Hispanic inmates.

The attention of the inspection team was directed less toward the type of reading materials available and more toward some apparent improvements needed. Two concerns were noted: one regarding the need for additional librarian hours to assist the inmates with access to legal materials, and the other for improvements to the library's computers. Inmates relayed that more computers were needed for the number of inmates who need to use them, and also that computer repairs were needed, but had been delayed by the technical support staff.

Statutory Requirement to Evaluate the Inmate Grievance Procedure

The Ohio Revised Code requires the CIIC to evaluate the grievance procedure at each institution and to report findings and any recommendations for improvements to the Ohio General Assembly. That the requirement exists in the statutes is an indication of the importance of the mandate. The grievance procedure has the potential to prevent costly litigation by preventing and solving problems. It has the potential to prevent violence, both individual and mass violence that can otherwise erupt from unaddressed problems.

On a monthly basis, administrators in the DRC adult institutions provide the CIIC with data reflecting the volume and type of grievances that inmates bring to attention through the inmate grievance procedure. A review of the monthly data over a period of time will occasionally reveal trends or frequencies in the types of grievances that are brought to review. At the writing of this report, the most recent monthly data from North Central Correctional Institution is available for June 2010.

For further understanding of the inmate grievance procedure and in partial compliance with the statutory requirements, the CIIC, in cooperation with DRC, conducted surveys of Wardens, Inspectors, and a random sample of inmates system-wide in the previous biennium, and completed reports on the results in 2009. Each report is posted on the CIIC website at www.ciic.state.oh.us.

Currently, the CIIC staff are focusing on completing the remaining inspections due in 2010 and completing the reports of those inspections. However, it is CIIC staff's sincere hope to carefully study and identify the most significant findings in the 2009 system-wide survey, which may then evolve into proposals or recommendations to assist in the development of improvements in the grievance procedure.

Consideration of the Inmate Grievance Procedure and Types of Inmate Grievances

Inmates may access the inmate grievance procedure to bring concerns about their custody to review, prompt an investigation, and hopefully, realize a resolution. The Inmate Grievance Procedure is described in the DRC Administrative Rule 5120-9-31, where the three sequential steps are outlined. Inmates may first file an Informal Complaint Resolution, then file a Notification of Grievance, and last, file an Appeal to the Office of the Chief Inspector at the DRC Central Office to exhaust the procedure.

The Institutional Inspector at North Central Correctional Institution relayed during the inspection that his philosophy embraces a preference to address and correct problems while inmates are in population, rather than to let every issue become a grievance. He believes that solving concerns in the pre-grievance stage reduces much time that would otherwise be consumed in addressing issues.

It is the practice of the DRC for the Institutional Inspector at each prison to maintain a monthly record of inmate use of the grievance procedure. The Inspectors provide these monthly statistics to the CIIC.

The Inspector's monthly report provides the specific types of complaints relayed in filed grievances. Complaint types fall under categories that include institution operations, programs, communications, administration, staff/inmate relations, custody/housing status, and non-grievable matters.

In order to better understand the grievances filed by inmates at NCCI, data is provided in the following tables for representative months of 2010. One table displays the most recent single-month NCCI grievance data for June 2010; while a second table displays a composite of all NCCI grievance data for the six-month period of January through June 2010.

Table 1. NCCI Grievance Statistics for June 2010

Grievance Numbers				
Total Number of Grievances filed during the year	191			
Total Number of Inmates who filed grievances during the year	119			
Highest Number of grievances filed by a single inmate.	14			
Grievances on hand at beginning of this period	23			
Grievances Received during this period	37			
Total	60			
Grievances Completed during this period	47			
Grievances on hand at the end of this period	13			
Total	60			
ICR Summary				
Number of Informal Complaints Received	189			
Number of Informal Complaint Responses Received	160			
Number of Informal Complaint Responses Untimely	15			
Dispositions				
Granted	White	Black	Other	Total
Granted – Problem corrected	0	0	0	0
Granted – Problem noted, correction pending	2	1	0	3
Granted – Problem noted, report/recommendation to the Warden	1	4	0	5
Subtotal Granted	3	5	0	8
Denied				
Denied – No violation of rule, policy, or law	6	7	0	13
Denied – Staff noted, correction pending	1	1	0	2
Denied – Insufficient evidence to support claim	6	11	0	17
Denied – False Claim	1	0	0	1
Denied – Failure to use informal complaint procedure	0	0	0	0
Denied – Not within the scope of the grievance procedure	1	3	0	4
Denied – Not within the time limits	0	0	0	0
Subtotal Denied	15	22	0	37
Withdrawn				
Withdrawn at Inmate's Request	1	1	0	2
Pending				
Pending Disposition	10	3	0	13
TOTAL	29	31	0	60
Percent	48.3%	51.7%	0%	100%
Extensions				
14-Day Extensions	3			
28-Day Extensions	0			
Total	3			

Table 2. Number of Grievances and Informal Complaints Received at the North Central Correctional Institution by Month for the Period January through June 2010

Month	Grievances Received	Informal Complaints Received
January	29	221
February	31	249
March	26	176
April	36	200
May	32	180
June	37	189
TOTAL	191	1,215
Average per Month	31.8	202.5
Monthly Range	26-37	176-249

Grievance Outcomes

During the period of January through June 2010, the monthly reports from the NCCI Institutional Inspector show that 25 grievances were “granted” and 149 grievances were “denied.” Of the total 173 grievances for the period, 14.45 percent were granted, and 86.13 percent were denied. Of the 25 granted grievances, 17 or 68 percent of the granted grievances resulted in “Problem Noted, Report/Recommendation to the Warden.” There were no granted grievance decisions in which the problem was corrected. The remaining eight granted grievance decisions were categorized as “Problem Noted, Correction Pending.”

Of the 149 denied grievance decisions, approximately 44.3 percent of the decisions, a total of 66, were denied due to “Insufficient Evidence to Support Claim.” Of the next largest percentage 34.2 percent of denials, a total of 51 grievance decisions, were denied due to “No Violation of Rule, Policy or Law.” There were 11 grievances denied based on a determination that “Staff Action Was Valid Exercise of Discretion.” Not even one grievance was denied for “Failure to Use Informal Complaint Procedure.”

Table 3. NCCI Number of Grievance Dispositions with Status of Problem Correction and Month for the Period January through June 2010

Month in 2010	Problem Corrected	Problem Noted, Correction Pending	Problem Noted, Report/Recommendation to the Warden	Total Granted
January	0	3	1	4
February	0	4	0	4
March	0	1	0	1
April	0	4	2	6
May	0	2	0	2
June	0	3	5	8
6-Month Total	0	17	8	25
Monthly Average	0	2.83	1.33	4.16

Table 4. NCCI Grievance Dispositions Denied by Month for the Period January through June 2010 with Reason for Denial

Month	No violation of Rule, Policy, or Law	Staff Action Was Valid Exercise of Discretion	Insufficient Evidence to Support Claim	False Claim	Failure to Use Informal Complaint Procedure	Not Within Scope of Grievance Procedure	Not within the time limits	Total Denied
January	6	0	15	0	0	2	1	24
February	5	3	9	1	0	0	1	19
March	10	2	13	2	0	1	3	31
April	11	4	4	1	0	1	0	21
May	6	0	8	1	0	2	0	17
June	13	2	17	1	0	4	0	37
6-Month Total	51	11	66	6	0	10	5	149
Percent of Grievances Denied	34.2 %	7.4%	44.3%	4.0%	0%	6.7%	3.4%	100%
Monthly Average	8.5	1.8	11	1	0	1.7	.8	24.8
Monthly Range	5-13	0-4	4-17	0-2	0	0-4	0-3	17-37

Subject of Grievances

As shown below, the largest number of grievances during the period January through June 2010 at NCCI pertained to Institutional Operations, in the area of health care, with 49 such grievances, comprising 28.32 percent of all 173 NCCI grievances during the period. In that category, 20 of the grievances pertained to a delay or denial of medication, of which two grievances were “granted” and 18 grievances were “denied.” The subject of a delay or denial of medication has become a more frequently relayed subject to CIIC in the letters received from inmates and their families during the same approximate and recent timeframe as the implementation of changes in the pharmaceutical distribution system used by the DRC.

The second largest number of grievances at NCCI pertained to Institutional Operations in the area of personal property with 40 grievances during the period January through June 2010, comprising 23.14 percent of the institution’s grievances during the period. Of the 40 grievances in this category, 12 grievances were “granted” consisting of 30 percent of the grievances in the category.

**Table 5. Subject Category of Grievances Filed at NCCI
During the Period January through June 2010 with Number and Percent**

Grievance Category	Number of Grievances	Percent of 6-Month Total
Institutional Operations – Health Care	49	28.32
Institutional Operations – Personal Property	40	23.12
Staff/Inmate Relations – Staff Accountability	13	7.51
Institutional Operations – Food Service	13	7.51
Staff/Inmate Relations – Supervision	12	6.94
Communications – Mail/Package	11	6.36
Non-Grievable Matters	8	4.62
Institutional Operations – Inmate Account	6	3.47
Institutional Programs – Religious Services	4	2.31
Communications – Visiting	3	1.73
Staff/Inmate Relations – Force	3	1.73
Staff/Inmate Relations - Discrimination	3	1.73
Institutional Programs – Library	2	1.16
Institutional Operations – Commissary	1	.58
Institutional Programs – Education/Vocational Training	1	.58
Institutional Programs – Recreation	1	.58
Administration – Records	1	.58
Custody and Housing Status – Housing Assignment	1	.58
Custody and Housing Status – Special Management Housing	1	.58
Six-Month TOTAL	173	100%
Monthly Average	30.33	

**Table 6. NCCI Grievance Category with Breakdown by Disposition and Percent during the
Period January through June 2010**

Grievance Category	Granted	Denied	Subtotal	Total Number of Grievances	Percent of 6-Month
Institutional Operations – Health Care				49	28.32
Access/delay in receiving medical care	0	3	3		
Improper /inadequate medical care	1	11	12		
Delay/denial of medication	2	18	20		
Medical records	0	1	1		
Eyeglasses	0	1	1		
Medical Co-Pay	1	3	4		
Disagree with diagnosis/treatment	0	5	5		
Other	0	3	3		
Institutional Operations – Personal Property				40	23.12
Lost, Damaged, Confiscated by Staff	11	13			
Stolen or damaged by inmate	0	14			
Lost or damaged during transfer	0	1			
Other	1	0			

Staff/Inmate Relations – Staff Accountability				13	7.51
	Failure to perform job duties	0	4		
	Failure to respond to communication	1	3		
	Failure to follow policies	1	4		
Institutional Operations – Food Service				13	7.51
	Poor Quality	0	1		
	Deviation from menu	0	1		
	Foreign Object in Food	0	1		
	Food Portions	0	3		
	Religious Diet	0	6		
	Denial	1	0		
Staff/Inmate Relations – Supervision				12	6.94
	Unprofessional Conduct	0	1		
	Abusive Language	0	2		
	Intimidation/threats	2	4		
	Retaliation for filing grievance	1	0		
	Harassment	0	2		
Communications – Mail/Package				11	6.36
	Delay/Failure in Delivery	0	5		
	Delay/failure in sending	0	1		
	Handling of packages	0	1		
	Damaged or missing	0	2		
	Denial	1	1		
Non-Grievable Matters				8	4.62
	RIB/Hearing Officer	0	3		
	Separate Appeal Process	1	1		
	Other	0	3		
Institutional Operations – Inmate Account				6	3.47
	State Pay	0	1		
	Improper Charge	1	2		
	Other	0	2		
Institutional Programs – Religious Services				4	2.31
	Prevented from worship	0	1		
	Services for particular faith	0	1		
	Other	0	2		
Communications – Visiting				3	1.73
	Visitor denied access	0	2		
	Rules	0	1		
Staff/Inmate Relations – Force				3	1.73
	Use of Force with no report	0	2		
	Reported use of force	0	1		
Staff/Inmate Relations - Discrimination				3	1.73
	Disciplinary Action	0	3		

Institutional Programs – Library	0	0		2	1.16
Library materials	0	1			
Library hours	0	1			
Institutional Operations – Commissary				1	.58
Inadequate selection	0	1			
Institutional Programs – Education/Vocational Training				1	.58
Educational programs	0	1			
Institutional Programs – Recreation				1	.58
Recreation hours	0	1			
Administration – Records				1	.58
Inaccurate calculation	0	1			
Custody and Housing Status – Housing Assignment				1	.58
Unit Assignment	0	1			
Custody and Housing Status – Special Management Housing				1	.58
Privileges	0	1			
Six-Month TOTAL				173	100%
Monthly Average				28.83	

IV. INSTITUTIONAL OVERVIEW

Institution Mission

As provided on the DRC website for the North Central Correctional Institution, the institution’s mission is “to protect and serve the communities of Ohio while providing a safe and secure environment for staff and adult offenders. This includes offering meaningful work, re-entry programs, educational, and restorative justice opportunities to ensure them to become productive citizens.”

American Correctional Association (ACA) Standards and Accreditation

The American Correctional Association conducts the accreditation and reaccreditation processes periodically in all prisons by rating their observations and findings within the institutions against the ACA standards. North Central Correctional Institution received its most recent re-accreditation in September 2009. The institution was first accredited on August 5, 1995, and reaccredited in August 1998, January 2002, January 2005, and June 2008. The staff at NCCI reportedly welcomed the ACA auditors and inspectors and responded with cooperation and compliance to ACA suggestions or requirements to earn a desired 100% compliance rating on

both mandatory and non-mandatory scales. In preparation for the ACA audit, NCCI staff prepared an ACA Welcome Manual, containing a large volume of institutional data and statistics.

Institutional Description

North Central Correctional Institution was constructed in 1994 and opened on November 1, 1994. Since the opening, there have been no renovations to the prison. The facility is arranged in an open style campus, with numerous walkways connecting 17 buildings on 70 perimeter secured acres within 100 rural acres of state property in Marion, Ohio. Two additional buildings lie outside the secured perimeter.

Inmate Housing

Units are designated by five Ohio county names: Marion, Hardin, Wyandot, Crawford and Morrow. Each of the living units is subdivided into two halves, designated as A-B or C-D. The inmate housing units are predominantly arranged as dormitories with two-person cubicles, which include a desk, wardrobe, and property lock box. Cubicles measure 46.2 square feet in size. A proportionately small number of cells exist at North Central Correctional Institution. There are 49 multiple occupancy cells and no single cells available at NCCI. Each cell measures 100 square feet.

The Wyandot A-B unit reportedly became a good conduct-privileged housing dorm, known as a merit dorm, on March 1, 2009. The availability of a merit dorm promotes the concept of earned privileges and encourages a mindset toward achieving the goal. An institutional description of the merit dorm identified the following benefits: reduction in thefts, violence, and less destruction of inmate and state property; increased sense of safety and security; increased dorm cleanliness and neatness; increased sense of pride in dorm; overall quieter dorm environment that is conducive to inmate studying without distractions; improved communication connections to televisions (splitters and two television connections per cubicle); and extended television viewing hours on Thursday through Saturday nights. Eligibility for the merit dorm is contingent based on compliance with specific behaviors for the 12-month period preceding admission to the dorm and throughout the duration of the inmate's residency within the dorm. Behavior requirements include no placement in alternative housing, no placement in segregation (no RIB disposition resulting in a finding of guilt), no placement on cube isolation, and last, no receipt of more than three conduct reports. It is relayed to inmates residing in Wyandot A-B that if any of the criteria are not met, the inmate will be moved to another dorm. Inmates who wish to live in the merit dorm are advised to send a kit to relay their desire and will be subjected to a screening.

Safety and Security Measures

As published in the ACA manual, security measures include a 12-foot perimeter fence topped with razor wire and rolls of razor wire between the two-fence system. Vibration and motion sensors are located between the fences and on the inner fence. The sensors are monitored by the control center and two armed perimeter patrol vehicles 24 hours a day. There are two entry and exit points, which are designed with sally ports, and monitored and controlled by control center

officers. Pedestrians enter and exit through the administration building, and vehicles access a second entrance/exit. Each staff member carries a personal alarm and surveillance cameras are positioned throughout the institution. The institution is served by the Marion County Fire Department, a fire drill schedule is maintained, and evacuation routes are posted throughout the institution. Fire extinguishers throughout the facility are inspected on a schedule.

Visitation

The official NCCI website shows that visitation privileges are extended to inmates five days per week, Wednesdays through Sundays from 8:00 am to 3:00 pm, with reservations required. Approved visitors may make a reservation in person, by email, phone, or by postal mail and may make reservation up to 60 days in advance.

Fiscal Data

The NCCI website for June 10, 2010 reveals the institution has a budget from the General Revenue Fund (GRF) of \$30,839,048 and operates at a daily cost of \$42.61 per inmate.

It was reported in the ACA manual of 2009 that due to budget cutbacks, the Deputy Warden of Administration position was eliminated and the duties of that position were absorbed by the two remaining Deputy Wardens (DW of Operations and DW of Special Services). This step was taken in other Ohio prisons as well, serving as a cost savings measure. At NCCI, the ACA Manager position was eliminated and now is a shared service with the Marion Correctional Institution ACA Manager. A total of nine positions had reportedly been eliminated at NCCI at the time of the September 2009 ACA audit. Regarding capital expenditures, the completed boiler project reportedly allowed replacement of the original boilers, which provide heat in each housing unit and segregation, with boilers that are more efficient.

Staff Data

At the time of the ACA accreditation in September 2009, there was a total of 433 staff reportedly employed at NCCI. The distribution of staff at that time was reportedly 286 security staff, 32 administrative support staff, 53 program staff, and 62 other staff.

A Position Status Report for June 17, 2010, which was provided to CIIC, showed that as of June 17, 2010, there was a total of 438 staff members actively employed at NCCI. An additional 21 positions were shown as vacant, and if filled, the total NCCI staff would be 459 employees. The distribution of security staff in June 2010 included 263 security staff positions (with two vacancies, resulting in 261 security officer positions filled).

Inmate Data

The institution houses a daily average of approximately 2,320 adult male inmates who range from approximately 18 to 80 years of age. The average age of NCCI inmates is 36 and at the time of the ACA accreditation, there were reportedly 1,321 inmates under the age of 36.

The institution was designed to house 1,855 inmates and posted a population of 2,347 during the accreditation. The NCCI website posted a slight decrease in the number of inmates at 2,325 on June 18, 2010; and the total inmate count on the June 21, 2010 inspection date was 2,317. Of the total 2,317 inmates, there were 2,277 at the facility and 37 inmates absent without leave. The fluctuation in the number of inmates since the ACA accreditation date has been a mere half a percent. The NCCI inmate population averages a length of stay or time under supervision of 4 years, 6 months, and 8 days.

Inmates held at North Central Correctional Institution represent multiple races, including Asian, Native American, African American, Caucasian, Hispanic White, Hispanic Black, and other. The following table from the ACA Welcome Manual displays the racial breakdown of NCCI inmates as of September 30, 2009.

Table 7. NCCI Inmate Population with Racial Breakdown as of September 30, 2009

Race	Number of Inmates	Percent of Population
Caucasian	1,316	56.07
African American	904	38.51
Hispanic White	81	3.45
Other	38	1.62
Hispanic Black	4	.17
Asian	2	.09
Native American	2	.09
TOTAL	2,347	100 percent

The security classification levels of 2 and 1 make the institution a medium/minimum facility. Very few inmates with higher security levels would be placed at NCCI. As of September 30, 2009, there were reportedly two inmates with maximum security level classifications being held in the NCCI Segregation Unit. The following table displays the inmate breakdown.

Table 8. NCCI Inmate Population with Security Level Breakdown as of September 30, 2009

Inmate Security Level	Number of Inmates	Percent of Population
Level 1A	16	< .01
Level 1B	876	37.32
Level 2	1,453	62.00
Level 3	2	< .01
TOTAL	2,347	100 percent

Data posted to the NCCI website as of June 10, 2010 indicates there were 940 inmates with level one security classifications, 1,397 inmates with level two security classifications, and three inmates with security classification level three. The data shows that approximately 56 NCCI inmates shifted to the lowest security level. Minimum level inmates accounted for approximately 40 percent of total inmates on June 10, 2010.

Inmate Programs – Overview and Rehabilitative Programming

There are rehabilitative and recovery programs available to inmates at North Central Correctional Institution, which are in addition to the educational programs. The ACA manual for 2009 publishes that offenders are offered opportunities to participate in general educational programs to obtain a General Education Diploma (GED), complete college courses through Marion Technical College, and vocational courses such as turf management, barbering, auto-body detailing, and computer troubleshooting.

Rehabilitative programming supports the re-entry philosophy regarding skill development in dealing with conflict and confrontation, basic living skills, responsible family life skills, power source, and taking charge of your life. The Recovery Services programs are designed to address substance abuse and include a three-month intensive patient program, a Christian 12-step program, and a relapse prevention support group, among others.

Information provided at the inspection shows the typical variety of rehabilitative programs that are provided to the NCCI inmates within their living units. The information in the following table is representative of programs during the one-week period, June 21 through June 27, 2010.

Table 9. Representative NCCI Rehabilitative Program Schedule with Breakdown by Date and Unit for June 21 through June 27, 2010

Date	Time	Unit	Program
Monday, June 21, 2010	9:00 am	Morrow AB	UMADOAP – Family History
	1:30 pm	Wyandot AB	Money Smart
	6:00 pm	Morrow AB	Music Appreciation
Tuesday, June 22, 2010	8:30 am	Morrow AB	Mentor Training
	8:30 am	Marion AB	Thinking for a Change
	8:30 am	Wyandot AB	Thinking for a Change
	9:00 am	Special Services	Victim Awareness
	1:00 pm	Morrow AB	GED Study Table
	2:00 pm	Morrow AB	Smart Choices
	3:00 pm	Morrow AB	Stress Management
Wednesday, June 23, 2010	1:00 pm	Morrow AB	Power Source
	2:00 pm	Morrow AB	Commitment to Change
Thursday, June 24, 2010	8:30 am	Morrow AB	Conflict Resolution
	8:30 am	Marion AB	Thinking for a Change
	8:30 am	Wyandot AB	Thinking for a Change
	9:00 am	Special Services	Victim Awareness
	9:30 am	Morrow AB	Towards Wholesomeness
	1:00 pm	Morrow AB	Inside Out
	2:00 pm	Morrow AB	Real Talk
	Friday, June 25, 2010	9:00 am	Morrow AB
	9:00 am	Marion AB	Victim Awareness
	1:00 pm	Morrow AB	Basic Living Skills
	2:00 pm	Special Services	Money Smart
	2:00 pm	Marion AB	Victim Awareness
	6:00 pm	Marion AB	Victim Awareness
Sunday, June 27, 2010	6 pm	Wyandot AB	NAACP Book Club

One noteworthy program, known as the TRIAD program, was explained during the inspection as both a rehabilitative program and a living arrangement, in which older, prequalified and selected inmates mentor younger inmates in specific social skills and personal development courses. Inmates in TRIAD live in the same dorm, Morrow A-B, functioning as a therapeutic community.

The ACA manual described a “fewer than 21” program, which engages inmates under 21 years of age. Offenders in the program are assigned to an appropriate academic level and required to participate in programming such as anger management, social issues, current events, smart choices, and conflict resolution, among others.

Various programs are provided through religious services. Two full-time chaplains and support from local community volunteers offer various programs throughout the week to accommodate all faiths.

The NCCI website posts inmate programs in all categories, including academic, vocational, industrial, and community service. As shown in the following table, a variety of community service programs are available to inmates at NCCI. In addition to those listed, opportunities to provide services to local schools or churches emerge from time to time. During the inspection, inmates were designing and fabricating cardboard decorations with a Hawaiian luau theme for a local school function.

Table 10. NCCI Inmate Programs with Breakdown Shown as Academic, Vocational, Industrial, Religious, and Community Service as of June 18, 2010

Academic	Adult Basic Education (ABE), General Education Diploma (GED), Literacy Unit, Special Education, Marion Technical College, Education Intensive Program (Cabling Technology and Transitional Education), Cook Apprentice, Welding Apprentice, Building Maintenance Apprentice, Tailoring Apprentice, Carpentry Apprentice, Plumbing Apprentice
Vocational	Auto Mechanics, Barbering, Turf Management, Auto Body Detailing, Computer Diagnostic/Repair
Industrial	Graphics: Maps and CAD, Document Entry
Religious	Various programs and services
Community Service	Recycling cardboard, paper, bi-metal, aluminum; Raising puppies for Pilot Dogs, Inc., Palace Theatre, City and County Schools, Member of Marion Area Chamber of Commerce, Ohio Reads

The NCCI website features the following three inmate programs, which are identified as Unique Programs for inmates. The titles and descriptions of these programs indicate they have applicability to re-entry.

Basic Living Skills: This program focuses on simple skills needed for daily living. Topics include Looking for Work, Decision Making, and Positive Alternatives to a previous lifestyle.

Managing Money: This program teaches financial responsibility. All participants who complete this program should be able to apply the following skills after being released to the community:

- * Budget expenses and provide adequately for day-to-day living.
- * Maintain a checking account, including the ability to write a check and keep a correct balance in the check register.
- * Set short term goals and determine if the goals are reasonable.

- * Focus on what needs to be done to achieve the goals.

- * Learn how to be prepared for unexpected expenses.

Criminal and Addictive Thinking: Teaches a new way of thinking and points out errors in typical criminal and addictive thought patterns. Includes decision making, learning consequences, and cause and effect.

The ACA Welcome Manual identified four programs that have reportedly been added since the previous ACA audit of June 2008. The four 'new' programs include Smoking Cessation, Spiritual Formation, Parenting Anonymous, and Substance Abuse Alternate Housing. The addition of new programs was cited among NCCI's attempts to mitigate the overcrowding of inmates by offering re-entry approved programs and educational opportunities.

Inmate Academic and Vocational Educational Programs

The Ohio Department of Education under Revised Code 3313.61 formally chartered the Ohio Central School System in April 1973. As published on the DRC website, the Chartered School District enables the Department of Rehabilitation and Correction to provide a comprehensive, thorough education that addresses the needs of the vastly under-educated and under-skilled inmates.

From both staff and administrative perspectives, there was pervasive enthusiasm shown for the transformative value of creating a pro-education community.

Among educational services, inmates at NCCI may access courses toward receipt of the Adult Basic Education (ABE) certificate and the General Equivalency Diploma (GED). The enrollment process is explained to inmates in the Inmate Handbook. All offenders not possessing a verified high school diploma or GED will be enrolled for a minimum of two quarters. There is a wait list for enrollment, with admission determined by inmates' estimated sentence dates. The GED passage rate is reportedly at 80 percent at NCCI. One type of complaint from inmates during the inspection was that the younger inmates are given priority regarding admission. In follow-up communication, it was relayed that ABE and GED admissions are impacted by the federal requirement mandating schools to provide special education services to youthful individuals. With a large volume of youthful inmates receiving special education services, open seats in classes may quickly be filled by younger inmates, leaving the older inmates to wait for longer periods of time to be placed in a class.

Two noteworthy components of the DRC Ohio Central School System are the Education Intensive Program Prisons (EIPP) and the Transitional Education Program (TEP). Both EIPP and TEP have played a significantly positive role in reducing recidivism and producing favorable reentry experiences for ex-offenders.

The *Education Intensive Program Prison (EIPP)*, which is a heavily education-oriented version of the Intensive Program Prison (IPP), was started in January 2005 at North Central Correctional Institution, as well as Ohio's two female prisons. The EIPP is a result of the evolution of the Boot Camp IPP programs originated in the early 1990's.

The EIPP or IPP refer to several 90-day programs that are characterized by concentrated and rigorous specialized academic education, job readiness components, character education, and community service components. The goal of the Education Intensive Program Prison is to provide educational skill development in both the academic and vocational areas for inmates who have been identified as IPP eligible based on specific criteria, and assessed as having a need for education in order to succeed outside of prison. Successful completion of the EIPP or IPP programming will shorten an inmate's sentence, resulting in an early release and post-release supervision for a determined period of time.

As reported in the Ohio Central School System's Annual Report for 2006, from January 2005 through June 2006, a total of 224 male inmates from NCCI completed the EIPP program, and eight inmates returned to prison, resulting in a 96% reentry success rate. Monthly EIPP data for May 2010 shows 130 NCCI inmates in EIPP for May 2010 and 333 NCCI inmates in EIPP year-to-date. Completions of the EIPP are shown at 34 for May 2010 and 201 year-to-date at NCCI.

The *Transitional Education Program (TEP)* is designed to provide offenders with instruction in skills needed to successfully reenter society. The program is a partnership between the Ohio Department of Rehabilitation and Correction, the Ohio Central School System, and Community Connection in Lima, Ohio. TEP is unique in its instructional approach and aftercare program. The instruction is delivered through Distance Learning technology from Community Connection to sites with Distance Learning capability, and it uses a software program entitled, "Targeting Success." The aftercare program is a virtual, web-based support mechanism using the Internet, an email account, and phone to provide access to a Community Connection Case Worker.

Career Enhancement modules are five-week classes covering limited components of the Career Development programs.

The Inmate Handbook describes *apprenticeships* that include Boiler Operator, Building Maintenance, Carpenter, Cook, Electrician, HVAC, Janitor, Landscape Management, Horticulturist, Plumber, and Welder.

The Inmate Handbook also defines *Advanced Job Training* as the college classes that are offered to inmates through the Marion Technical College (MTC). College classes are provided in Business Administration. One of the educational options for inmates is a College Skills Preparation class. This class includes subjects ranging from making a commitment to college success and understanding learning styles to taking charge of one's physical and mental health and exploring careers. Specific student skills that are taught include taking notes, reading, expanding thinking skills, and developing written and verbal communication skills. At the time of the inspection, there were 28 inmates shown to be enrolled in the series of college preparation classes.

The Ohio Central School System serves all Ohio prisons and provides statistical data to CIIC on a monthly basis. The NCCI education data for May 2010 is shown in the following table.

Table 11. Education Enrollment Report for North Central Correctional Institution with Breakdown by Program, Enrollments, Certificates, and Wait List

Program	May 2010 Enrollment	Year to Date Enrollment	Year to Date Certificates	Wait List
Academic				
Literacy	90	347	64	284
ABLE (Adult Basic Literacy Education)	0	0	0	0
Pre-GED	0	0	0	0
GED	117	256	38	185
GED – Evening	0	0	0	0
High School/HS Options	1	2	1	0
Academic Total	208	605	103	469
Career – Technology				
Auto Technology	0	21	0	114
Turf Management	0	21	0	64
Barbering	23	33	15	87
Career-Technology Total	23	75	15	265
Special Education				
Education Intensive Program Prisons (EIPP)	130	333	207	0
Transitional Education Program (TEP)	98	274	211	0
Career Enhancement	0	56	46	0
Apprenticeships				
Apprenticeships	58	109	NA	0
Advanced Job Training				
Advanced Job Training	119	230	NA	92

Inmate Tutoring Program

The practice of engaging inmates as tutors for other inmates has been in place in several DRC institutions, including the North Central Correctional Institution. Inmate tutors assist other inmates at “GED Roundtables,” which function as a study table or group. The inmate tutoring ‘roundtables’ have been credited for helping to close the gap and shorten the inmate wait list to take the GED test in many institutions. The following table displays the degree of inmate involvement as tutors and the results of their efforts relevant to tutoring other inmates to pass the GED examination.

Table 12. NCCI Inmate Tutor Data with GED Activity and Outcome

Inmate GED Tutors	May 2010 Participation or Completion	Year-to-Date Participation or Completion
Literacy Tutors	27	36
Other Tutors	15	26
Tutors Trained	0	42
Tutor Hours	1,208	11,756
Total GEDs Given	0	82
Total GEDs Passed	9	65

Additional education-related data, as relayed in the monthly report for May 2010, indicated that from January through May 2010, NCCI inmates provided 417 hours of *narration in reading books* to 276 children in the Reading Room within the visitation center. The Reading Rooms originated in Ohio's correctional institutions in 2000 as a creation of former First Lady Hope Taft. Additional education data for May 2010 reveals that from January through May 2010, there were 37 NCCI inmates who completed and passed the *Work Keys* program and test. The *Work Keys* program addresses student academic skills in locating information, applying basic math, and reading for information, which are skills required of all student participants in programs.

Library

The library was observed to be a busy place during the inspection. All computer terminals and television terminals were in use. The library provides three televisions with VCRs for both entertainment and educational software purposes. Inmates complained about a shortage of computers, due to disrepair, for the number of inmates needing access. Following the inspection, CIIC learned that the repairs had been made and that all computers were operating. The use of computers does not include access to the Internet, and only allowable information is downloaded to the machines by the institution's Network Administrator. Among the downloaded software, there are re-entry resources so that inmates may gather information about community agencies and services that they will need as they process through the steps of reentry. Documentation provided during the inspection indicated that the library offers inmates reference and reading materials, access to law materials, library assistance, and also inmate jobs. The following table displays the range and quantity of inmate workers in the NCCI library.

Table 13. NCCI Library Jobs

Library Job Title	Allowable Positions	Current Positions
Clerk – Legal Services	10	8
Clerk – Legal Services 7	1	1
Library Aide	35	29
Library Aide 7	2	2
Porter	15	12
Porter 7	1	1
Porter – Health	5	4
TOTAL	69	57

Inmate Concern Regarding Librarian Assistance. During the inspection, one NCCI inmate provided a reference to recent written correspondence he had sent to CIIC regarding library hours available to inmates and a small number of hours of access to the librarian for legal assistance. While the library is open Monday through Friday, and also offers hours on the weekends; the librarian is not available on any weekend. The librarian is available a total of 13 hours per week to assist inmates Monday through Friday. Inmates whose institutional numbers end in an odd number and inmates whose number ends in an even number have a set schedule and number of hours to use the library. The specific timeslots for inmate accessibility is not flexible and leaves all inmates with fewer than the maximum possible number of hours, due to each inmate's scheduled programming and work schedules, which are also inflexible. For some inmates, the weekend hours may be the only or best time to work with the librarian. The following schedule of the librarian's hours was provided to the inspection team following the inspection.

Table 14. NCCI Librarian Hours of Availability to Inmates Effective August 3, 2009

Day of the Week	Librarian Hours of Availability	Total Hours per Day
Monday	NO morning hours 1:00 - 2:45 pm	1 hour, 45 minutes
Tuesday	8:30 - 10:00 am 1:00 - 2:45 pm	3 hours, 15 minutes
Wednesday	8:30 - 10:00 am 1:00 - 2:45 pm	3 hours, 15 minutes
Thursday	8:30 - 10:00 am NO afternoon hours	1 hour, 30 minutes
Friday	8:30 - 10:00 am 1:00 - 2:45 pm	3 hours, 15 minutes
Saturday	NO hours	NO hours
Sunday	NO hours	NO hours

Community Service Programs

The most visible of the community service programs on the inspection date was the canine program, *Wags for Kids*. The eight inmates and their assigned dogs were visibly happy to meet and greet the inspection team. The North Central Correctional Institution is somewhat unique by virtue of dedicating a separate enclosed 'room' or wing of the housing unit solely for the inmates and dogs. One of the basic and important benefits of this arrangement is the absence of potential allergens associated with dog fur that may infiltrate a housing environment and create adverse and allergic reactions in inmates who are not associated with the dog program. The demeanor of the inmates in the dog program was calm and happy, and there was visible pride in their accomplishments in successfully training the dogs to be companion and service dogs to children with physical handicaps or disabilities, including some with autism.

During the inspection, another example of a community service project was observed. An inmate group, the Vietnam Veterans of America (VVA) was having a fundraiser lunch to raise money for a local school. The aroma of bratwurst, hamburgers, and hotdogs cooking on outdoor grills filled the air near the food service building. The group reportedly raised three to four thousand dollars in profits, which was to be donated to Taft Elementary School in Marion, Ohio and the Community Corrections Act (CCA) program in nearby Logan, Ohio.

Ohio Penal Industries (OPI)

The Department of Rehabilitation and Correction is mandated in the Ohio Revised Code 5145.16 to provide meaningful work to as many inmates as possible, a task that is largely addressed through the employment of inmates in the various shops comprising the Ohio Penal Industries (OPI). A recent DRC review of the OPI shops throughout Ohio's prisons prompted closure of select shops based on specific criteria. In February 2010, an OPI graphics shop at the North Central Correctional Institution was closed and the existing space is currently in use for occasional community service work. In the future, the space will be occupied by the *Wheels for the World* program, which will engage inmates in refurbishing wheelchairs for people in need. There were reportedly 36 inmates who lost their OPI jobs with the closure of the graphics shop

and were subsequently provided alternative types of work within the institution. One staff member, who managed the OPI graphics shop, reportedly accepted a position in private sector.

Inmate Count and Rated Capacity

On the date of the inspection, the 11 o'clock count showed an inmate population of 2,310 inmates. The institutional total was 2,272 and there were 38 inmates recorded as away with leave. Table 15 displays the rated capacity of each prison, and the population count on May 3, 2010. The Lorain Correctional Institution continues to be the most severely crowded at 238 percent of its capacity. The North Central Correctional Institution ranked 17th highest at 124 percent of capacity. The least crowded prison is the Corrections Medical Center, which is only at 60 percent of its capacity.

Table 15. Prison Rated Capacity with Population as of May 3, 2010 and Percent of Capacity

Prison	Rated Capacity	Population Count May 3, 2010	Percent of Capacity
Lorain CI Reception	756	1,799	238%
Lebanon CI	1,481	2,763	187
Chillicothe CI	1,673	2,903	174
Warren CI	807	1,394	173
Correctional Reception Center	900	1,511	168
Mansfield CI	1,536	2,500	163
Hocking CI	298	482	162
Allen CI	844	1,354	160
Ohio Reformatory for Women	1,641	2,629	160
Grafton CI	939	1,482	158
Ross CI	1,643	2,569	156
Trumbull CI	902	1,338	148
Belmont CI	1,855	2,701	147
Marion CI	1,666	2,292	138
Richland CI	1,855	2,510	135
Noble CI	1,855	2,453	132
North Central CI	1,855	2,301	124
Southeastern CI	1,358	1,544	114
London CI	2,290	2,517	110
Madison CI	2,167	2,310	107
North Coast Correctional & Treatment Facility	660	697	106
Dayton CI	482	484	100
Lake Erie CI	1,498	1,497	100
Toledo CI	1,192	1,186	99
Franklin Pre-Release Center	480	466	97
Oakwood Correctional Facility	191	182	95
Southern Ohio Correctional Facility	1,540	1,427	93
Montgomery Education & Pre-Release Center	352	313	90
Pickaway CI	2,465	2,093	85
Northeast Pre-Release Center	640	543	85
Ohio State Penitentiary	684	542	79
Corrections Medical Center	210	127	60
TOTAL	38,715	50,899	100%

Compensating for Overcrowding of Inmates

The ACA Welcome manual identified that in addition to programming, efforts to address the effects of overcrowding of inmates have included recreational activities, excellent medical care, and the maintenance of strict security procedures.

North Central Correctional Institution acknowledged in the ACA Welcome Manual that the two-person cubicles in the living dorms do not meet the unencumbered space requirement of 18.8 square feet per inmate. To compensate for this deficit, the facility has created a schedule that allows for extra amounts of time to move around the housing unit and outside the cubicles. Inmates are permitted to be in the units' two dayrooms and out of their cubicles from 5:30 pm to 11:20 pm on weekdays and until 1:30 am on weekends. To accommodate the larger and more active group of inmates during these evening hours, dayrooms on each unit are furnished with a television and tables and chairs. In addition, inmates are permitted generous amounts of time in the recreation department, separate from the forms of dayroom recreation that are available. As noted in the sections of this report covering the living units and the recreation department, inmates in large numbers were actively engaged in activities in these two areas of the institution.

Recreation

The recreation department at NCCI was very well developed and used at NCCI. The elements of outdoor recreation were immediately visible during the inspection, with a large number of inmates using the outdoor equipment and the walking track. Outdoor recreational options include softball, volleyball, handball, football, and horseshoes. Indoor recreation options are equally appealing, and include music and art programs, community service, basketball, volleyball, aerobic activities, weightlifting, and others. Recreation activities are coordinated by four full-time staff. A full description of the recreation department is provided in the Inspection Summary section of this report.

Medical Services

The Inmate Handbook and the ACA Manual describe medical services as providing 24-hour care for inmates. The handbook provides a notably well-written explanation of the inmate co-payment structure for various medical services. Providing this information in such a thorough and easily understood manner to inmates at intake is a worthwhile and proactive step toward answering the frequent questions that inmates have regarding their responsibility for medical copayments. The explanation includes examples applicable to co-pay charges and examples of co-pay exemptions. Generally, inmates pay a medical co-pay of \$2 per medical treatment unless the inmate has a chronic condition as determined by the physician or other exemption as listed in DRC Policy 68-MED-15.

Inmates may request a medical appointment by completing and submitting a confidential Nurse Sick Call form. Nurse Sick Call (NSC) appointments are held on first shift Monday through Friday for general population inmates, and segregation inmates are seen on second shift. NCCI engages the services of a medical Doctor, Registered Nurses, Practical Nurses, Medical

Assistants, Dentist, and Dental Hygienists on a daily and weekly basis. A Podiatrist and an Optometrist are scheduled to see inmates four days and two days a month respectively.

Monthly medical data submitted from NCCI to CIIC for May 2010 is shown in the following table. The data shows medical services for May to be approximately average based on medical activity in the preceding months of 2010.

Table 16. Medical Statistical Summary at NCCI for Inmates Receiving Medical Services with Breakdown for May 2010, YTD, and Five-Month Average

Medical Activity	May 2010 Actual	Year-to-Date Total	YTD (Five-Month) Monthly Average
Sick Call			
Nurse Intake Screen	120	659	131
Nurse Referrals to Doctor	118	508	101
New Intakes Referred to Physician	120	659	131
Nurse Sick Call and Assessments	543	2,636	527
Doctor Sick Call	459	1,821	364
Doctor H & P Done	20	131	26
Doctor No Shows	39	181	36
Emergency Triage			
Sent to Local ER	8	84	17
Sent to OSU ER	0	24	5
Sent from Local to OSU	2	33	7
Inmate Emergencies Treated On Site	41	371	74
Staff Treated	37	191	38
Inmates Treated	0	0	0
Infirmary Care			
Bed Days Used for Medical	52	463	93
Bed Days Used for Mental	28	103	21
Bed Days Used for Security	13	96	19
Dental Care			
Scheduled Visits	458	2,062	412
Emergency Visits	43	336	67
Total Dental Visits	501	2,398	480
Dental No Shows	0	0	0
AMAs (fillings)	15	95	19
Pharmacy			
Medical Refills	3,297	17,265	3,453
Mental Refills	402	1,958	392
Medical New Prescriptions	2,841	16,078	3,216
Mental New Prescriptions	312	1,947	389
Total Prescriptions	6,852	37,248	750
Medical Controlled Prescriptions	14	76	15
Mental Controlled Prescriptions	0	0	0
Lab Data			
Blood Draws	329	2,089	418

Mental Health Services

The mental health staff includes social workers, psychiatric RNs, Psychology Assistants, Psychologists, Psychiatrists, and Community Linkage Services through the Ohio Department of Mental Health. The NCCI administration relayed at the inspection there are typically 350-400 inmates receiving mental health services at any time. The Department of Rehabilitation and Corrections defines the three mental health classifications in DRC Policy 67-MHN-02, as shown in the following table.

Table 17. Mental Health Classifications in Use by the Ohio Department of Rehabilitation and Correction as Defined in DRC Policy 67-MHN-02

Classification Number	Definition of Classification
C1 – Categorized	The offender meets criteria for Seriously Mentally Ill (SMI) designation: a substantial disorder of thought or mood that significantly impairs judgment behavior, and capacity to recognize reality or cope with the ordinary demands of life within the prison environment and which is manifested by substantial pain or disability.
C1 – Functional	The offender may have any DSM – IV diagnosis. The offender’s acuity or functional level is impaired as demonstrated in a pattern of high-risk behaviors.
C2	The offender does not meet the criteria for SMI but has a DSM-IV diagnosis. The offender is receiving mental health services that include medication prescription; however, the offender’s functional level is not impaired as demonstrated in a pattern of high risk behavior.
C3	The offender does not meet the criteria for SMI but has a DSM-IV diagnosis. The offender is receiving mental health services that do not include medication prescription.
N	The offender does not require health services.

Inmates receive a specific verbal presentation about mental health services during their intake orientation session and receive a copy of DRC form 5169, which reiterates the information for reference.

The Inmate Handbook that is distributed to all NCCI inmates provides a well-written and personal, encouraging invitation to inmates to access the services of the Mental Health professionals. All steps and forms that must be submitted are described in simple and easy to follow instructions so that inmates are not intimidated or frustrated in their attempts to seek help from the mental health staff.

As published in the handbook, the mental health services include:

1. Assistance in dealing with stressful problems.
2. Group and individual problems.
3. Clinical Risk Assessments as requested by the Parole Board.
4. Referral to a Psychiatrist and treatment with medication if necessary.
5. Psychological evaluations as requested by the Parole Board or the Ohio Department of Rehabilitation and Correction.
6. Specialty group counseling/Parole Planning Assistance through Community Linkage.
7. Crisis stabilization services.
8. Ongoing psychiatric care.
9. Sex offender programming.

A broad view of the presence of seriously mentally ill individuals, those given a C1 classification, within the prisons may be gleaned from the following table. The number of C1 inmates at North Central Correctional Institution as of April 30, 2010 was 118 inmates or 2.7 percent of the total number of C1 inmates within all DRC prisons on that date, which ranked NCCI 17th among the adult prisons for C1 population.

Table 18. Seriously Mentally Ill Inmates (C1) by Institution in Ohio DRC Prisons with Number and Percent as of April 30, 2010

Institution	Number of Seriously Mentally Ill (C1)	Percent
Ohio Reformatory for Women (females)	645	14.8%
Chillicothe Correctional Institution	255	5.8
Belmont Correctional Institution	245	5.6
Southern Ohio Correctional Facility	219	5.0
Lebanon Correctional Institution	219	4.9
Allen Correctional Institution	196	4.5
Mansfield Correctional Institution	196	4.5
Marion Correctional Institution	171	3.9
Warren Correctional Institution	169	3.9
Madison Correctional Institution	165	3.8
Noble Correctional Institution	156	3.6
Northeast Pre-Release Center (females)	148	3.3
Grafton Correctional Institution	145	3.3
London correctional Institution	139	3.2
Correctional Reception Center	134	3.1
Pickaway Correctional Institution	128	2.9
North Central Correctional Institution	118	2.7
Franklin Pre-Release Center (females)	117	2.7
Trumbull Correctional Institution (female minimum camp)	110	2.5
Ross Correctional Institution	104	2.4
Southeastern Correctional Institution	103	2.4
Richland Correctional Institution	95	2.1
Toledo Correctional Institution	90	2.1
Oakwood Correctional Facility	89	2.0
Lorain Correctional Institution	80	1.8
Lake Erie Correctional Institution	61	1.4
Hocking Correctional Facility	39	0.9
Corrections Medical Center	17	0.4
North Coast Correctional Treatment Facility	8	0.2
Ohio State Penitentiary	5	0.2
Montgomery Education and Pre-Release Center	1	0.0
TOTAL	4,364	100%

An historical view of the percentage of each DRC prison's inmate population on the *mental health caseload*, comprised of individuals who have been given mental health classifications of

C1-Categorized, C-1-Functional, C2, or C3, is shown in the following table. This data reveals the approximate institutional percentage of inmates receiving mental health services in each institution based on data for the period of 2008-2009. This data shows North Central Correctional Institution to have had a ranking of 17th among all DRC adult prisons with an institutional 17 percent of inmate population on the mental health caseload for the period.

Table 19. Percent of Prison Population on the Mental Health Caseload by Institution Based on 2008-2009 Data

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

Suicides and Attempted Suicides

In 2009, there were three successful suicides within the DRC system: one in February at Pickaway Correctional Institution, one in August at Lebanon Correctional Institution, and one in October at Lorain Correctional Institution. One suicide occurred in February 2010 at Lebanon Correctional Institution, and one suicide occurred on April 23, 2010 at Southern Ohio Correctional Facility.

Regarding attempted suicides from January to March 2010, there have been 13 suicide attempts system-wide, with no suicide attempts occurring at North Central Correctional Institution. An historical review of 2009 suicide data shows that North Central Correctional Institution ranked 21st among Ohio DRC prisons in the number of *suicide attempts*. In 2009, there were 72 suicide attempts in Ohio prisons, including one suicide attempt at North Central Correctional Institution.

Table 20. Number of Inmate Suicide Attempts in 2009 by Institution

Institution	Number of Suicide Attempts
Chillicothe Correctional Institution	8
Grafton Correctional Institution	7
Ohio Reformatory for Women	7
Corrections Reception Center	5
Southern Ohio Correctional Facility	5
Lake Erie Correctional Institution	4
Lorain Correctional Institution	4
Mansfield Correctional Institution	4
Warren Correctional Institution	4
Belmont Correctional Institution	3
Oakwood Correctional Facility	3
Pickaway Correctional Institution	3
Lebanon Correctional Institution	2
Noble Correctional Institution	2
Ross Correctional Institution	2
Trumbull Correctional Institution	2
Allen Correctional Institution	1
Corrections Medical Center	1
Hocking Correctional Facility	1
Marion Correctional Institution	1
North Central Correctional Institution	1
Northeast Pre-Release Center	1
Toledo Correctional Institution	1
Dayton Correctional Institution	0
Franklin Pre-Release Center	0
London Correctional Institution	0
Madison Correctional Institution	0
Montgomery Education and Pre-Release Center	0
North Coast Correctional Treatment Facility	0
Ohio State Penitentiary	0
Richland Correctional Institution	0
Southeastern Correctional Institution	0
TOTAL	72

Use of Force

The use of force is authorized per DRC Policy 63-UOF-01 and Administrative Rule 5120-9-01, which lists six general circumstances when a staff member may use less than deadly force against an inmate or third person as follows:

1. Self-defense from physical attack or threat of physical harm.
2. Defense of another from physical attack or threat of physical attack.
3. When necessary to control or subdue an inmate who refuses to obey prison rules, regulations, or orders.
4. When necessary to stop an inmate from destroying property or engaging in a riot or other disturbance.
5. Prevention of an escape or apprehension of an escapee.
6. Controlling or subduing an inmate in order to stop or prevent self-inflicted harm.

Administrative Rule 5120-9-02 requires the Deputy Warden of Operations to review the use of force packet prepared on each use of force incident, and to determine if the type and amount of force was appropriate and reasonable for the circumstances, and if administrative rules, policies, and post orders were followed. The Warden reviews the submission and may refer any use of force incident to the two person use of force committee or to the Chief Inspector. The Warden must refer an incident to a use of force committee or the Chief Inspector. The Warden **must** refer an incident to a use of force committee or the Chief Inspector in the following instances:

- Factual circumstances are not described sufficiently
- The incident involved serious physical harm.
- The incident was a significant disruption to normal operations.
- Weapons, PR-24 strikes or lethal munitions were used.

Every month the Department records data on the number of use of force incidents. A copy is provided to the CIIC and the report form states that it is provided to the DRC Regional Director by the fifth of each month. The following is a breakdown of the use of force incidents during the month of June 2010.

Table 21. NCCI Report of Use of Force with Racial Breakdown - June 2010

June 2010	Black	White	Other	Total
Use of Force Incidents – June 2010	13	9	0	22
Action Taken on June 2010 Use of Force Incidents:				
Assigned to Use of Force Committee for Investigation	2	2	0	4
Logged as “No Further Action Required”	11	7	0	18
Referred to the employee disciplinary process	0	0	0	0
Referred to the Chief Inspector	0	0	0	0
Number of investigations not completed within 30 days and extended				
	0	0	0	0
Number of extended investigations from previous month that were:				
Completed	0	0	0	0
Not Completed	0	1	0	1

Institutional administrators provided additional data for 2009 and 2010 regarding the use of force at NCCI. The data showed a 2009 annual total for reports of use of force at 225 incidents. Of that total, 149 reports received no further action, and 76 reports were advanced to a committee hearing. The 2010 year-to-date reports of use of force totaled 98, with 69 reports receiving no further action and 29 reports forwarded to committee. Reportedly, two new reports were received within the 48 hour weekend prior to the inspection, and no determination had yet been made regarding action to be taken or referral to committee.

Inmate Housing

Inmate housing at NCCI is exclusively provided in open dormitories, except for the cells in the segregation unit.

The newest inmates arriving at NCCI, are placed in Marion B Dorm for their initial two weeks to protect these inmates from becoming prey to other inmates. Inmates are housed in the orientation pod straight off the bus and before assignment to a general population unit. During the initial period, these inmates receive orientations to multiple aspects of prison life from a wide range of staff and administrators. During the inspection, the new inmates were addressed by representatives from Mental Health, Medical Services, the Unit Management Administrator, the Institutional Inspector, Recovery Services, the Chaplain, the mailroom, among others.

Staff indicated that there is very little friction among inmates in the dorms, even though the conditions crowd many inmates in small areas. Staff relayed that two incentives have been very effective in motivating inmates to leave one another alone: television is an effective incentive, and an opportunity to live in an Honor Dorm also serves to motivate inmates toward compliant and peaceful behavior. Staff also relayed that the incentives have contributed to a reduction in property theft among inmates.

Documentation provided at the inspection described Wyandot AB as a 'good conduct' dorm with privileges provided to inmates. Effective March 2009, the Wyandot AB dorm became an honor dorm. The concept is based on the following expectations and benefits to the institution's safety and security.

1. Reduction in thefts.
2. Reduction in violence.
3. Reduction in destruction of inmate and state property.
4. Increased sense of safety and security.
5. Improved dorm appearance and cleanliness.
6. Increased sense of pride in dorm.
7. Generally quieter area for those pursuing educational or programming goals.
8. Splitters and two television hookups per cubicle.
9. Late nights on Thursday, Friday, and Saturday nights.

Inmate eligibility for the honor dorm is based on inmates having met four criteria for a period of one year prior to admittance to the honor dorm. Candidates for the honor dorm must have not been placed in alternate housing, had no placement in segregation from a guilty RIB disposition,

no cube isolation, and no more than three conduct reports. Inmates are cautioned that if they incur any of the four preceding actions after admittance to the honor dorm, they will be removed and placed in alternative housing. Admittance to the honor dorm is at the discretion of the Unit Manager.

Listening Session with NCCI Staff

The best source of recommendations for improvements is communication from individuals who live or work in the correctional institutions. As a result, the CIIC has always welcomed communication regarding prison operations, conditions, programs or grievance procedure to assist in identifying problems or areas in need of improvement. The 2009-2010 inspections to date have all included a group session with a variety of staff. The wardens have been requested to gather a group of staff from the many different departments and positions to meet with the CIIC inspection team. Staff members are asked to relay any problems, issues, concerns, or areas of pride regarding the facility.

The comments and concerns relayed by the NCCI staff have been incorporated into this report in a preceding *Inspection Summary* section of this report.

Separate from the concerns that are commonly brought forward by institutional staff, the NCCI staff were the first among several recent inspections to mention their concerns about the *proposed privatization of a percentage of the state's prisons*. The subject of the proposed privatization of the prisons emerged from several different staff members, representing not only administration and union representatives, but unit staff as well. The fundamental question relayed was how privatization of the state's current correctional institutions might impact the careers and job stability of the thousands of state employees who work in the state-operated prisons.

Inmate Communication

The majority of inmate communication is summarized in the inspection summary provided at the beginning of this inspection report.

Overall, several young inmates in the TRIAD mentoring program indicated that the older inmates truly care about them and their future and the older inmates offer wisdom that no one else can do; and by virtue of their inmate status, the words they impart are taken seriously by the younger inmates. Even younger inmates who admitted they entered the program with skepticism, acknowledged that after a few weeks, they felt themselves changing and maturing, simply growing up and choosing to leave ineffective and immature traits in their past. The following practical skills were identified by younger inmates for their value in helping them mature and transform in many significant ways:

- * Focusing attention on priorities, and keeping distractions at bay
- * Solving problems without violence or yelling
- * Coping with problems unemotionally and managing emotions otherwise
- * Guiding thoughts and visualizing a better life

- * Seeking and acquiring information that educates one to be a better person
- * Learning to create your own opportunities to benefit from programming
- * Taking responsibility for yourself and realizing that you only terminate yourself (from the program)

Older mentoring inmates were cited for their capacity to coach, act as a confidante, source of wisdom based on experience, facilitate in revealing and explaining life truths, and be a source of thoughtful insight on religion.

Young inmates also cited certain staff for the traits those staff members typically embody in their supervisory demeanor, which include honesty, truthfulness, supportiveness, and respect. Young inmates realized the value in second chances, as they relayed if they are removed from Triad for reason, they are given opportunities to experience restorative justice and earn their way back into the program. From the staff perspective, there was enthusiasm shown for the transformative value of creating a pro-education community. Staff also voiced appreciation for the option to deselect or remove a young inmate who does not really want to be there and is more interested in terrorizing the group; yet allowing re-entry if and when the inmates meets specific re-admission criteria.

Inmate Concern Relayed Directly to the Inspection Team During the Inspection. One unique contact to the CIIC was delivered directly to the inspection team during the inspection. An NCCI inmate's concern became known to the inspection team through a phone contact to the main office of the CIIC in Columbus from the family of the inmate. The subject of the contact was the reported use of a type of leather glove worn by certain officers in their supervisory demeanor. Upon receiving notice of the contact during the inspection, and bringing the issue to the attention of the administration, the issue was resolved on the spot and in fact had been resolved in response to a prior letter of inquiry to the Warden from the CIIC. The inspection team was given administrative assurance that notice had been given to all officers and staff that the gloves would not be permitted, especially as their presence communicates a message of intimidation to inmates. The immediate responsiveness and resolution of the concern by the administration was noted to the credit of the NCCI administration and staff.

Inmate Contacts and Concerns Communicated to CIIC

During the period from January 1, 2009 through August 5, 2010, which constitutes approximately 19 months of the current 128th General Assembly, the CIIC documented 92 contacts regarding the North Central Correctional Institution. Within the 92 contacts, there were 358 reported concerns. The reported concerns regarding the North Central Correctional Institution are shown in the following table.

Table 22. Contacts and Concerns Regarding North Central Correctional Institution with Breakdown by Type of Concern for January 2009 through August 5, 2010

Type of Concern	Number of Concerns
Staff Accountability	68
Supervision	33
Inmate Relations	30
Inmate Grievance Procedure	28
Non-Grievable Matters	26
Health Care	22
Food Service	18
Institutional Assignment	14
Discrimination	13
Personal Property	12
Legal Services	10
Protective Control	9
Use of Force	7
Recreation	7
Inmate Account	7
Educational-Vocational Training	6
Visiting	6
Housing Assignment	6
Special Management Unit	6
Security Classification	5
Safety and Sanitation	3
Facility Maintenance	3
Commissary	3
Records	3
Other	3
Psychological/Psychiatric Services	2
Laundry/Quartermaster	2
Job Assignment	2
Library	2
Religious Services	2
Dental Care	0
Inmate Groups	0
Recovery Services	0
Mail/Packages	0
Telephone	0
TOTAL	358

For greater understanding of inmate concerns, the two most frequently relayed types of concerns are described by the types of actions, inactions, or situations that comprise *Staff Accountability* and *Supervision*. Concerns associated with Staff Accountability include:

- Access to staff
- Failure to perform job duties
- Failure to respond to communication
- Failure to follow policies
- Other

Concerns associated with Supervision include:

- Unprofessional conduct
- Abusive language
- Racial or ethnic slurs
- Conduct report for no reason
- Intimidation/threats
- Retaliation for filing grievance
- Retaliation for filing a lawsuit
- Retaliation for voicing a complaint
- Privacy violations
- Harassment
- Other

Considering all inmate concerns that are brought to the attention of the CIIC from all adult prisons across the state, it is revealed that the volume of 358 concerns representing the North Central Correctional Institution constitutes 2.3 percent of the total 15,567 concerns for the period January 1, 2009 through August 5, 2010. The number of concerns relayed to CIIC through communication to the Committee regarding North Central Correctional Institution compared to the number of concerns regarding all of the other adult prisons in Ohio during the period January 2009 through August 5, 2010 is shown in the following table. The data is ranked by the number of concerns, with NCCI ranked in 16th place. The institution with the most concerns during the period is Southern Ohio Correctional Facility, with 3,442 concerns, comprising more than 22 percent of all system-wide concerns.

Table 23. Number of Reported Concerns Received by CIIC Regarding Ohio Prisons with Breakdown by Institution, Number of Concerns, and Percent of Statewide Total January 1, 2009 through August 5, 2010

Institution	Number of Reported Concerns	Percent of Total Concerns
Southern Ohio Correctional Facility	3,442	22.11
Mansfield Correctional Institution	1,339	8.60
Chillicothe Correctional Institution	865	5.56
Pickaway Correctional Institution	853	5.48
Toledo Correctional Institution	822	5.28
Lebanon Correctional Institution	705	4.53
Marion Correctional Institution	617	3.96
London Correctional Institution	596	3.83
Madison Correctional Institution	534	3.43
Warren Correctional Institution	500	3.21
Trumbull Correctional Institution	475	3.05
Grafton Correctional Institution	461	2.96
Ohio State Penitentiary	458	2.94
Ohio Reformatory for Women	402	2.58
Lake Erie Correctional Institution	378	2.43
North Central Correctional Institution	358	2.30
Allen Correctional Institution	326	2.09
Ross Correctional Institution	319	2.05
Southeastern Correctional Institution	269	1.73
Oakwood Correctional Facility	243	1.56
Belmont Correctional Institution	224	1.44
Northeast Ohio Correctional Center	211	1.36
Richland Correctional Institution	194	1.25
Lorain Correctional Institution	189	1.21
Other	159	1.02
Noble Correctional Institution	137	0.88
Hocking Correctional Facility	134	0.86
North Coast Corrections and Treatment Facility	122	0.78
Correctional Reception Center	82	0.53
Northeast Pre-Release Center	69	0.44
Montgomery Education and Pre-Release Center	26	0.17
Dayton Correctional Institution	25	0.16
Franklin Pre-Release Center	23	0.16
Corrections Medical Center	10	0.06
TOTAL	15,567	100%