



A Joint Committee of the Ohio General Assembly

PICKAWAY CORRECTIONAL INSTITUTION INSPECTION REPORT

SEPTEMBER 2020

SEN. WILLIAM P. COLEY, II
Vice-Chair

REP. DOUG GREEN
Chair

SEN. HEARCEL F. CRAIG
Secretary

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

Date of Inspection:	September 22, 2020
Type of Inspection:	Announced
CIIC Staff Present:	Travis Ricketts, Deputy Director (Remotely) Rachel Helbing, Sr. Analyst, Report Coordinator (Remotely) Jeffrey Noble, Senior Analyst (On-Site) Elijah Woodberry, Analyst (Remotely)
Facility Staff Present:	Warden Emma Collins CIIC spoke with many additional staff throughout the course of the inspection.

Institution Overview

Pickaway Correctional Institution (PCI) is a Level 1 (minimum) and Level 2 (medium) security male prison. The facility opened in 1998 and is located on 78 acres in Orient, Ohio. In FY 2020, PCI was approved for a budget of \$56,186,357.

The rated capacity for PCI is 2,151. As of September 22, 2020, the institution housed 1,633 offenders.

Demographically, 52.7% of offenders were classified as white, 45.4% as black, and 2.0% as another race. The youngest offender was listed as 19 years of age and the oldest was listed as 85 years of age. The average offender age was 45 years. As of September 2020, PCI employed 435 total staff, of which 218 are officers.

The institution scored 100% compliance on the September 2019 ACA audit for 58 applicable, mandatory standards, and 100% on the 433 applicable, non-mandatory standards. In its June 2019 full internal management audit, PCI was 96.6% compliant on the 57 applicable, mandatory standards and 100% compliant on the 427 applicable, non-mandatory standards. Of the Ohio Standards, the facility was 93.9% compliant on the 98 applicable standards. The areas of non-compliance were related to mailing, fit testing for respirators, treatment for chronic illnesses, preventative care, personal property record attainment, and sexual misconduct and retaliation investigations.

FACILITY RATINGS

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

	2018	2020
SAFETY & SECURITY	GOOD	GOOD
<i>Violence Outcome Measures</i>	<i>Exceptional</i>	<i>Good</i>
<i>Use of Force</i>	<i>Exceptional</i>	<i>Good</i>
<i>Control of Illegal Substances</i>	<i>In Need of Improvement</i>	<i>In Need of Improvement</i>
<i>Offender Perception of Safety</i>	<i>Good</i>	<i>Good</i>
<i>Unit Security Management</i>	<i>Good</i>	<i>Good</i>
<i>Institutional Security Management</i>	<i>Good</i>	<i>Acceptable</i>
<i>Prison Rape Elimination Act</i>	<i>Exceptional</i>	<i>Exceptional</i>
HEALTH & WELLBEING	GOOD	GOOD
<i>Unit Conditions</i>	<i>Acceptable</i>	<i>Acceptable</i>
<i>Medical Services</i>	<i>Good</i>	<i>Acceptable</i>
<i>Mental Health Services</i>	<i>Good</i>	<i>Good</i>
<i>Recovery Services</i>	<i>Good</i>	<i>Good</i>
<i>Food Services</i>	<i>Good</i>	<i>Acceptable</i>
<i>Recreation</i>	<i>Exceptional</i>	<i>Exceptional</i>
FAIR TREATMENT	GOOD	GOOD
<i>Staff/Offender Interactions</i>	<i>Good</i>	<i>Good</i>
<i>Inmate Grievance Procedure</i>	<i>Good</i>	<i>Good</i>
<i>Offender Discipline</i>	-	<i>Good</i>
<i>Transitional Programming Unit</i>	<i>Good</i>	-
REHABILITATION & REENTRY	GOOD	GOOD
<i>Reentry Planning</i>	<i>Acceptable</i>	<i>Good</i>
<i>Rehabilitative Programming</i>	<i>Good</i>	<i>Acceptable</i>
<i>Family Engagement and Community Connections</i>	<i>Good</i>	<i>Good</i>
<i>Academic Programming</i>	<i>Good</i>	<i>Exceptional</i>
<i>Library Services</i>	<i>Good</i>	<i>Good</i>
<i>Vocational & Work Skill Development</i>	<i>Good</i>	<i>Good</i>
<i>Ohio Penal Industries</i>	<i>Good</i>	<i>Good</i>
FISCAL ACCOUNTABILITY	GOOD	ACCEPTABLE
<i>Fiscal Wellness</i>	<i>Good</i>	<i>Good</i>
<i>Environmental Sustainability</i>	<i>Exceptional</i>	<i>Exceptional</i>
<i>Staff Management</i>	<i>Good</i>	<i>In Need of Improvement</i>

INSPECTION OVERVIEW

Preparation for the inspection of Pickaway Correctional Institution took place in the week prior to site visitation. The most recent inspection of the facility, completed in 2018, was reviewed to identify areas of previous concern or praise. The CIIC database of concerns received from offenders, constituents, and staff was analyzed for topics of frequent concern. CIIC members and staff were notified of the upcoming inspection.

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

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

The day of inspection, Tuesday, September 22, 2020, consisted of an opening meeting between in-person inspector Noble and Warden Collins followed by a facility tour. Areas inspected included: A1 and A2 housing units, mental health area, transitional programming unit (TPU), library, and education department. A college-level culinary class was attended and evaluated. A close-out meeting was held by CIIC inspector Noble and Warden Collins prior to departure. Each remote inspector completed telephone interviews with staff in various positions. Facility staff were welcoming to the CIIC inspectors, and their adaptability to the hybridized inspection process was greatly appreciated.

The conclusion of the inspection brought CIIC staff members and executive facility staff for a virtual close-out discussion. CIIC staff shared observations from each area inspected, including recommendations for improvements and positive remarks. CIIC additionally thanked the facility staff for their hospitality and assistance throughout the inspection process.

An initial inspection report draft was provided to Warden Collins and her staff on October 15, 2020 as an opportunity to review and notify CIIC staff of any discrepancies. A teleconference meeting between CIIC and facility staff was held on October 21, 2020 to finalize the inspection report draft.

SAFETY & SECURITY: GOOD

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

SAFETY & SECURITY	2018 GOOD	2020 GOOD
<i>Violence Outcome Measures</i>	<i>Exceptional</i>	<i>Good</i>
<i>Use of Force</i>	<i>Exceptional</i>	<i>Good</i>
<i>Control of Illegal Substances</i>	<i>In Need of Improvement</i>	<i>In Need of Improvement</i>
<i>Offender Perception of Safety</i>	<i>Good</i>	<i>Good</i>
<i>Unit Security Management</i>	<i>Good</i>	<i>Good</i>
<i>Institutional Security Management</i>	<i>Good</i>	<i>Acceptable</i>
<i>Prison Rape Elimination Act</i>	<i>Exceptional</i>	<i>Exceptional</i>

KEY FINDINGS

There were ten Security Threat Group Reviews overdue at the time of inspection.

PREA allegations have decreased in 2019 and survey responses reflect lower rates of harassment and abuse.

Assaults have increased from 2017-2019, though PCI is still low in comparison to similar institutions.

Positive drug tests for illegal substances are significantly higher than similar institutions, and the control of this remains an area in need of improvement.

VIOLENCE OUTCOME MEASURES: GOOD

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

Assaults

The rate of offender disciplinary convictions for assaults increased by 7.7% during CY 2018 in comparison to CY 2017 and 8.6% from 2018 to 2019.

	2017	%	2018	%	2019*
Inmate on Inmate	13	+ 46.2	19	+ 5.3	20
Significant I/I	0		1		0
Inmate on Staff	17	+ 76.5	30	- 60.0	12
Significant I/S	0		1		0

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

**2019 numbers are preliminary and are subject to modification by DRC Central Office, Bureau of Research.*

Comparator Inmate-on-Inmate and Inmate-on-Staff Assaults

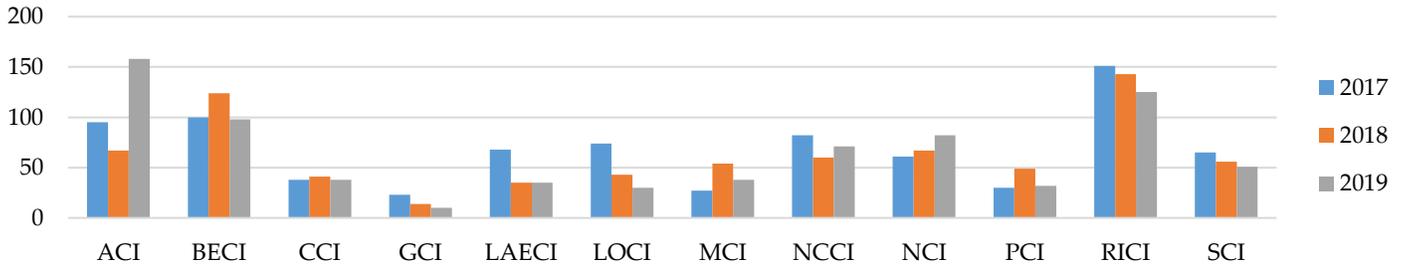


Figure 1: The total combined "inmate on inmate" and "staff on inmate" assaults are graphed above for data collected from 2017-2019 for all DRC male level 1/2 institutions.

Fights

Fights¹ are documented via RIB convictions for Rule 19 (fight) violations. The rate of Rule 19 convictions decreased 0.5% from 2017 to 2018, and increased by 5.9% from 2018 to 2019. The rate of Rule 19 convictions for CY 2019 at PCI was slightly less than the comparator prisons and approximately the same as the DRC average.

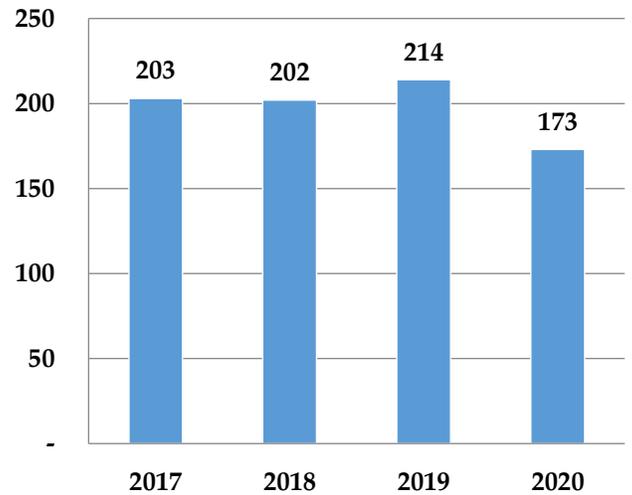
Homicides

There have been no homicides from the time of the previous inspection to date (2017 to date).

Disturbances²

PCI has reported no disturbances since the last inspection (2017 to date).

Rule 19 (Fighting) Violations



USE OF FORCE: GOOD

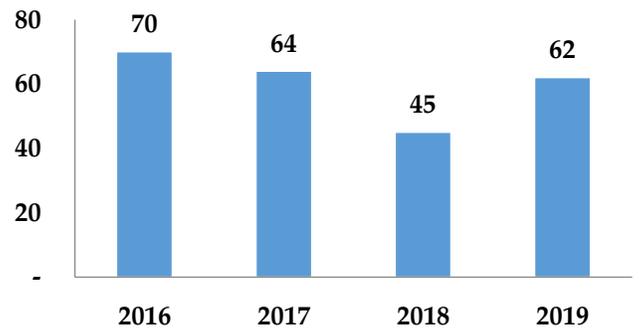
Evaluation of Use of Force (UoF) focuses on the number of uses of force at the institution as well as an evaluation of a random sample of completed Use of Force reports.

Incident Caseload

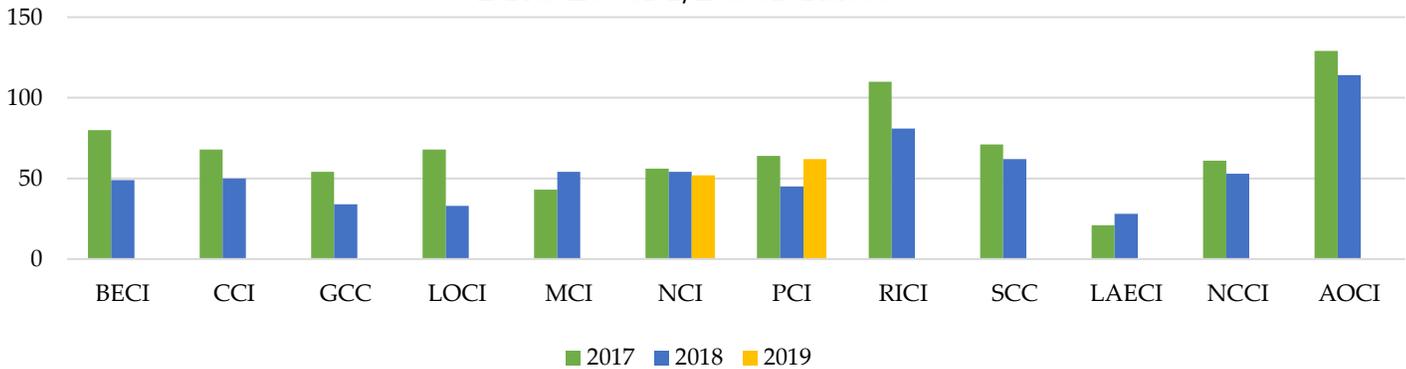
During CY 2019, the facility reported 62 Use of Force incidents; a 37.8% increase from 45 in 2018. The institution had 64 Use of Force incidents in 2017.

PCI UoF	2018	%	2019	%
	45	-29.7	62	+37.8

PCI UoF



DRC Level 1/2 UoF Rates



Procedural Accountability

Video documentation was available on 5/5 incidents reviewed. Staff appropriately referred Use of Force incidents to a Use of Force committee/ investigator, when necessary. Officer statements reviewed were generally thorough and clearly stated directives given prior to force. The required documentation was completed and included in the packets. All offenders provided statements. Offenders were all seen by

medical within an hour following the Use of Force incident. All Use of Force incident recordings were watched through completion with no issues noted.

Application of Force

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

CONTROL OF ILLEGAL SUBSTANCES: IN NEED OF IMPROVEMENT

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

Random Drug Testing	2017		2018		2019	
	# Tested	% Positive	# Tested	% Positive	# Tested	% Positive
Allen-Oakwood	1,187	4.5%	968	7.7%	826	3.3%
Belmont	1,733	5.2%	1,712	2.2%	1,724	5.1%
Chillicothe	1,931	5.5%	261	1.1%	1,784	6.0%
Franklin Medical	461	6.5%	590	8.3%	466	5.4%
Grafton	1,317	0.2%	1,169	0.3%	1,045	0.2%
Lake Erie	1,210	1.7%	1,213	2.0%	1,123	6.3%
London	1,318	5.8%	1,535	6.1%	1,419	4.7%
Marion	1,570	2.9%	1,634	2.9%	1,431	3.2%
Northeast	1,755	12.4%	1,734	9.1%	1,431	8.9%
Noble	1,694	1.2%	1,586	2.7%	1,579	3.9%
Pickaway	1,437	6.9%	1,259	5.3%	1,336	12.4%
Richland	1,645	8.6%	1,671	7.4%	1,529	5.9%
Southeast	1,217	1.0%	1,076	0.7%	1,053	1.5%
Level 1/2 Average		4.8%		4.3%		5.1%
DRC Average		4.9%		5.5%		5.3%

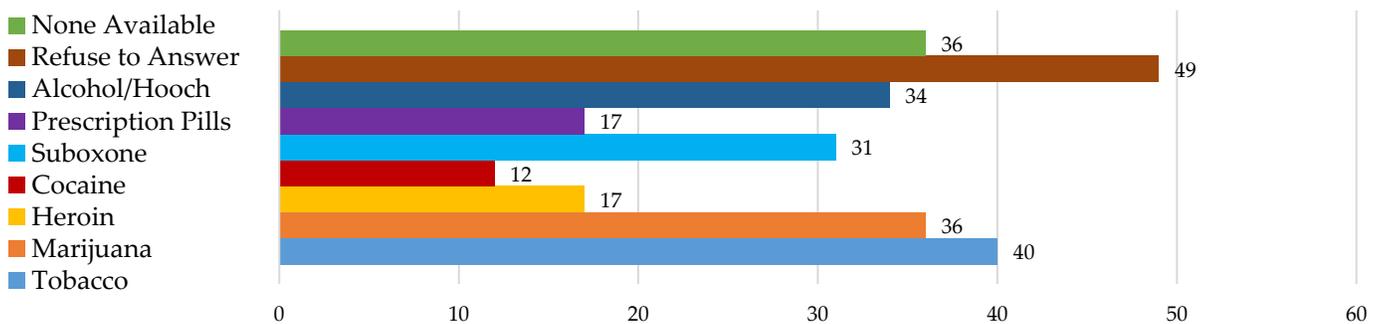
Program Drug Testing

Pickaway	258	2.7%	331	6.0%	294	21.4%
For Cause Drug Testing						
Pickaway	244	77.9%	256	84.8%	602	76.1%

The Warden indicated that there were drug conveyance concerns at the institution, which included marijuana, heroin, and suboxone. Multiple drug detection methods have been utilized to aide in drug interdiction.

Offender Survey Question(s)

Q. 32 What type of prohibited substances are available at this institution?



OFFENDER PERCEPTION OF SAFETY: GOOD

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

Offender Survey Question(s)	Safe or Neutral	Total Number of Respondents	% Change from Previous Inspection
Q. 18 Do you feel safe/neutral/unsafe from other inmates here?	89.7%	N= 117	+4.4

There were 24 offenders charged with violations of Rule 23, “Refusal to accept an assignment or classification action” in TPU. Offenders refuse to lock many times due to threats, debts, concerns for safety, etc. An offender can request protective control, but a risk to their safety must be substantiated.

UNIT SECURITY MANAGEMENT: GOOD

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

Officer Rounds

Officer rounds were reviewed and were consistent with departmental policy. Security rounds are required at a minimum of every 30 minutes in staggered intervals. Round quality control checks are completed by security supervisors and unit managers.

Cell/Bunk Searches (Shakedowns)

Housing unit officers are required to search offenders’ bunks/cells for contraband, including illegal drugs and weapons. Officers were consistent for the documentation of required shakedowns. Institution policy requires each officer to complete a minimum of two bunk searches per shift for 1st and 2nd shift.

Cell³/Bunk⁴ Security Check

Bunk security indicated minor concerns of coverings on some bunks, but overall good security and visibility. Offender property controls appeared appropriate for an open-bunk institution.

Security Classification

Unit staff are required to conduct reviews of offenders' security classification to ensure proper institutional placement. There were 11 overdue security classification reviews unaccounted for on the day of the inspection, which is a concern.

INSTITUTIONAL SECURITY MANAGEMENT: ACCEPTABLE

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

Executive Staff Rounds

Executive staff members⁵ were consistent in making the required rounds in housing units, based on a review of employee sign-in logs.

The rate of Rule 17 (unauthorized group activity) convictions⁶ decreased 28.6% since the last inspection in 2017. The Rule 17 convictions were 10 in 2017, 7 in 2018, and 5 in 2019.

Violent Incident Management

8/12 officers interviewed indicated they are informed of incidents through a briefing through email roll call, prior to beginning their shift. This practice allows for critical information to be communicated for awareness. Some officers relayed concerns regarding access to computers, in order to review roll call.

A review of STG committee meetings for the past six months indicated meetings are being held and included the required staff. There were ten overdue security threat group classification reviews, which are done at the monthly STG meetings. The offender respondents who identified gang activity as an occurrence indicated that drug trade and theft were the most common activities.

STG Management

As of September 2020, there were 223 STG-affiliated offenders, which was 13% of the institutional population. The number of STG-affiliated offenders was similar in comparison to the number on the 2017 inspection, which was 219 offenders.

Escapes

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

PRISON RAPE ELIMINATION ACT (PREA): EXCEPTIONAL

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

PREA Management

The 2019 Internal Management Audit found one Ohio PREA related standard in non-compliance.

PREA notification alarms were tested throughout the facility. All tested notification alerts were working appropriately.

The facility met 37 standards and exceeded eight standards on its September 2019 PREA audit.⁷

Offender Education and Awareness

PREA posters, with information for offenders on reporting of sexual assaults, were posted in all housing units.

	2017	2018	2019
Total Alleged Incidents	10	11	5
Outcomes	7 unsubstantiated 3 unfounded	8 unfounded 3 substantiated	3 unsubstantiated 1 unfounded 1 substantiated
			% Change from
Offender Survey Question(s)	Yes	Total Number of Respondents	Previous Inspection
<i>Q. 20 Have you been harassed or threatened by other inmates here?</i>	23.1%	N=117	-5.2
<i>Q. 22 Have you ever been abused by inmates here?</i>	8.3%	N=120	-6.4
<i>Q. 24 Have you been harassed or threatened by staff here?</i>	37.3%	N=126	-12.1
<i>Q. 25 Have you ever been abused by staff here?</i>	8.7%	N=127	-7.8
<i>Q. 27 Do you know how to report sexual harassment or abuse?</i>	85.0%	N=127	+3.1

HEALTH & WELLBEING: GOOD

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

HEALTH & WELLBEING	2018 GOOD	2020 GOOD
<i>Unit Conditions</i>	<i>Acceptable</i>	<i>Acceptable</i>
<i>Medical Services</i>	<i>Good</i>	<i>Acceptable</i>
<i>Mental Health Services</i>	<i>Good</i>	<i>Good</i>
<i>Recovery Services</i>	<i>Good</i>	<i>Good</i>
<i>Food Services</i>	<i>Good</i>	<i>Acceptable</i>
<i>Recreation</i>	<i>Exceptional</i>	<i>Exceptional</i>

KEY FINDINGS

There were 24 medical vacancies as of inspection, which were voiced by the nurse focus group as concerning. A potential pest issue was reported by the Food Service Director at the time of inspection. PCI recreation offers many art and music program offerings to offenders.

UNIT CONDITIONS: ACCEPTABLE

Evaluation of unit conditions consists of direct observation of housing units and offender survey responses.

All dayrooms/common areas visited were good, based on the cleanliness of the floors and their overall appearances. The bunk conditions were also rated as acceptable, with some minor visible issues. The shower and bathroom areas were rated as acceptable at the time of the tour. Some showers appeared to need more thorough cleaning. 80.5% of offender survey respondents reported that their housing unit is clean on most days.

No maintenance issues were relayed by unit staff, and they stated that maintenance requests are fulfilled in a timely manner when they do occur. All the drinking fountains, ice machines, phones, and laundry facilities were reported to be operational. It was apparent that the maintenance department was responsive with maintenance concerns. Cleaning materials matched the chemical inventory and were appropriately secured.

MEDICAL SERVICES: ACCEPTABLE

Evaluation of medical services is comprised of a nurse focus group, a conversation with the Health Care Administrator, data review and analysis, and offender survey responses.

Facilities

Pickaway Correctional contains Frazier Health Center, which has a 32-chair dialysis area and 154-bed long-term care unit. Staff reported that medical facilities have sufficient space to conduct clinical duties and that all equipment is operational. Staff report that sanitation practices are followed through a documented cleaning schedule.

Sharp containers are available in exam rooms, nurses' stations, and on medical carts. Biohazard containers are also available in medical facilities.

Staffing

The facility has a high number of medical staff, due to its unique medical missions. The facility had one medical operations manager, four healthcare

administrators, one assistant healthcare administrator, one quality improvement coordinator, 40 licensed practical nurses, 41 registered nurses, two nurse practitioners, and one advanced level provider. Additional staff in medical consists of six health information technicians, a phlebotomist, optometrist, radiologist, diet tech, radiologist, and activity therapist. Dental staff consists of three dentists, two dental assistants, and a hygienist.

There were several vacancies as of September 22, 2020, including 12 registered nurses, nine licensed practical

nurses, and three physician administrator 2's. Prior to the COVID-19 state of emergency in Ohio, vacancy numbers consisted of 10 registered nurses, seven licensed practical nurses, and two physician administrator 2's.

The nurse focus group was overall positive and spoke highly of the staff's level of care and responsiveness to emergencies. Areas of concern included low staffing levels, nurse retention, outdated technology, and communication with the nurse supervisors.

Number of offenders seen in last six months			
	<i>Nurse Sick Call</i>	28,323	<i>Doctor Sick Call</i> 7,610
	Chronic Care Caseload	874	<i>Chronic Care Appointments</i> 2,037
Offender Survey Questions	Yes	Total Number of Respondents	% Change from Previous Inspection
<i>Q. 3 If you are on the chronic care caseload, do you see medical regularly?</i>	61.5%	N=65	+2.8
	Within 2 days		
<i>Q. 2 On average, when do you see the nurse after filing a health service request (sick call slip)?</i>	59.1%	N=115	+8.7

Quality

An internal management audit was conducted June 2019 and found two Ohio standards relating to medical services in need of improvement. The Quality Improvement Coordinator (QIC) relayed that they participate in quarterly interdisciplinary meetings, which is in compliance with DRC policy. The QIC relayed that patient satisfaction meetings occur quarterly, which is in compliance with DRC policy. There were 14 offender deaths in 2019. There

have been only three offender no-shows to medical appointments in the last six months, which is extraordinary considering the volume of appointments.

Staff estimate that chronic care clinics are backlogged 40-45 days, due to the impact of COVID-19 on the facility and medical operations.

Offender Survey Question(s)	Satisfied or Neutral	Total Number of Respondents	% Change from Previous Inspection
<i>Q. 4 How satisfied are you with the quality of the care you get from the nurses?</i>	79.3%	N=121	-1.1
<i>Q. 4 How satisfied are you with the quality of the care you get from the Doctor/ALP?</i>	72.8%	N=114	-7.1

MENTAL HEALTH SERVICES: GOOD

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

Caseload

<i>Total</i>	286	<i>C1 / Seriously Mentally Ill (SMI)</i>	104
<i>Offenders on Medication</i>	214	<i>On Mandated Medications</i>	2

Facilities

The mental health facilities were observed to be clean and orderly. A tour of the complete facility was completed. Staff relayed space is not an issue. The older building had been remodeled and held many programming areas for use. The four crisis cells in the TPU were recently inspected by facility staff to ensure safety and visibility. They appeared to be maintained.

Access to Mental Health⁸

213 kites have been processed in the last six months. The institution made 300 mental health referrals for offenders in the last six months.

Staffing

Staffing levels included a psychologist, an advanced practice mental health nurse, three registered nurses, a psychology assistant, a licensed social worker, three licensed independent social workers, a quality improvement coordinator, a health information technician, a clinical social worker, and the mental health administrator. There was one vacancy at the time of the inspection for a social worker.

Offender Survey Question(s)	Satisfied or Neutral	Total Number of Respondents	% Change from Previous Inspection
<i>Q. 4 Overall, how satisfied are you with the quality of the care you get from Mental Health?</i>	80.9%	N=68	-1.2

Programming

PCI offers a good range of mental health programming for offenders. According to their 2019 Needs Assessment Survey, general population offenders are offered the following programs and groups: Anger Management, Anxiety, Depression, Distress Tolerance, Illness Management & Recovery, Mindfulness, Seeking Safety; Living with Trauma and Substance Use Issues, and Thinking Errors Group.

In the past six months, 41 treatment programs have been held and 248 offenders have participated in the treatment programs scheduled, which is lower than usual due to the restrictions brought on by COVID-19.

Suicide Attempts / Critical Incidents

There have been no completed suicides in the reviewed time period (2017-2019). There were no suicide attempts in the past year, and three in the past three years. The facility had 84 offenders placed on constant watch and 53 on observation status in 2019.

Quality

A full Internal Management Audit was conducted in June 2019. The auditors relayed no concerns related to mental health services.

RECOVERY SERVICES: GOOD

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

Facilities

The facility appears to have sufficient space for staff to conduct clinical duties, with seven offices and five classroom spaces. Records are now kept electronically, and old records are stored securely.

Staffing

Staffing levels appear sufficient to provide adequate recovery service programming. There were five counselors and one health information technician. There was one vacancy at the time of the inspection. Additionally PCI has ten consistent community volunteers that facilitate AA/NA programming, when visitors are permitted. Two offender aides are also utilized to provide programming.

Participation and Outreach⁹

PCI recovery services offers programming to include: Brief Intervention Program, Therapeutic Community, Intensive Outpatient Program, and Rule 39 Intervention Program. Recovery Services scheduled 864 program sessions in a six-month period, and 825 were held. PCI reported 180 offenders participated in that six-month time span. 475 offenders are reported to currently be on the waitlist for programming.

Access

Staff relayed multidisciplinary meetings occur quarterly through the QIC (Quality Improvement Coordination) process which is within policy.¹⁰

Offender Survey Question(s)	Yes	Total Number of Respondents	% Change from Previous Inspection
Q. 7 Do you feel you are able to get into recovery services programs?	43.6%	N=101	-11.7

FOOD SERVICES: ACCEPTABLE

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

Dining Hall

PCI has one large dining hall, a cooking area, 3 coolers, a supply room, and dry storage area. It was toured during meal time and appeared clean and orderly. A supply truck was being unloaded at the time and the food products were being processed per policy and procedure.

Meal

The meal sampled by CIIC was rated as good; consisting of a hamburger, mashed potatoes, broccoli, and peaches. The portion sizes were sufficient and the quality of the main entrée was good. Temperatures were appropriate. Menu alterations appear to occur, but always with an adequate and equal substitution.

Offender Survey Question(s)	Satisfied or Neutral	Total Number of Respondents	% Change from Previous Inspection
Q 10. How satisfied are you with the food in the chow hall?	17.2%	N=122	+5.8

The most frequently reported concern was “Quality of the meal,” reported by 101 respondents.

Kitchen and Food Preparation Area

The kitchen floors were clear of any excess food particles and debris. Cooking equipment appeared clean while in use, stored equipment was clean and orderly. Staff relayed that equipment is sanitized after every use and the preparation area is cleaned on a regular daily and weekly basis.

The freezers and coolers appeared to be in good condition and there were no maintenance concerns. A dairy cooler had trouble maintaining temperature the day prior to inspection, but was repaired and back in use within 24 hours. Floors were free from ice and water buildup.

Offender Work Programs

Staff reported there are currently 337 offender food service workers. Offenders earn monthly state pay, and may earn incentives in addition. On the day of the inspection, there were no offenders enrolled in the IN-2-WORK program, due to restrictions in place during the COVID-19 pandemic. Enrollment is planned to resume once COVID-19 restrictions are lifted. IN-2-WORK is provided by Aramark and includes both a classroom component and an on-the-job training. The curriculum is tailored to the special needs of offenders, including classroom instruction and “on-the-job” training.

RECREATION: EXCEPTIONAL

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

Facilities

Physical facilities¹² appeared clean and were observed in use during the inspection. The institution has an indoor facility and four outdoor recreation areas with sports fields. The facility, is currently locating a contractor to fix the gym floors.

Activities

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

Food Service Contract Staff

The food service contract staff consisted of 12 employees including one director, two assistant directors, and nine hourly workers. According to staff, they have had concerns with being under-staffed.

Loading Dock / Pest Control

The loading dock was clean and clear of debris. A truck was being unloaded at the time of the visit. Staff relayed that the exterminator visits the facility weekly. The Food Service Director reported a rat sighting occurred days prior to inspection in the dining hall.

Food Service Management and Oversight

Staff relayed that the food service kite log¹¹ was mostly regarding dietary accommodations.

In their most recent contract evaluation from the DRC in March 2020, PCI received a compliance score of 91%. The main area of non-compliance was sanitation. The contract monitor also found an ACA standard in non-compliance, regarding diet meals being logged when delivered to satellite areas, such as the TPU and health center.

In their most recent health department inspection on March 6, 2020, two of 66 standards were found in non-compliance. The non-compliant standards were for a dull can opener blade and inoperable lights above cooking stations.

department offers a majority of recreation activities permitted, per policy, for Level 1 and 2 offenders. Movies are made accessible and are rotated frequently.¹³

The recreation department has an impressive music program with eight or nine different bands. Currently, music programs have been discontinued until further notice.

Additionally, PCI boasts a robust art program. Traditionally, the recreation supervisor has outside artists come in to teach classes.

The recreation supervisor tries to replicate activities in the community at the facility level. The institution has hosted basketball and softball games with community members playing against the offenders for prizes.

Access

Recreation operates on a rotating schedule¹⁴ and permits one unit to participate at a time. PCI has a wheelchair accessible unit, D1, which has separate recreation times on Tuesdays and Thursdays. Staff relayed that recreation is rarely shut down but if and when this occurs there offenders may utilize outdoor recreation.

Offender Survey Question(s)	Satisfied or Neutral	Total Number of Respondents	% Change from Previous Inspection
<i>Q. 8 How satisfied are you with recreation?</i>	50.0%	N=130	-1.7

FAIR TREATMENT: GOOD

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

FAIR TREATMENT	2018 GOOD	2020 GOOD
<i>Staff/Offender Interactions</i>	<i>Good</i>	<i>Good</i>
<i>Inmate Grievance Procedure</i>	<i>Good</i>	<i>Good</i>
<i>Restrictive / Limited Privilege Housing</i>	<i>Good</i>	<i>-</i>
<i>Offender Discipline</i>	<i>-</i>	<i>Good</i>

KEY FINDINGS

Offender perception of staff professionalism and helpfulness have improved since the previous inspection. Based on survey responses, offender access to the grievance procedure appears to have increased.

STAFF / OFFENDER INTERACTIONS: GOOD

Evaluation of staff/offender interactions is based on a survey of offenders.

Offender Survey Question(s)	Yes	Total Number of Respondents	% Change from Previous Inspection
<i>Q. 28 On most days, are your housing unit officers professional?</i>	72.5%	N=120	+13.4
<i>Q. 29 On most days, are your housing unit officers helpful?</i>	63.1%	N=122	+11.0
<i>Q. 25 Have you ever been abused by staff here?</i>	8.7%	N=127	-7.8
<i>Q. 26 If you have been abused by staff here, what type of abuse was it? Physical</i>	91.7%	N=12	+14.3
<i>Q. 26 If you have been abused by staff here, what type of abuse was it? Sexual</i>	8.3%	N=12	-14.3

INMATE GRIEVANCE PROCEDURE (IGP): GOOD

Evaluation of the inmate grievance procedure¹⁵ includes an interview with the Inspector of Institutional Services, a review of a random sample of informal complaints and grievances, offender survey responses, and data analysis.

Access

The Inspector relayed that orientation is conducted with new staff and offenders to educate on the grievance procedure. Two offenders were reported to be on grievance restriction, due to abuse or misuse of the system. The inspector stated that she holds open office hours three times a week, when COVID-19 restrictions weren't in place. Offenders may access the office freely during movement, or by requesting an interview. Inspector's report logs reflected inspector rounds being conducted in a variety of areas, to include transitional housing, medical center, and food services.

Offender Survey Question(s)	Yes	Total Number of Respondents	% Change from Previous Inspection
Q. 13 Do you know who the inspector is?	45.9%	N=122	+12.3
Q. 14 Are you able to get the following: Informal Complaints?	80.4%	N=112	+12.2
Q. 16 Have you ever felt that staff would not let you use the grievance procedure here?	30.6%	N=121	-18.1

Offender survey respondents who reported that they had not used the grievance procedure noted that the top two reasons were “Staff retaliation”, closely followed by “No reason to use”.

Informal Complaints

	Filed	Average # of Days to Answer	Untimely
2018	2,344	32.95	115 (4.9%)
2019	2,340	16.97	145 (6.2%)

The Inspector relayed that she does contact staff and monitor informal complaint responses closely to ensure they are timely. If the response is not received in a timely manner according to policy, she will document that through an incident report on the staff member’s supervisor. A review of ten informal complaint responses for timeliness, investigation, and professionalism was completed. The responses all provided explanations of the investigations or evidence reviewed and professionally addressed the complaints.

Offender Survey Question(s)	Yes	Total Number of Respondents	% Change from Previous Inspection
Q. 15 Do you feel that the following are handled fairly at this institution: Informal Complaints?	19.2%	N=78	+7.6

Grievances

	Filed	Average # of Days to Answer	Untimely
2018	567	46.32	70 (12.3%)
2019	589	33.79	54 (9.2%)

The Inspector relayed that the most frequent grievance topics are relating to healthcare, supervision, and mail. A review of ten grievances for timeliness, investigation, and professionalism was completed. All responses appeared appropriate.

Offender Survey Question(s)	Yes	Total Number of Respondents	% Change from Previous Inspection
Q. 15 Do you feel that the following are handled fairly at this institution: Grievances?	15.4%	N=78	+8.2

Oversight and Accountability

The Inspector relayed that there is an opportunity afforded to discuss issues/trends related to the grievance procedure and offender complaints during executive staff meetings and department head meetings. She relayed that utilizing different perspectives between departments helps to find a collaborative approach to complaints.

OFFENDER DISCIPLINE: GOOD

Evaluation of offender discipline¹⁶ includes observation of Rules Infraction Board (RIB) hearings and a review of a random sample of closed RIB cases.

Caseload

The most frequent Rule violations referred to RIB were Rules 23 (refusal to accept a housing assignment) and 39 (possession/consumption of illegal substance), of the Inmate Rules of Conduct. The introduction of drugs into the facility was the biggest concern. Staff reported there were no issues with backlog and cases were being heard on a timely basis.

There were 5,762 conduct reports submitted in 2019, which was an increase from 2018, which had 5,305. In 2019, 764 conduct reports were for drug or alcohol related offenses and 214 were for fighting or instigation of a fight.

Procedures

The RIB panel cases followed standard hearing procedures.¹⁷ Staff relayed that they review camera footage for conduct reports such as fights and assaults. They additionally will review photos, officer logs, or medical exams, when appropriate for the case. Based on review, it appears the level of evidence is excellent. A review of 30 closed cases found no procedural errors, which indicates that the oversight of RIB from the Warden's level is excellent. The RIB chairperson did relay that no cases have been modified in the last six months, which is positive

Due Process

In the 30 closed cases reviewed, four offenders were on the mental health caseload and were screened by mental health staff prior to the RIB hearing, per policy. 15 cases had requested witnesses in the cases and were granted by the panel. One case had requested an appeal of the RIB panel's decision, and was provided the proper forms.

The inmate rights form was completed for all cases.¹⁸ Confidential information was not used in any of the reviewed cases, but the process for the handling of

confidential information was explained by the Rules Infractions Chairperson.

Sanctions

The progressive discipline process was explained by the Rules Infractions Board Chairperson and the reasons for not following progressive discipline on serious cases was explained. Discipline for first-time offenders appeared appropriate. The most common sanctions were commissary restrictions and limited privilege housing placement.

TPU Population

According to the TPU roster¹⁹, there were 62 offenders assigned to the TPU. There were 24 offenders charged with violations of Rule 23, "Refusal to accept an assignment or classification action" in TPU. Offenders refuse to lock many times due to threats, debts, concerns for safety, etc. An offender can request protective control, but a risk to their must be substantiated.

Restrictive housing offenders receive two hours and fifteen minutes of recreation per day, while limited privilege housing offenders received half a day of out of cell time, and two hours of recreation outside of the unit. Limited privilege housing offenders were permitted to go to meals and programs as assigned.

Programming/Activities

Mental Health staff conducts weekly rounds and evaluations of offenders. Unit and religious staff make weekly rounds. The library staff send library material when an offender requests them. A satellite library was located in the unit for increased accessibility.

Medical staff are a consistent presence on the unit and conduct rounds every shift. Medical services were provided in the unit if possible; the medical office in the unit was very well equipped.

Recreation consisted of three indoor rooms and three outdoor areas. Each of the outside recreation areas consisted of a pull-up/dip workout station and basketball rim. One outside recreation area had a disability assessable nautilus machine. The recreation areas appeared clean.

Conditions

The units were quiet and organized. The cells in TPU and LPH were acceptably maintained. Each TPU/LPH cell has its own sink, shower, and toilet. Showers were in acceptable condition. Some cells had some writing on the walls but were generally clean and orderly. Staff relayed that there were no inoperable cells on the day of the inspection. Offenders reported that cell temperatures were adequate.²⁰ The common and recreational areas were exceptionally clean.

Critical Incidents

According to staff, uses of force occur about two times per month in TPU. The officers and supervisor assigned indicated the Use of Force incidents increased recently due to a backlog of offenders being upgraded in security level, awaiting transfer. The use of an alternative meal (“food loaf”), which is meant to be nutritional but used for improper behavior related to misuse of eating utensils and trays, was reported as being utilized about two times per month in recent months. This increase in the use of alternative meals and cell flooding incidents were attributed to the delay in the transfer of offenders to higher security facilities due to COVID-19 restrictions on offender movement.

REHABILITATION & REENTRY: GOOD

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

REHABILITATION & REENTRY	2018 GOOD	2020 GOOD
<i>Reentry Planning</i>	<i>Acceptable</i>	<i>Good</i>
<i>Rehabilitative Programming</i>	<i>Good</i>	<i>Acceptable</i>
<i>Family Engagement & Community Connections</i>	<i>Good</i>	<i>Good</i>
<i>Academic Programming</i>	<i>Good</i>	<i>Exceptional</i>
<i>Library Services</i>	<i>Good</i>	<i>Good</i>
<i>Vocational & Work Skill Development</i>	<i>Good</i>	<i>Good</i>
<i>Ohio Penal Industries</i>	<i>Good</i>	<i>Good</i>

KEY FINDINGS

Waitlists for rehabilitative programs are high, coupled with low completion numbers in 2019. Offender perception of accessibility to educational programs has increased, despite COVID-19 restrictions. Phone and mail services have improved in offender satisfaction since the previous inspection.

REENTRY PLANNING: GOOD

Evaluation of reentry planning²¹ includes interviews of staff, document review, and survey responses.

Staff Accountability

An offender release plan is a checklist identifying if an offender has housing, transportation, community linkage, an ID card and other resources necessary for preparing the offender to be released back into the community. Unit staff check for upcoming releases on a weekly basis to ensure RPLAN's have been completed. During annual security reviews, case managers also check RPLAN's for any missing information. Prior to COVID-19, PCI had a dorm of offenders nearing release, where special attention was given to reentry preparation and RPLAN fulfillment.

Reentry Resources

Staff relayed they conduct resource and health fairs each year to provide offenders with community contacts. Staff also attend community coalition meetings with counties to obtain resources. Community partners are brought into the facility to offer services, such as APA, BMV, etc. Video conferencing is heavily utilized to connect offenders with outside resources prior to release. Staff relayed that a barrier for offenders to access purposeful activities is offender motivation.

Offender Survey Question(s)	Yes	Total Number of Respondents	% Change from Previous Inspection
<i>Q. 35 Do you know where you can find reentry information?</i>	42.5%	N=127	-2.1

REHABILITATIVE PROGRAMMING: ACCEPTABLE

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

Unit-Based Programs

Programming at PCI is currently halted in response to the COVID-19 outbreak. PCI has six Reentry Approved Programs able to be facilitated by unit staff.

Reentry Approved programs offered at PCI are: Thinking for a Change, Inside Out Dad, Victim Awareness, Decision Points, PROVE, and Anger Control.

Program	Waitlist	Enrollment	2019 Completions
<i>Thinking for a Change</i>	319	0	14
<i>Inside Out Dad</i>	80	0	0
<i>Victim Awareness</i>	64	0	20
<i>Decision Points</i>	150	0	19
<i>PROVE</i>	14	0	23
<i>Anger Control</i>	0	0	0

PCI offers additional meaningful activities and programs within the units. According to their 2019 Needs Assessment, programs offered include: offender-led groups, wellness courses, religious services, cultural events, Money Smart, Life Without a Crutch, Socialization, Carey Guides, Men of Courage, Welcome Committee, Information Booth, Plant Maintenance, Kairos, Creative Writing Workshop, and Criminal Addictive Thinking.

Offender Survey Question(s)	Easy or Neutral	Total Number of Respondents	% Change from Previous Inspection
<i>Q. 37 How easy or difficult is it to get into the following activities in this prison? Unit Programs</i>	57.8%	N=95	+0.9
	Yes		
<i>Q. 34 Have staff talked with you about what programs to take while incarcerated?</i>	37.0%	N=127	+1.5

FAMILY ENGAGEMENT & COMMUNITY CONNECTIONS: GOOD

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

PCI promotes offender communication with family, friends, and community through mail, email, phones, video and in-person visitation, and graduations.

projects include: Crayons to Computers, Pilot Dogs, 4-Paws for Ability, Vannie Mats, Colony Cats, Faith Mission, and My Very Own Blanket.

PCI reported 9,256 community service hours for 2019, which is a slight decrease from 2018, when 10,053 hours were reported and 2017, when 11,998 hours were reported. According to staff, community service

PCI reported having 308 active volunteers, when not prohibited by COVID-19 restrictions. The areas where volunteers are active are education, religious services, recreation, recovery services and unit programs.

Offender Survey Question(s)	Yes	Total Number of Respondents	% Change from Previous Inspection
Q. 38 Have you had any problems with mail?	55.7%	N=122	-9.4
Q. 39 Have you had any problems with telephones?	45.5%	N=121	-14.0
Q. 41 Have you had any problems with visiting?	45.8%	N=118	-1.7

ACADEMIC PROGRAMMING: EXCEPTIONAL

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

PCI education department consists of one principal, one school administrator, five academic teachers, three vocational/career technical teachers, two advanced job teachers, one intervention specialist, and one librarian. There is currently one vacancy in the education department. The average ratio of student to academic and career/tech teachers is 15 to 1.

Education classrooms appeared to be in good condition. The PCI education department does have a Cail lab that is equipped with twenty computers and all are reported to be working. Additionally, the district is in the process of getting ready to receive chromebooks.

PCI education department reported having 18 tutors, 10 of them being literacy tutors and the rest academic, trained to assist other offenders develop better learning skills. The librarian expressed having high satisfaction with the number of literacy tutors in comparison to the 19 literacy students.

PCI education department offers Pre-GED, GED, ABLE, Literacy, Special Education, Title 1, career technical education/career enhancement program,

and apprenticeship programs. Staff relayed that educational opportunities and material are provided to the offenders.

Reading room hours for the children’s reading room in visiting are not being reported on the Educational Monthly Report per policy²².

Due to COVID restrictions, no in-person classes were taking place from April to mid-July. Courses resumed, with a reduced student to teacher ratio, July 15th. During the cancellation period students were given weekly packets from their teachers.

Staff relayed that some of the biggest challenges for the education department is the accessibility for disabled offenders. The location of the academic classes are on the second floor of a building without elevator services. Disabled offenders are serviced by teachers on a weekly basis and have tablet access for distanced-learning purposes.

On-Site Observation

CIIC staff was able to review a culinary arts program at the time of inspection.

Offender Survey Question(s)	Easy or Neutral	Total Number of Respondents	% Change from Previous Inspection
Q. 37 How easy or difficult is it to get into the following activities in this prison? Academic Programming	49.0%	N=100	+8.1

LIBRARY SERVICES: GOOD

Evaluation of literacy development focuses on data analysis and a document review.

Library Facilities

The library appeared organized and clean. The library was spacious and had several books, videos, and computers available for offender use. The staff reported that the library currently has a seating capacity of approximately seventy-five offenders.

The total computers in the PCI library are sixteen computers: seven LexisNexis, seven Word Processors, two Ohio Means Jobs computers and three typewriters.

The library did reflect secondary educational, ethnic section materials and books in Spanish, some French and some Italian. The library utilizes the inter-library loan program, as well as donations for new library materials.

The Library Advisory Meeting was held on December 5, 2019 with various staff in attendance such the Deputy Warden of Special Services, Principal, a representative from the Inspector’s Office, Librarian, the Warden’s Representative from the Inspector’s Office, a Unit Manager, and two offender representatives.

VOCATIONAL & WORK SKILL DEVELOPMENT: GOOD

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

Program	Waitlist	Enrollment	2019 Completions
<i>Boss (Administrative Professional Support)</i>	77	45	15
<i>Pre-Vocational</i>	153	60	68
<i>Network Fiber/Copper</i>	234	33	38

Programming

PCI offers three vocational programs: BOSS, Pre-Vocational, and Networking, with a combined 59 offenders enrolled. PCI currently has 116 apprentices enrolled in the following Apprenticeship programs:

Library Access

The library schedule reflects two evening library sessions and weekend hours which is in compliance with departmental policy.²³ The library is opened seven days a week. There are also satellite libraries located in D1 and the Frazier Health Center to increase accessibility. The librarian relayed that the most frequent use of the library by offenders is the law library and the periodicals.

The staff reported that rounds are conducted weekly to the Transitional Program Unit (restrictive housing and limited privilege housing unit), which is in compliance with DRC 57-EDU-02²⁴ and that offenders may request materials via kite. Pre-COVID, TPU offenders were taken to the library weekly to access materials; this is no longer in operation due to the pandemic.

The librarian reported that complaints received recently regarding the library were the limited number of law library computers and books being damaged by other offenders. The librarian relayed that improvements to the library’s Reentry Resource Center would be to add extra computers. There are currently two reentry computers.

Animal Trainer, Bindery Worker, Construction Craft Laborer, Electrician Maintenance, HVAC Maintenance, Janitorial, Maintenance Repairer General, Material Coordinator and Meat Cutter. PCI

offers advanced job training (college coursework) through Sinclair College.

Offender Survey Question(s)	Easy or Neutral	Total Number of Respondents	% Change from Previous Inspection
Q. 37 How easy or difficult is it to get into the following activities in this prison? Vocational Programming	36.6%	N=93	+5.4

OHIO PENAL INDUSTRIES: GOOD

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

Overview

PCI offers two OPI shops. There were no facility maintenance concerns relayed by staff. The OPI Print shop is a full service “sheet fed” printing facility.²⁵ The shop has the capability of printing everything from business cards to flyers. They do not hold any contracts nor do they give certifications.

The OPI print shop earned \$29,822.01 for FY 2020, which was down 83.3% from FY 2019 profits.²⁶

Personnel

The OPI staff consists of one manager, two supervisors, and one correctional officer. There are 101 offender workers. Sixty-five of these offenders are enrolled in apprenticeship programs through the shop. Offenders who are interested in working in the OPI must complete an application and be interviewed by staff to be selected, an institutional background check is also conducted²⁷. The hourly wages range from

\$0.30-1.10. Offenders are searched by staff as they enter and leave the facility.

Training

Offender workers receive hands-on and classroom training. When new printing machinery is received, staff from the respective company are usually invited to the institution for demonstration and training purposes. Due to COVID-19 concerns, representatives have been unable to enter the institution. Fortunately, the OPI manager has been working in the printing industry for over 30 years and is knowledgeable of how to operate various machinery.

The manager relayed that he, along with the other Penal Work Specialists are able to act as references for offenders when seeking jobs upon release. The manager reported of an ex-offender recently being hired by Printing Industries of Northern Kentucky and Ohio (PINKO), through the manager’s recommendation.

FISCAL ACCOUNTABILITY: ACCEPTABLE

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

FISCAL ACCOUNTABILITY	2018 GOOD	2020 ACCEPTABLE
<i>Fiscal Wellness</i>	<i>Good</i>	<i>Good</i>
<i>Environmental Sustainability</i>	<i>Exceptional</i>	<i>Exceptional</i>
<i>Staff Management</i>	<i>Good</i>	<i>In Need of Improvement</i>

KEY FINDINGS

On the day of the inspection, PCI reported 65 total vacancies. Vacancies, morale, and perceived lack of supervisor engagement were concerns voiced by officers. PCI's sustainability audit resulted in multiple improvements to further energy use reduction.

FISCAL WELLNESS: GOOD

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

Budget Overview

The FY 2019 PCI allocated budget increased by 4.4% from FY 2018.

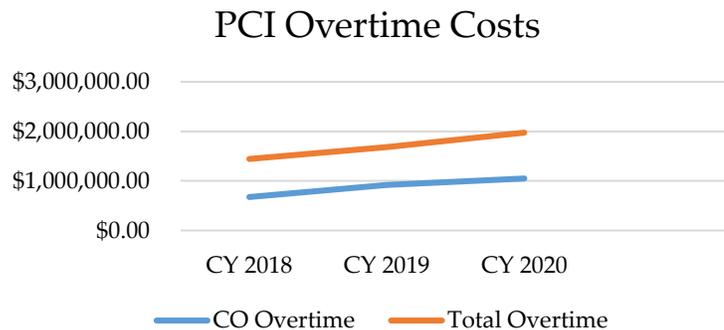
Fiscal Year	Budget
FY 2017	\$57,081,735
FY 2018	\$54,738,454
FY 2019	\$57,159,530

Fiscal Audits

In their most recent internal audit, PCI was compliant in nine of their ten applicable Ohio mandatory standards for an overall score of 90%.²⁸ In their most recent external fiscal audit dated February 2019, the External Auditor found six observations and two comments, for areas of improvement. The observations of concern were related to employee payroll, commissary, and inmate trust fund. Comments for further consideration were made regarding the Industrial and Entertainment (I&E) Fund and the Employee Activity Fund.

Overtime Management

In FY 2019, PCI paid \$3,468,147.92 in total staff overtime costs, which was a 9.3% increase from FY 2018, when PCI paid 3,172,898.30.



	CY 2018	CY 2019	CY 2020
CO Overtime	21,220	28,266	31,506
Total Overtime	38,714	45,810	51,468

Infrastructure

The following capital improvement requests were submitted for future consideration in FY 20-24:

Project	Amount	Project	Amount
Cooler Replacements	\$500,000	Brine Tank Repair	\$353,750
New Water Plant	\$8,000,000	Well Drilling/Rehabilitation	\$622,500
Road Paving	\$100,000	Sanitary Sewer Phase II	\$3,135,500
Fraizer Health Center Chiller Replacement	\$750,000	Fraizer Boiler Replacment	\$447,500
Wastewater/Water Treatment Repair	\$635,000	Paving/Barricades	\$1,760,000

ENVIRONMENTAL SUSTAINABILITY: EXCEPTIONAL

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

Utility Conservation²⁹

Overall, PCI decreased their total utility costs by \$143,048 (8.2%) in FY 2020. The most significant decrease was their natural gas costs which decreased by 33.2%. PCI also decreased their electrical cost and usage. Water usage increased by 12.7%, reflected in the cost increase of 15.3%.

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

Energy Type	FY 2019	FY 2020	Change
Water (gal)	144,482,400 gal	162,797,200 gal	+12.7%
	\$333,200	\$384,201	+15.3%
Natural Gas (ccf)	512,120 ccf	418,400 ccf	-18.3%
	\$249,420	\$166,716	-33.2%
Electric (kwh)	14,739,429 kwh	14,540,657 kwh	-1.3%
	\$1,158,814	\$1,047,469	-9.6%
Total Costs	\$1,741,434	\$1,598,386	-8.2%

Recycling

In FY 2020, recycling projects resulted in \$1,174 of revenue. PCI has 14 offender re-claimers trained in recycling, but are currently limited in job duties due to COVID-19 restrictions. Profits for recycling are used to further expand the recycling process.

Sustainability Programs

No participants are currently enrolled in the Roots of Success³⁰ environmental literacy program, nor is there an offender waitlist due to COVID-19 restrictions. In 2019 there were 105 offenders who completed this program.

Sustainability Audit

PCI conducted a sustainability audit which outlined additional energy conservation and waste reduction initiatives from FY 2019. As result of the Audit, LED lighting replaced all other light fixtures in the institution, low flow fixtures and controls were placed in all faucets and toilets. Additionally, the HVAC system was updated to be on timers to not waste energy when the building is not in use. They are in the midst of obtaining EPA certifications for composting but COVID-19 has delayed the certification process.

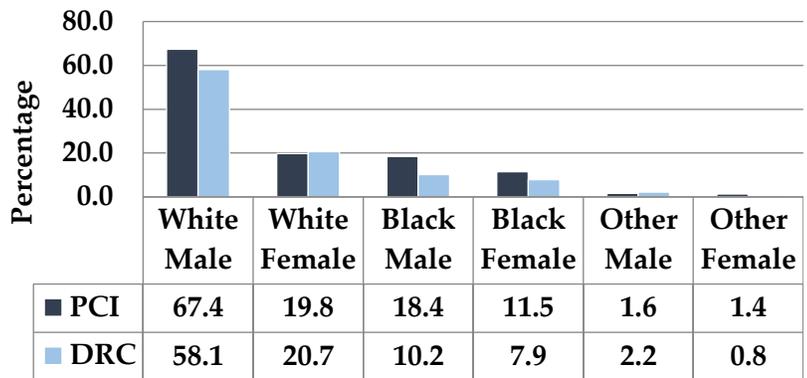
STAFF MANAGEMENT: IN NEED OF IMPROVEMENT

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

Staff Demographics

As of September 2020, PCI had 435 total staff including 218 correctional officers (50.1%). Of the total staff, 67.4% were male and 32.6% were female. Additionally, 67.1% were classified as white, 29.9% were classified as black, and 3.0% were classified as individuals of another race. As of September 2020, the inmate-to-officer ratio at PCI was 7.4-to-1 which is slightly higher than the DRC ratio of 6.1-to-1.³¹

Staff Breakdown Comparison as of September 2020



Workplace Environment

CIIC interviewed 12 correctional officers who provided the following insight regarding the PCI workplace environment: Most officers rated both staff and offender safety as “Average” on a 5-point scale. Some feedback on how to make the facility safer was to hold everyone accountable for bad behavior, reduce mass movement of offenders, and to use stricter hiring practices to gain quality staff.

Staff morale was rated as “Low,” which staff largely attributed to the unexpected conditions of COVID-19 and the lack of communication from administration. Additionally, although roll call is being done via email, some relayed that this has presented difficulties with accessibility to efficient computers. Often times, staff will have to receive information word-of-mouth.

Evaluations

In CY 2019, PCI staff completed 391 of their 401 performance evaluations (97.5%). Many interviewed officers expressed frustration with evaluations, stating that supervisors were not fully engaged in the process. Additionally, feedback provided to officers did not specifically identify their strengths nor weaknesses.

Vacancies

On the day of the inspection, PCI reported 65 total vacancies. 24 were correctional officer positions. As of

March 6, 2020, prior to the COVID-19 state of emergency in Ohio, PCI reported 40 vacancies, including nine correctional officer positions.

Recruiting and Retention Initiatives

PCI recruiting initiatives include online job posting, attending job fairs and posting on social media platforms. Staff believe that offering more training and refresher courses could help with staff retention.

Training³²

Non-completion of training was reported to be due to call-offs, disability, return-to-work, military leave, unexcused absences, child birth leave, and absence related to COVID-19. The PCI mandated training completion rates consisted of the following:

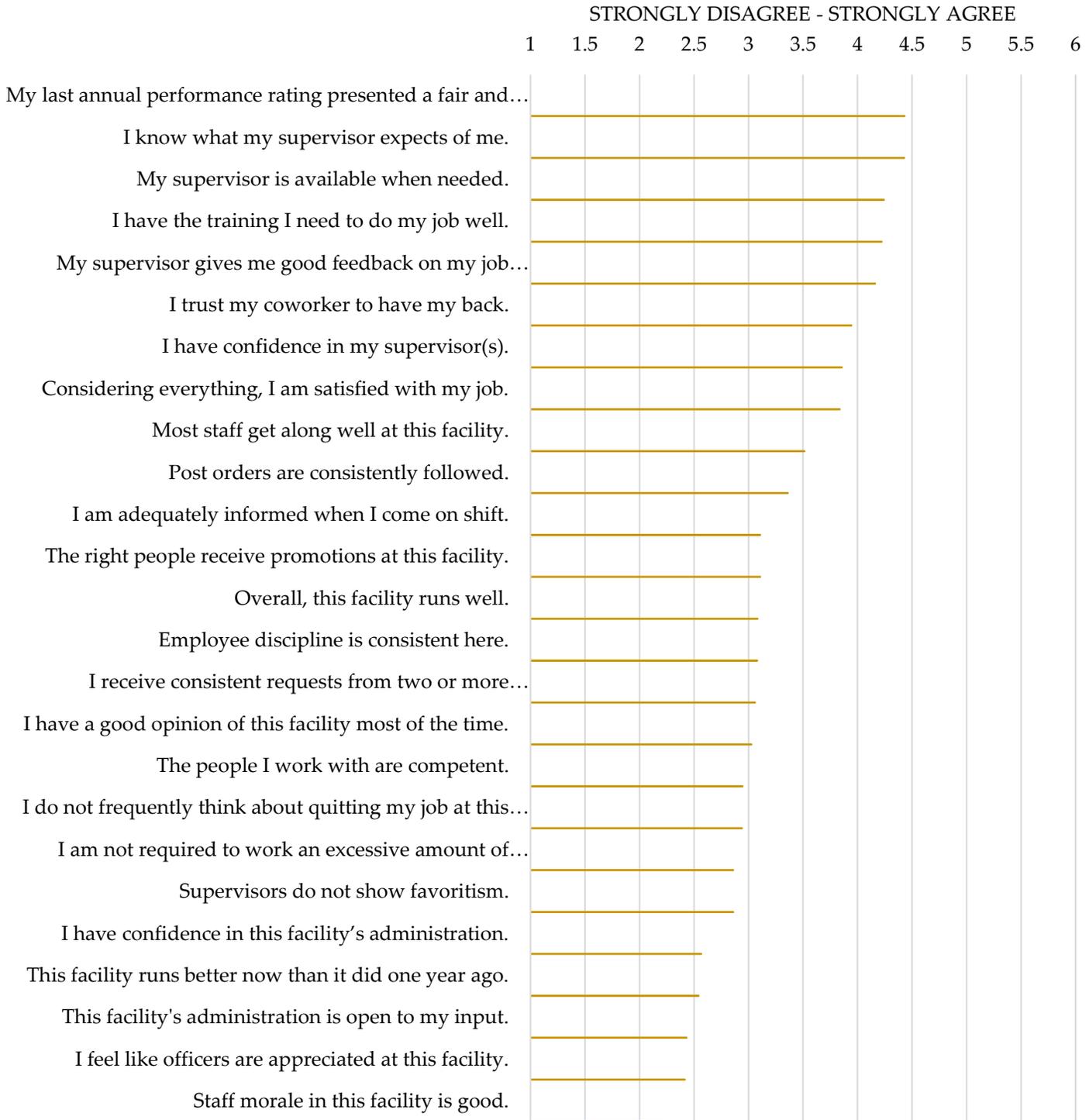
- CPR/First Aid: 90.4%
- Defense Tactics: 100%
- E-Learning: 83.3%
- OC-Spray: 100%
- Firearms: 77.0%; 84.7% as of 10/21/20

Turnover Ratio

	PCI Total Separations	PCI Total Rate	State Institution Separations	State Institution Rate
FY 17	51	10.9	1,283	11.8
FY 18	51	11.2	1,325	12.1
FY 19	61	13.3	1,437	13.1

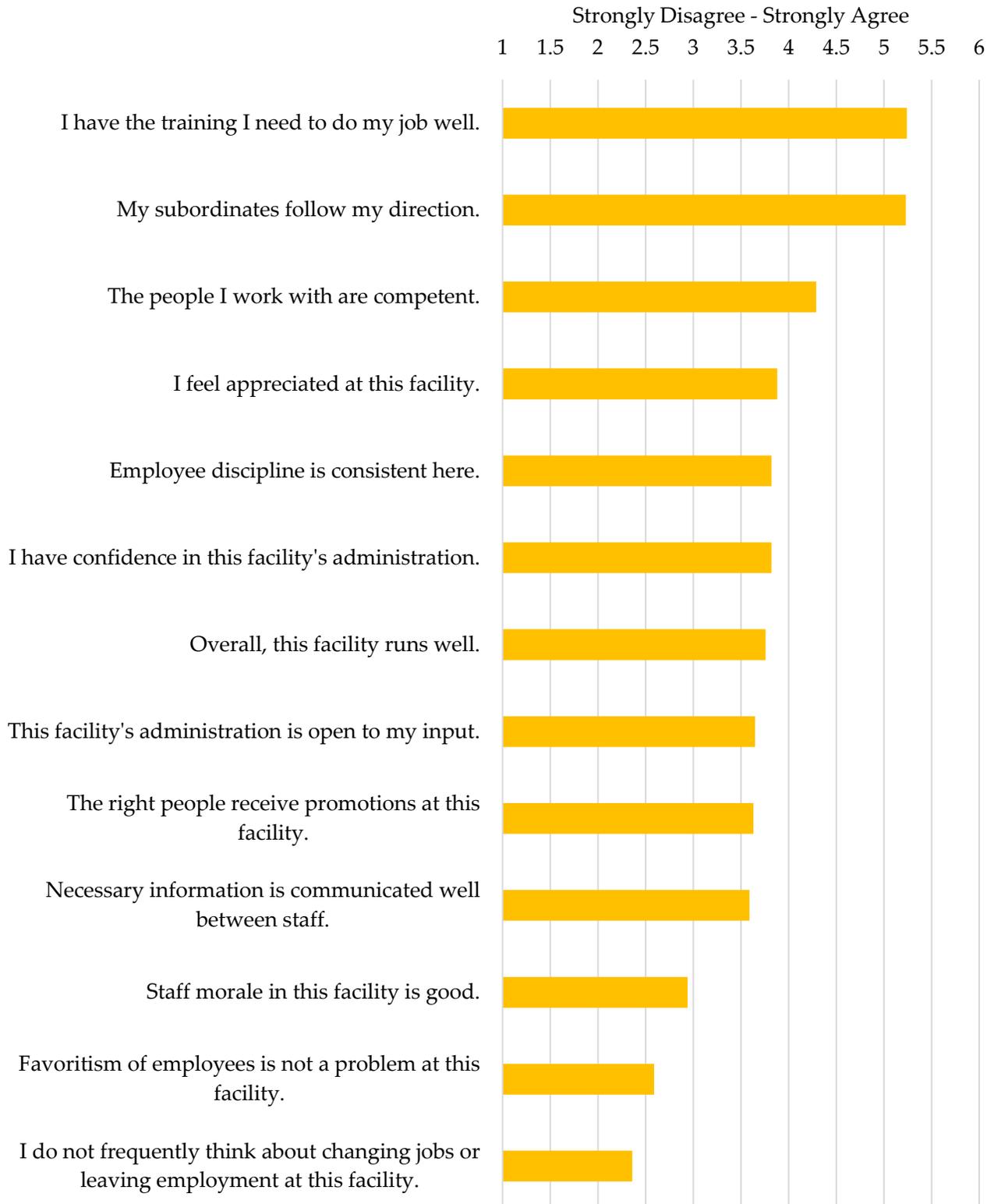
Correctional Officer Survey Results:

CIIC received 37 responses back from PCI correctional officers which represents a sample size of 17.0% of total officers. The survey responses were mostly negative and indicate that officers have some concerns regarding their work environment.



Supervisor Survey Results:

CIIC received 17 survey responses from PCI Supervisors. Survey responses were mostly mixed, relaying concerns for fair treatment and morale.



¹ The total number of RIB convictions for Rule 19 violations does not correlate to a total number of fights. For example, seven offenders might have been involved in one fight – all seven offenders would have been found guilty by the RIB for a Rule 19 violation and would therefore be included in the total number.

² Disturbances are defined as any event caused by four or more offenders that disrupts the routine and orderly operation of the prison.

³ During the inspection, a random selection of cells in each unit are checked for common cell security issues such as: obstruction of windows, material in locks, inappropriate pictures, clotheslines, and graffiti.

⁴ During the inspection, bunk areas are checked to identify if offenders are hanging items to block officers' direct observation.

⁵ Per DRC policy 50-PAM-02, "Each housing unit, including the Transitional Program Unit, shall be visited by the managing officer and/or deputy warden weekly." In addition, "The unit management chief (UMC) and Major shall visit all offender living areas, at a minimum, on a bi-weekly basis. The Transitional Program Unit/s are visited weekly by the Major. " Visibility of leadership is important in the correctional environment. It indicates they are aware of the conditions within their facility, and it also serves to boost the morale of staff and offenders.

⁶ RIB convictions for Rule 17 (unauthorized group activity) violations do not capture total gang activity in an institution, as gang activity likely occurs that is not captured by staff supervision and/or documented via a conduct report and RIB conviction.

⁷PREA Audit: Auditor's Summary Report Adult Prisons and Jails. Accessed at:
https://drc.ohio.gov/Portals/0/Pickaway%20PREA%20%20report%2011_4_19.pdf

⁸ Access to mental health staff is evaluated based on several factors: (1) time period between offender submission of a mental health service request form and appointment with mental health staff; (2) time period between referral and appointment with the psychologist or psychiatrist; (3) response times to kites and informal complaint forms; and (4) current backlogs.

⁹ Each offender is screened using an assessment tool for the need for addiction services, and is assigned a number associated with a recovery services level. This number indicates the degree to which offenders are in need of addiction services. Offenders are scored from zero to three; zero indicating no need of services, to three indicating chronic need for addiction services. This number is determined through completion of a need for services assessment that gives an overall score resulting in the assignment to one of the recovery services levels. Offenders who score either two or three are most in need of treatment; thus, they should be prioritized for programming.

¹⁰ In accordance with DRC 70-RCV-05, the Quality Improvement Committee shall review quality improvement activities to include utilization review, peer review, clinical review, and credentialing.

¹¹ Per DRC Policy 50-PAM-02 ("Inmate Communication/Weekly Rounds"), the kite system is a means of two-way communication between all levels of staff and offenders. All kites are required to be answered within seven calendar days and logged on the Kite Log.

¹² Indoor recreation facilities consist of a gymnasium with exercise mats, a weight cage, pool and ping pong tables. Outside facilities are open, consisting of a basketball court and softball field.

¹³ The institution runs movies every day. They have a broadband system and a Netflix account for them to order the appropriate movies.

¹⁴ Units A-D are scheduled for recreation for one hour per day. The quarantine units recreate once before release, after their 14-day quarantine time is fulfilled. Unit D1 (wheelchair accessible) has separate recreation on Tuesdays and Thursdays.

¹⁵ Pursuant to Section 103.73 of the Ohio Revised Code, the CIIC is required to evaluate the inmate grievance procedure at each state correctional institution. The inmate grievance procedure is a three-step process by which offenders can document and report concerns to multiple levels of DRC staff.

¹⁶ Offenders charged with a Rule infraction are given a conduct report (also known as a ticket). All conduct reports are first heard by a hearing officer; if the offense is a minor offense, the hearing officer may dispose of it himself. More serious offenses must be referred to the RIB, which is a two-person panel that conducts a formal hearing, including witness testimony and evidence.

¹⁷ Appropriate procedures includes checking to ensure that the inmate had received a copy of the conduct report, checked the inmate rights form, read the conduct report, offered the opportunity for an offender to give his testimony, had the

offender leave for deliberation, reviewed evidence and discussed the case with the other panel member, informed the offender of the decision, and offered the opportunity to appeal.

¹⁸ The inmate rights form asks whether the offender waives the 24 hour notice, the presence of the charging official at the hearing, and the presence of any witnesses. The form also asks the staff completing the form whether he or she believes that the offender needs staff assistance.

¹⁹ The roster tracks offenders by disciplinary status, Rule violation, the date that the offender came into the TPU unit, mental health status, and STG status. All of this is important information for ensuring the orderly management the population.

²⁰ Cell security issues would include offenders attempting to block cell windows or cell door windows, STG related graffiti, attempting to jam the locks or place material in the cuff-ports, or excessive clotheslines or towels on the floor.

²¹ Reentry planning requires pervasive attention to individualized details from the first day of incarceration through the post-release period. Effective reentry planning is crucial for a successful reintegration into society. The inspection considers the amount and types of offender access to unit programs and purposeful activities, offender contact with local community representatives, and staff accountability related to reentry processes and unit life.

²² DRC 76-VIS-04 states that reading room coordinators shall submit a monthly report to the Ohio Central School System Literacy Coordinator using the Education Monthly Report Form (DRC2311).

²³ DRC 58-LIB-01 states that library services shall be available to the offender population daily to include evenings and weekends, which includes all satellite library locations.

²⁴ DRC 57-EDU-02 states to ensure the accessibility of education staff and continuity of services, a library staff member shall visit each special population housing unit at least weekly with the area's logbook signed for accountability.

²⁵ Richland Correctional Institution website. Accessed at <http://www.drc.ohio.gov/rici>.

²⁶ In FY 2019, PCI ended the fiscal year with a profit of \$178,769.77. Total profit losses equal \$148,947.76.

²⁷ The OPI manager relayed that offenders wanting to work in OPI must not have any tickets within the past six months, no gang affiliation and the Unit Managers also help to provide insight on work ethic and behavioral status(es).

²⁸ Department of Rehabilitation and Correction Office of Administration Bureau of Internal Audits, Pickaway Correctional Institution, Report of Audit for Period. All Funds: July 1, 2016 through August 31, 2018. Audit conducted September 24, 2018 through October 2, 2018. Report Finalized: February 6, 2019.

²⁹ The DRC established a goal for each institution to reduce its annual utility costs by five percent. Natural gas, water and electricity are the primary utilities targeted for reduction of use. The costs and usage totals provided by PCI staff does not include the most recent gas and water bill.

³⁰ According to the Roots of Success website, the Roots of Success is an activity-based curriculum that is facilitated by an instructor and taught in a classroom setting. The purpose of the program is to prepare offenders adults to become professionals and leaders who can access good green jobs upon release by improving environmental and social conditions in their institutions.

³¹ DRC Monthly Fact Sheet, September 2020 <https://www.drc.ohio.gov/Portals/0/September%202020.pdf>

³² DRC required 40 hours of in-service training for custody staff (all non-clerical/support designated staff) and 16 hours in-service training for non-custody (clerical/support staff). According to DRC policy, 39-TRN-02 ("In-Service Training"), the prisons are mandated by the CTA to ensure custody staff receives annual re-certification training on the following topics: firearms, unarmed self-defense, CPR/First Aid, and in-service training. Institutions are only mandated to take CPR every other year. These topics are derived from Administrative Regulations, Legislative/Judicial Requirements, ACA Standards, DRC policies, and/or other Department Training Advisory Council recommendations. The goal of each institution is for all required staff to complete 100% of their required training by the end of each fiscal year.