

CORRECTIONAL INSTITUTION INSPECTION COMMITTEE

REPORT ON THE EVALUATION AND INSPECTION

OF THE

WARREN CORRECTIONAL INSTITUTION

April 7, 2009

**PREPARED AND SUBMITTED
BY CIIC STAFF**

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CORRECTIONAL INSTITUTION INSPECTION COMMITTEE

EVALUATION AND INSPECTION REPORT OF

WARREN CORRECTIONAL INSTITUTION

INSPECTION PROFILE

Inspection Date: February 23, 2009

Type of Inspection: Unannounced

CIIC Members and CIIC Staff Present: Representative Tyrone Yates, CIIC
Chairman

Shirley Pope, CIIC Director
Toni Del Matto, Inspector
Darin Furderer, Inspector
Carol Robison, Inspector

Institution Staff Present:

Wanza Jackson, Warren Correctional Institution Warden
Edward Wallace, Labor Relations Officer, Dog Program and Community Service
Coordinator
Julia Bush, Administrative Assistant to Warden
Rudolph Pringle, Deputy Warden of Operations
Tom Schweitzer, Major
Chris Delhart, Deputy Warden of Special Services
Rodney McIntosh, Institutional Inspector

In addition to the above staff, the CIIC met additional staff in their respective areas during the course of the inspection, and also met with a group of staff representative of the various departments within the institution for a listening session.

Areas and Activities Included on the Inspection:

Entry/Exit, Visiting Screening	Medical Services and Infirmary
Mental Health Services	Food Services and Dining Hall
Ohio Penal Industries (OPI) Shop	General Population Units
Residential Treatment Unit (RTU)	Education Department
Library and Law Library	Vocational Education Department
Community Service Area	Meeting with Warden and administrative staff on arrival and for closing
Substance Abuse and Literacy Unit	
Listening Session for Representative Staff Group	

Inspection Summary

There were at least 13 notable issues or topics that emerged from the inspection process. These issues are summarized in the following list. Some of the issues are unique to the Warren Correctional Institution, while others are also common to many adult prisons in Ohio.

- **Shortage of Funds for Capital and Operating Expenditures**
 - The unavailability of funds to keep pace with capital expenditure needs has resulted in a growing list of specific infrastructure repairs that have not been addressed. Repairs pending at Warren Correctional Institution, as observed, noted, or relayed by staff during the inspection, include the roof and ceiling over the inmate library and elsewhere, deterioration and large potholes within the road along the back perimeter of the institution, broken insulation that wraps around pipes in the food preparation area, and dampness and mold growth behind ceiling panels.
 - Staff relayed that they have had difficulty acquiring some of the most basic items they need to fulfill their job responsibilities, including mattresses and clothing for inmates and basic office supplies, like rubber bands and paper clips, for the mailroom.
 - The unavailability of operating funds has led to shortages of cleaning and disinfecting supplies, which are critical to maintaining a clean and healthy environment, particularly considering the overcrowding of inmates and subsequent heavy use of the institution.

- **Overpopulation and Overcrowding of Inmates**
 - Overpopulation of inmates has led to overcrowded conditions in inmate living units, as evidenced by doubling inmates in nearly all cells within the institution, placing increased wear and tear on unit cells, plumbing, and fixtures. There are, however, two inmates who are single celled, one being a handicapped inmate who qualifies under the Americans with Disabilities Act (ADA).
 - Overcrowding of inmates influences inmate behavior at the Warren Correctional Institution. Staff indicated an approximate 25 percent of inmates in segregation are there for “refusing to lock” in general population. Based on the communication to CIIC, many who refuse to lock have been denied their request for Protective Control placement or transfer for their safety, and believe that violating the rule by refusing to return to population is their only alternative.
 - Currently, every cell in the institution is filled. Single-celling is not an option.

- **Compromised Quality of Unit Life**
 - The shortage of space has led to the reduction, and in some cases the removal, of programs made available to inmates on the living unit, leaving inmates with less positive activity to fill their time, which negatively

influences mental health experienced by some inmates. Further, idleness is directly linked to misconduct and related incidents.

- The compressed number of inmates on the units and/or funding issues have impacted unit life through reduction or removal of various dayroom items, such as a dayroom television, microwave oven, and iron.
- Further, there has been a reported reduction in the quality of essential services provided, such as temperatures too cold in the cells, lack of hot water in some instances, the temperature of water for inmate use is too cold, and the food trays are reportedly not clean.
- It was reported by inmates that the food on various occasions has made numerous inmates sick with symptoms of food poisoning. Inspection of the food preparation area did not provide evidence of an unclean environment, but the complaint of food making inmates ill was registered nonetheless.

- **Quality of Mental Health Services**

- It was noted during the inspection that the quality of mental health services provided to the inmates was directly and very favorably impacted by the presence of the relatively new Mental Health Services Administrator at the DRC Central Office. Dr. Robert Hammond was praised highly. Mental Health staff relayed their appreciation for the “breath of fresh air” that he has provided to the work that they do in the institutions.

- **Increased Administrative Intervention to Assure Access to Medical Care**

- Increase in inmate population is contributing to an increase in the demands on staff and administration to assure medical care is not reduced. One inmate with reported epileptic seizures indicated difficulty in receiving medical care because he could not afford to pay the medical co-pay. During communication with the Health Care Administrator following the inspection, an indication was given that the situation relevant to the specific inmate in question would be reviewed.

- **Effectiveness of the Institutional Inspector**

- The Institutional Inspector (IIS) at the Warren Correctional Institution gave evidence of carrying out duties of his job effectively. He has assured that all unit bulletin boards include notice to the inmates to ask for informal complaints from either the Case Managers or the Sergeants. Inmates on the units were observably at ease with the Institutional Inspector, comfortably speaking to him about their concerns. The Inspector relayed that it is his work ethic and in the execution of his duties to give every inmate who wants to talk about a problem an opportunity to talk with the Institutional Inspector face-to-face, and resolve issues at the lowest level; thus Informal Complaints and Grievances numbers are lower, despite increased population. The IIS reportedly often takes inmates back to his office for individual and private dialogue about the problems that

inmates may relay. The Inspector has reportedly maintained a record of 99.7 percent complaints answered within seven days. Indeed, during the inspection period, the Inspector took specific action to cause a cell move for a reported epileptic who relayed that his cell was lacking heat and hot water. Among concerns that are brought to the Inspector, property issues remain on the rise.

- **Inmate Morale**
 - It was noted that there is a definite improvement in the inmate morale at Warren Correctional Institution, compared to observations during the previous WCI inspection, on October 3, 2008.
 - In addition to the Inspector of Institutional Services, other members of the Warren Correctional Institution administration, including the Warden, appeared to have a notable degree of rapport with inmates that is calm, respectful, and un-intimidating.
 - Inmates communicated their concern for the lay-offs affecting staff they have known and with whom they have worked while incarcerated. Many inmates among the Warren Correctional Institution population appear to be cognizant, respectful, and even empathetic with staff coping with current stressors and uncertainty.

- **Staff Concerns and Uncertainty Regarding Fiscal Matters**
 - Staff communicated a pervasive layer of worry relevant to the uncertain outcomes of the state's budget considerations and future changes in the DRC budget, which will directly impact the budgets of the institutions, including staff employment and income.

- **Changes to the RTU**
 - The Warren Correctional Institution's Residential Treatment Unit (RTU) staff relayed that when the Warren RTU, which serves mentally ill inmates, was reduced from two pods to one pod, they reportedly lost space for programs and medical treatment on the unit. RTU inmates whose medical treatments require a room with provisions to lie down, reportedly must be escorted by staff to the medical center, at a cost of officer time. Reportedly, if a treatment room was available on the RTU unit, especially a room with a sink, RTU inmates could receive some medical treatments without leaving the unit.
 - Without program space, virtually no programs can be provided on the RTU unit. Programming for the mentally ill was a major issue in the *Dunn* settlement. Provisions of space to conduct programming were required in some instances, such as construction of a program building at the Mansfield Correctional Institution. Despite the reduction of the Warren Correctional Institution RTU into a single pod within a housing unit reportedly without program space, it was hoped that priority would be given to finding space to offer RTU programming or otherwise meet the need through better scheduling.

- The ‘lost’ half of the RTU unit, the pod that is no longer available for RTU inmates, was reportedly converted for use by general population inmates, and the RTU pod reportedly includes cells used for segregation overflow.
- **Segregation Overflow**
 - The need for an increase in the current 80 segregation beds is an indicator of the rising population. The Warren Correctional Institution staff reported that approximately 25 percent of the inmates who are assigned to segregation are individuals refusing to live in General Population. Some are having problems with predatory inmates, and are seeking temporary safety. Under the system-wide operations for the Department of Rehabilitation and Correction, inmates may be assigned to Disciplinary Control in segregation as a penalty for rule violations, in Security Control for investigative purposes and up to six months in Local Control due to a “chronic inability to adjust in general population.” Since the use of segregation cells is a tool aiding institutional security and behavior management, adequate segregation cells must be available. It was reported that some cells in the Warren Correctional Institution infirmary are temporarily used as segregation overflow cells when needed. Use of infirmary cells for disciplinary purposes was prohibited and was considered a basic principle from the inception of ACA standards.
 - An alternative to using specifically designated segregation cells is use of *cell isolation* in which a penalty for a rule violation may be a requirement that the inmate remain in his cell at all times except to attend meals, jobs, education or other required programming, or medical and medication appointments. Staff relayed that they already practice cell isolation, which has a direct impact on reducing dependency on segregation cells. It has been the recommendation of the CIIC that appropriate Administrative Rules or policies be developed and implemented to address the subject of cell isolation in order to cause some uniform application and to prevent misuse of the practice. Cell isolation is a practice that began at Lebanon Correctional Institution that spread over the years to a number of other institutions, reportedly with the transfer of Lebanon CI staff who were already accustomed to the use of cell isolation. The practice serves good purposes and has value, but no Administrative Rule or policy is known to exist on the subject.
 - Consideration could be given to converting a pod exclusively to segregation use for the reported 25 percent of inmates in segregation for refusing general population. The segregation pod could operate similar to an administrative segregation unit. Staff assigned to the unit could make a concerted effort to identify the specific problems of individual inmates, ensure that any alleged predatory behavior on the part of others in general population is investigated and addressed through the disciplinary process, and to determine ways for each inmate’s safety concern to be addressed. There is reason to believe that the reported 25 percent in segregation for

refusing population includes those vulnerable to sexual and other types of victimization, including but not limited to sexual victimization. The staff could function similarly to the sexual assault committee cited in DRC policy to help those at risk or who have already been victimized.

- **Pharmacy Operations and Centralized Medications**

- Staff relayed that the previous pharmacy model was superior in numerous ways to the new system, which avails a centralized warehouse and distribution channels of providing medications to the institutions. There were several staff complaints regarding the new pharmacy system.
- Reported drawbacks of the new system include significantly increased and time-consuming paperwork that is required to obtain medications through the central pharmacy and a prohibition of ordering ‘too great a quantity’ ahead of anticipated use. The limits placed on quantities that may be ordered and delay in receiving medication, once they are ordered, reportedly causes gaps between prescription periods such that inmates reportedly may go days without their medications. Also, there are no weekend deliveries. Occasionally, therefore, medications are acquired to cover a two or three-day period from a local pharmacy. The Warren institution has a back-up plan, retaining some extra medication on site for emergency use, and using the local pharmacy when necessary, to help assure needed medications are accessible when they are needed.
- While the centralized pharmacy system is being fully implemented across the state, the system should receive frequent and careful reviews for as long a time as necessary to ensure that it indeed fulfills all the requirements of the agency in providing medications to inmates exactly as prescribed. Two-way dialogue between the institutions and central office should be maintained with adjustments made to improve the system.

- **Transfer of Inmates from Ross CI to Warren CI**

- A significant event that had a major impact on fundamental and fiscal operations at the Warren Correctional Institution was the transfer of 300 inmates from the Ross institution during 2006. The inmate transfer caused Warren administration to re-open two pods (2A and 3D), convert one pod of the Residential Treatment Unit to general population, dismantle the Protective Control unit and convert the unit into general population housing. The influx of inmates from Ross Correctional Institution prompted the loss of one of the primary missions of the Warren Correctional Institution, that being provision of the primary Protective Control Unit for all Ohio male prisons, for inmates who face a verified risk of serious physical harm in general population. The PC Unit was moved to the Southern Ohio Correctional Facility.
- Costs were incurred in excess of the institution’s allocated budget to accommodate the influx of the unanticipated 300 inmates and to make the structural and operational changes to accommodate the new inmates, yet no remuneration has reportedly been received to recover or offset those

incurred costs. Reportedly, the Warren institution has never recovered or closed this fiscal gap.

- **Staff Resilience, Initiative, and Response to Compromised Operations and Operational Stressors**

- In spite of the prevailing uncertainty about future job security and adequate provisions to carry out the duties of their positions, staff across all levels presented a sense of commitment and resilience in addressing their day-to-day assignments.
- Throughout the institution, staff were observed communicating with a positive and constructive attitude regarding their current situation. Collectively, the facility staff during the inspection presented themselves as a favorable asset to the institution.
- The impact of the staff's positive attitude appeared to favorably affect the demeanor of the inmates, who unilaterally showed respect for staff and appreciation for the challenges staff are facing
- Qualities observed among the top administration were a sense of calm and a quiet strength, which recognizably cultivates a helpful and non-hostile environment throughout the institution.
- An excellent example of staff initiative under the current challenges is the response the Ohio Penal Industries (OPI) shop manager made to dwindling work available to inmates in the OPI furniture shop. The OPI manager reportedly started 'knocking on doors' through his own initiative to generate business for the shop. The shop is currently manufacturing a total of 650 student study desks for the Department of Youth Services (DYS) under a \$275,000 contract. These study centers for DYS will provide inmate work through June 20, 2009. Currently, 180 study centers are completed. In addition, the OPI manager has engaged in constructive dialogue with school districts to manufacture and supply student lockers, and there is the manufacture of dumpsters for the Ohio Department of Transportation (ODOT) on the horizon.
- Another example of staff initiative is the contribution of a large collection of reading material to the library from one staff member. The inmates have a keen interest in African-American fiction, which was lacking in the library; thus, one staff member individually donated a very large collection of literature of this genre. Inmates reportedly checked-out the books as fast as they were added to the library stacks.
- Also, a staff member initiated action to connect the Warren library to the state's interlibrary-loan system; thus, making virtually any reading material, albeit approved, available to the inmates.
- There has been administrative resilience and commitment in creating access to programming by requiring Case Managers to provide programming to inmates two to three evenings per week, in order that inmate access to programming is not completely curtailed or reduced to an undesirable level. Case managers have reportedly been willing and compliant with the added requirement to their job duties.

- The willing acquisition of extra duties among various administrative and unit staff has enabled the continuation of some important inmate services. For example, shift supervisors on units have become more involved with rounds and issues within the living units. Also, with the elimination of the Volunteer Coordinator position, administrative staff members have assumed added duties of cultivating and organizing the core of volunteers, primarily through local churches, who provide a much-needed resource of inmate contact and constructive communication. Recognition of the positive impact of religious volunteers was evidenced in the comments of one inmate, who offered a debt of gratitude regarding the former contract Chaplain about how the church keeps him on the straight and narrow and has impacted his life perspective.
- Due to the large population, staff members have had to be creative in creating jobs for inmates, as jobs are a key component in reducing inmate idleness and mental deterioration.

Abbreviated Summary for House Criminal Justice Committee

On March 18, 2009, per request of the House Criminal Justice Committee Chairman, Representative Tyrone Yates, a brief summary of the 2009 inspections at Warren Correctional Institution and at the Southern Ohio Correctional Facility was presented by the CIIC Director. The testimony included the following:

- **Inmate Morale:** There is a definite improvement in the inmate morale and overall climate compared to the last inspection on October 3, 2008.
- **Staff/Inmate Relations:** Staff/inmate relations seemed respectful and the inmate movement continues to be good.
- **Overcrowding:** The prison was clearly full, all double-celled except for slightly larger cells which house four per cell. As of December 29, 2008, the prison population was 172 percent of its rated capacity, the sixth most crowded of Ohio prisons. The worst was the Lorain Correctional Institution reception center where its population was 263 percent of its capacity.
- **Staff Morale:** Staff morale has been impacted by staff shortages, and they currently are affected by the uncertainty surrounding their employment. Numerous staff expressed that “not knowing is the worst.” Unlike some institutions where inmates have reported disturbing words and actions by staff reflecting apathy or anger, the Warren CI staff have reportedly stayed on a positive course.
- **Maintenance/Supply Needs:** Some staff relayed that their buildings are getting old, and that there are bulges in the ceiling that are water soaked. Staff relayed the difficulty of obtaining mattresses, clothing, parts to repair water problems, cleaning supplies for the blocks and in food services, even basic office supplies for the mailroom, such as rubber bands and paperclips.

- **Funding Uncertainty:** One officer spoke of the “appearance of the state of confusion” regarding the funding concerns, not knowing how much money they have or will have, or if it is enough, and that filters on down through staff at all levels.
- **Heating, Plumbing, Sanitation and Medical Issues:** Staff in a number of office areas were working with their coats on, and/or had space heaters at their feet, though none complained. Inmates relayed concerns about their cells being cold and not having hot water, concerns that they have no iron to press their clothes, concerns regarding alleged unsanitary practices in food services, and concerns regarding being unable to afford to pay the two or three dollar co-pay to get on sick call.
- **Mental Health Program Space:** Mental health staff relayed that when the inpatient unit for the mentally ill was reduced from two pods to one, they lost space for programs, and part of the pod is being used for segregation overflow. Even the infirmary houses segregation overflow.
- **Inmate Safety Concerns:** At least 25 percent of those in segregation are there for refusing general population. Many of those who refuse to lock are having problems with predatory inmates and are seeking temporary safety.
- **Cost of Converting Housing to different Use:** A significant event in the last biennium that had a major impact on Warren CI was the transfer of 300 Ross Correctional Institution inmates to Warren CI, the re-opening of two pods that had been closed due to insufficient funds to staff them, converting half of the mental health unit to population housing, dismantling the hardware in the Protective Control unit to convert it to general population housing, and the cost of it all. Staff relayed that they have never received any funds for the additional inmates, and financially they have never caught up.

Immediate Feedback to DRC Assistant Director

On February 24, 2009, the CIIC Director provided feedback on the inspection to the DRC Assistant Director. It was noted that the CIIC met with the Warden and administrative staff, and:

- Walked through the medical department and infirmary, the Residential Treatment Unit, mental health outpatient department that included a discussion with two groups of mental health staff,
- Walked through the Ohio Penal Industries shop, Substance Abuse/Literacy Unit, Education Department including library and a microeconomics class, community service projects in the vocational building, food services food preparation area,
- Sampled the inmate meal,

- Met with a representative group of staff from all departments, including food services, mailroom, mental health and medical staff, and officers, then met with administrative staff for the closing.

The following summarizes the remaining communication:

There is a definite improvement in the inmate morale and overall climate at WCI compared to the last CIIC inspection on October 3, 2008. Some inmates in the Substance Abuse/Literacy Unit relayed concerns about their cells being cold and not having hot water. Another inmate relayed that, "We need some heat in the cells. Everybody's sick." Another relayed that they have had no microwave in the pod for a year. Another relayed that they have no TV room, no microwave, no iron, and that many are not in the unit for disciplinary reasons.

Others relayed that "The food is making us sick. They're not cleaning the potatoes and they give us dirty trays." However, based on the walk-through, the food preparation area in food services, conditions were observed to be sanitary.

One inmate who relayed having epileptic seizures, the last which reportedly resulted in an injury, expressed concerns that something medical is still wrong since the last incident. He said that he has not returned to sick call because he "Can't afford sick call." The CIIC Director suggested that he kite the Health Care Administrator, who was later contacted by the CIIC Director to let her know his name and number and his concern about needing medical care but not being able to pay for it. She indicated that she definitely will check on his situation.

The encased bulletin board now includes a notice to inmates made by the Inspector, which states that informal complaints are available through the Case Managers and Sergeants. One inmate relayed that he is totally illiterate, has epilepsy, and has a problem with being in a cold cell with no hot water. The CIIC Director let the Inspector know about the inmate's reported problems, and the Inspector resolved the concerns that day through a cell move. The CIIC was pleased to see inmates lining up to speak to the Inspector, indicating that they know who he is, and they feel comfortable letting him know about concerns. The CIIC was also pleased to know from the Inspector that he interviews any inmate who requests it, and that he knows the value of face to face contact with the one with the problem.

WCI staff in a number of office areas were working with their coats on, and/or had space heaters at their feet, through none complained about the cool offices.

Mental health staff relayed that the building is getting old, that there are *bulges in the ceiling that are water soaked and growing mold*. Staff relayed that the Maintenance Department is fully staffed. However, *officers and others shared the difficulty of obtaining mattresses, clothing, parts to repair water problems, cleaning supplies for the blocks and in food services, even basic office supplies for the mailroom, such as rubber bands and paperclips*.

One officer spoke of the *“appearance of the state of confusion” regarding the funding concerns, not knowing how much money they have or will have, or if it is enough, and that filters on down through staff at all levels*. He and another officer relayed that the *road outside of the institution is called “pothole alley,” and has been in bad need of repair for more than 10 years*.

Residential treatment unit staff relayed that *when the (mental health) unit was reduced from two pods to one, they lost space for medical treatment and programs*. As a result, some who need to lie down for medical treatment reportedly must be escorted to medical staff. However, it was relayed that if a treatment room existed in the RTU, they could take care of the mental health patient in the unit without involving the officer for escort or the medical staff for treatment. Reportedly, there is no room with a sink.

As to program space, if there is no space for programs, obviously little or no programs exist. Program space was a major issue in the *Dunn* settlement, because space is necessary for essential programming for the mentally ill to occur. In spite of whatever reasoning led to the decision to move the RTU to the one side reportedly without program space, *it is hoped that priority is given to finding program space to enable the RTU to function*.

The CIIC staff learned that the *Residential Treatment Unit for the mentally ill at Trumbull Correctional Institution has been closed*. *Budget cuts caused the closure of the Residential Treatment Unit at Mansfield Correctional Institution, and crowding and/or understaffing and/or lack of funds reportedly cut the Residential Treatment Unit at Warren Correctional Institution in half, while part of even that is reportedly being used for segregation overflow*.

Even the infirmary, in spite of the long time ACA standard on the subject, houses segregation overflow, though staff relayed such placements are temporary. It was relayed that they do in fact practice cell isolation at WCI, which reportedly saves much needed segregation beds.

It was reported that at least 25 percent of those in segregation are there for refusing general population. Based on the communication to this office, not just from WCI but system-wide, many of those who refuse to lock are having problems with predatory inmates and are seeking temporary safety. One idea to address the need for more segregation beds is to consider converting one pod exclusively for those who have refused population. It could operate similar to an administrative segregation unit. Staff assigned to the unit could make a concerted effort to identify the problem of each inmate, ensure that any alleged predatory behavior on the part of others is investigated and addressed through the disciplinary process, and ways could be determined how each inmate's safety concern can best be addressed. Some may be those vulnerable to victimization including but not limited to sexual victimization. The staff could function similarly to the sexual assault committee cited in DRC policy to help those at risk or who have already been victimized.

Numerous staff relayed that the pharmacy "ran better" when it was on site. The paperwork reportedly involved in obtaining medication through central pharmacy is major, far more than an on-site pharmacy. It reportedly prohibits them from ordering "too much ahead," yet medications reportedly end up expiring before replacements can be obtained. There are no weekend deliveries. They have a night box with some medications as a back up, and may use a local pharmacy for a two to three day supply with limited medication available. With this, and system-wide concerns received regarding major gaps in receiving what all would regard as necessary medications, this may be an area in need of serious review to ensure that central pharmacy is meeting DRC needs.

Staff morale had been impacted by the staff shortages, and they currently are affected by the uncertainty surrounding their employment. Numerous staff expressed that the "not knowing is the worst."

(CIIC) was most impressed with the staff met throughout the facility and continue to regard them as WCI's greatest asset. Unlike some institutions where inmates have reported disturbing words and actions by staff reflecting apathy or anger in the presence of and negatively impacting the inmate population, the WCI staff have reportedly stayed on a positive course.

The Warden seems to have such calm about her and a quiet strength, which surely has a positive impact on the staff and inmates alike. It was obvious that the Warden and Inspector are well known by the inmates, and that they are approachable. The staff/inmate relationship seemed respectful. The inmate movement continues to be good.

Two inmates working in community services spoke highly of Ms. Turner, a former contract Chaplain, who has continued involvement in religious services at WCI thanks to an outside company. One inmate relayed that he “loves that church with Ms. Turner. She’s there for us. Keeps us on the straight and narrow road.” Another expressed similarly the impact that she has had on his perspective and life.

A significant event that had a major impact on WCI was the transfer of 300 Ross Correctional Institution inmates to WCI, the re-opening of two pods (2A and 3D), converting the Residential Treatment Unit to half population, dismantling the PC unit to general population and the cost of it all. It was verified that they have *never received any funds for the additional inmates, and financially they have never caught up.*

DRC FOLLOW-UP COMMUNICATION

On February 24, 2009, the DRC Assistant Director responded, including the following:

I understand all of us throughout the agency are concerned about our current financial challenges. I will make sure that we look into the heating and water issues at WCI. We sent additional funding to WCI several months ago for plumbing repairs. I am a little surprised that these are still issues. Many of the items such as microwaves, irons and TV’s are purchased with I & E funds so the purchase of these items would not impact the institutions GRF budget.

It is correct that we have reduced the number of RTU beds at WCI and TCI. This is because we have lower numbers of inmates that need this type of care at these security levels. The census in these two RTU’s has been lower than its capacity for some time. I would hope that the institution can resolve the program space issues through the use of better scheduling for example. We will follow-up and send you a note when we look into it.

Follow-up communication from the DRC Regional Director was provided on March 4, 2009. It was relayed that the Regional Director and WCI Warden investigated the concerns expressed by both inmates and staff during the inspections and offered the following:

One inmate in the substance abuse literacy unit relayed concerns about their cells being cold and not having hot water, another inmate complained about the heat and claimed that everyone was getting sick because of how cold it was in the cells. Another inmate in the same unit had relayed that there had been no microwave in the pod for over a year, they have no TV in the TV room and no iron in the unit and that they had been taken for disciplinary reasons.

In response to these concerns, *Warden Jackson had the temperatures taken in the substance abuse literacy unit and the temperatures ranged between 68 degrees Fahrenheit to 70 degrees Fahrenheit and the supply air entering the cellblock was 77 degrees Fahrenheit. There was one cell in the cellblock that had temperatures below 68 degrees and it was the corner cell – 165, which has two outside walls and is historically a little cooler than the other cells in the cellblock because of its location. All hot water heaters in the prison are operational.*

Warden Jackson also had an inventory taken on irons and ironing boards and every unit in the prison had irons and ironing boards except for 2B. *A replacement iron was purchased and is now available for use in 2B. An inventory was also done on televisions in the dayrooms and it was discovered that only one unit, 1B, which is the merit housing unit, does not have a TV. The television has been purchased and is in the maintenance department awaiting installation of a wall bracket that has been ordered. All other dayrooms in the prison have televisions that are operational.*

Other inmates had relayed to you that the food is making them sick and that food service staff are not cleaning the potatoes or the trays. *Warden Jackson relayed that the prison has not received complaints regarding the quality of the food served and relayed that they consistently receive excellent inspection reports from the Warren County Health Department.*

In your email you said that the mental health staff had relayed that the ceiling has bulges, and are water soaked and growing mold. *After receiving this information, Warden Jackson had the RTU and mental health staff area examined by maintenance staff and they discovered some ceiling tiles located in an area below the mechanical room are discolored, due to a previous leak, but they are dry and no mold was present.*

The concerns expressed by the RTU staff about the lack of treatment space and programming space were addressed as well. *She stated that the RTU has never had a medical treatment room, even before the RTU was cut in half. Inmates have always been taken to the medical department for treatment. Therefore, this was not a change that resulted in the reduction of the size of the RTU. Warden Jackson also relayed that there is space for programming by the mental health staff in the area where their offices are located. The same space exists today that existed when the RTU encompassed both pods. The only space lost was the dayroom space in the center of the pod, which is not very conducive for programming. The reception wing where the mental health staff offices are located has programming rooms for the mental health staff to use, and the TV rooms are also available for their use.*

In your correspondence, you stated that you were disappointed to know that the RTU at TCI is being closed. You also expressed concerns about the closure of the RTU at ManCI and the cutting in half of the RTU at WCI. *I understand that you*

and Dr. Hammond have an upcoming meeting and he will address these concerns at that time.

Your correspondence also stated that numerous staff relayed that the pharmacy “ran better” when it was on site. You suggested that this area may be one in need of review, to determine if the central pharmacy is meeting DRC needs. Pharmacy operations are complicated and expensive. *Several years ago the pharmacy was removed from WCI because it was not efficient fiscally, locating pharmacists became increasingly difficult, and it was not compliant with a host of pharmacy requirements. Initially the transition from on site pharmacy to mail order was difficult. However, WCI was provided a licensed practical nurse position to handle the increase in nursing work that results from a mail order operation and the system began to operate as expected. Now, as in the past when there was an on-site pharmacy, the institution uses a back-up system to make sure that at once orders are filled. The on-site pharmacy was never a 24-hour a day operation, so when an order was received when the on-site pharmacy was closed, the back-up system had to be used for ASAP orders. Placing a pharmacy back on the facility would not change this. More than one third of the institutions operate with mail order systems. In fact, the institution with the least errors has historically been one that is a mail order system operated by the pharmacy service center. Though the nursing staff found the on-site system more convenient for them, we are in a fiscal situation where efficiency must override comfort and convenience.*

We have had delivery issues due to backlogged items from the Pharmacy Service Center. These issues were caused by a new electronic inventory system they implemented. Our needs were not being met and in order to combat this problem we put a backup vendor in place that can and does supply drugs to institutions with mail order and on-site pharmacy operations.

The theme that existed during your discussion with staff was that there is a lack of funding provided to the prison to take care of the maintenance issues. *As you are aware, we are going through some significant budget issues in our agency, however, we are providing funding to the prison to take care of the maintenance issues and pay for the basic needs of the prison operations.*

Historically, prisons operated on a program based budget model where the program administrators were allotted a certain amount of money per quarter to spend in their area. However, when the budget got tight, we eliminated that type of funding and are now doling out funds from Central Office quarterly. This has been a difficult transition for the department heads in the areas that were used to operating a program based budget model. Nevertheless, the Warren Correctional Institution still conducts monthly maintenance meetings where they review all the work orders and pending projects. All the work orders are maintained on spreadsheets for accountability purposes and the funding is sought and received to address the needs identified.

INSTITUTION OVERVIEW

The Warren Correctional Institution opened in 1989 on 45 acres in Lebanon, Ohio. The institution maintains accreditation by meeting the standards of the American Correctional Association (ACA).

According to information provided at the previous and recent inspection, conducted on October 3, 2008, the Warren Correctional Institution was built to house adult male offenders that are classified as level 3 (close security). *The institution was designed to house 679 inmates, yet the current DRC institutional website reports the WCI population as of February 2009 at 1,390 inmates.* Customary inmate distribution over security levels, as posted to the website for February 2009, shows *seven inmates are level two (medium), 1,382 inmates at level three (close), and two inmates at level four (maximum).* The institution's website reports inmate racial distribution as of February 2009 as 842 African American (60.6 percent), 539 Caucasian (38.8 percent), five Hispanic, and four 'Other' inmates.

As of October 2008, the institution reportedly was operating with 383 staff, of which 222 (58 percent) were security staff. The February 2009 staff count was given at 387, showing an increase of four Correction Officers since the October staff census.

Budget

According to data posted to the institution's website, Warren Correctional Institution operates under General Revenue Funds (GRF) with an *annual budget of \$29,787,836*, which is subject to monthly review and adjustment. *The cost of incarceration per inmate at Warren Correctional Institution is shown at \$64.37 daily, or \$23,495 annually.*

As provided in the Findings and Summary Section of this report, *the impact of budget cuts has caused staff reduction, and also reportedly impacts the institution's ability to provide some basic inmate needs such as mattresses and sets of clothing. Reportedly, quantities of cleaning products to sanitize the institution have also been reduced. The largest impact of budget reductions at the Warren institution was noted as the indefinite postponement of needed repairs to the perimeter road and security structure of the institution.*

Federal Stimulus/Infrastructure Monies

Based on communication received on March 2, 2009 from facility staff, following research, *funding was requested in the amount of \$375,000 from the Federal Stimulus Package to repair the perimeter road and interior walkways for Warren Correctional Institution.* Facility staff relayed the concerns regarding such needed repairs during the listening session with a group of facility staff, and it was further referenced in the close out with the Warden and administrative staff. CIIC appreciated the follow-up information and the action by staff to implement the WCI security staff's suggestion.

STATUTORY REQUIREMENTS

Attendance at Meal Period

The inspection included the required attendance of the inmate meal. The inmate meal consisted of *two hot dogs with a side of mustard, two pieces of bread, plain baked beans, diced mandarin oranges, cooked carrots, and mashed potatoes. The food was adequately prepared in terms of cleanliness and temperature. The overall taste and quality of the food was good, and the quantity was adequate. The administration indicated that there has been an effort over recent years to routinely provide larger spoonfuls so that portion sizes are appropriate for adult inmates.*

Attendance at Educational/Vocational Program

Observation of a *microeconomics class* was made during the inspection. The course is among those offered through nearby Wilmington College. There were approximately 15 inmates in the class. Students were working from a published college-level textbook and were taking notes in individual notebooks. According to communication with various inmates, they *like the course* as it gives them knowledge in a subject that is new to them. Inmates reported the course is both *interesting and challenging*. The course is one in the curriculum that leads to an **Associate of Business degree**.

In addition, the inspection included the *electronic technology class*. It was reported that the electronics program continues to be the *most popular* curriculum among many inmates.

Finally, the *community service center* was inspected, where a significant number of inmates were using die cuts and construction paper to create colorful cut-out shapes and kits as part of the preparation of materials for the *Crayons to Computers program, which supplies a variety of instructional materials upon request from qualifying schools*. Inmates in this community service center were fully engaged in their work, with minimal side conversations observed. Several inmates revealed significant pride and enjoyment in the mission of their work.

STAFF DATA

Staff Concerns During Inspection

As stated in the Findings-Summary section, the WCI staff shared several dominant concerns during a specific meeting set aside for that purpose and throughout the inspection day. The concerns communicated by staff fell under the following general categories: *the reduction in funds for capital and operating needs, staff shortages, overcrowded conditions in inmate living units and the numerous impacts on unit life due to inmate overpopulation, uncertainty about staff employment and income stability, lost space specifically on the RTU, loss of segregation cells, and the drawbacks of the new centralized pharmacy system.*

Other staff concerns included the *impact on inmates regarding the upcoming ban on smoking, the consumption of time that will be needed to inspect every television digital converter box, and the unavailability of single cells when needed. Staff relayed some concerns relevant to a recent water main break, although the inmates reportedly filed no grievances to the Inspector regarding that five-day inconvenience.*

Staff Composition – Employee Positions

The hierarchy of state employee positions within the Warren Correctional Institution for February 2009 was provided on the inspection date, February 23, 2009. *The total number of employees on that date was shown at 387, which is a four-employee increase from the 383 employees at the previous inspection on October 3, 2008. The four new employees are all Correction Officers. Employees work under four primary departments: Office of the Warden, Special Services, Operations, and Business Office Administration.*

Office of the Warden: While ultimately, the entire institution is under the leadership of the Warden, the Office of the Warden exercises management over its own specific executive level positions. There are 15 job titles that fall under the management of the Office of the Warden. The Warden has a total of nine staff who directly report, and six individuals who indirectly report to the Warden, for a total of *15 individual employees responsible to the Warden’s office.*

Warden

- Executive Secretary – level 1
- Secretary-Exempt
- Correction Warden Assistant – level 1
- Correctional Grievance Officer – level 2
- Correction Warden Assistant – level 2
 - Correctional Records Management Officer
 - Training Officer
 - Safety and Health Coordinator
- Human Capital Management Senior Analyst
 - Secretary
 - Human Capital Management Analyst
 - Account Clerk – level 2
- Labor Relations Officer – level 2
- Deputy Warden of Special Services– level 3
- Deputy Warden of Operations – level 3

Special Services: There are 36 job titles that fall under the management of the Deputy Warden of Special Services. There are currently eight positions that directly report and 24 positions that indirectly report to the Deputy Warden of Special Services. The 24 indirectly reporting positions are filled by 70 employees for a total of 78 *employees who are responsible to the Deputy Warden of Special Services at Warren Correctional Institution.*

Deputy Warden of Special Services

- Secretary
- Chaplain
- Penal Industries Manager – level 1
 - Penal Workshop Superintendent
 - Penal Workshop Specialist
- Nurse Supervisor
 - Nurse – level 2
 - Health Information Tech – level 1
 - Nurse – level 1 (11 positions)
 - Office Assistant – level 3
 - Phlebotomist
 - Licensed Practical Nurse
- Correctional Food Service Manager – level 2
 - Correctional Food Service Manager – level 1 (2 positions)
 - Correctional Food service Coordinator (14 positions)
- Social Work Supervisor – level 1
 - Correctional Program Coordinators (5 positions)
- Mental Health Administrator – level 4
 - Secretary
 - Social Worker – level 2
 - Activity Therapy Administrator
 - Activity Therapy Specialist – level 2
 - Psychologist Supervisor
 - Psychology Assistant – level 2 (3 positions)
 - Psychology/MR Nurse Supervisor
 - Secretary
 - Psychology/MR Nurse (11 positions)
- Teaching Supervisor – level 2
 - Guidance Counselor – level 2
 - Teacher Special Education/Intervention Specialist – level 3
 - Teacher – level 4
 - Library Assistant – level 2
 - Teacher ABE/GED – level 3
 - Teacher Career Tech Electrician – level 2
 - Teacher ABE/GED – level 4
 - Teacher ABE/GED (2 positions)

Operations: There are 24 position types or job titles that fall under the management of the Deputy Warden of Operations. Six of the position types report directly and 18 of the position types report indirectly to the Deputy. There are a total of 292 *individual employees currently holding these positions and responsible to the Deputy Warden of Operations*. Of the 292 total employees under the Deputy Warden of Operations, 236 employees are Correction Officers. The 236 Correction Officers employed at the Warren Correctional Institution account for 61 percent of the total 387 institutional employees, as of February 23, 2009, the date that staff data was provided.

Deputy Warden of Operations

- Secretary
- Automotive Technician
- Correction Major
 - Locksmith
 - Corrections Captain (6 positions)
 - Correctional Lieutenant (14 positions)
 - Corrections Sergeant/Counselor (3 positions)
 - Correction Officer (236 positions)
- Activity Therapy Administrator
 - General Activity Therapist (2 positions)
- Building Maintenance Superintendent – level 2
 - Electrician – level 2
 - Air Quality Technician – level 2
 - Groundskeeper – level 3
 - Plumber – level 2
 - Telecommunications Technician – level 2
 - Air Quality Technician – level 1
 - Maintenance Repair Worker – level 3 (5 positions)
- Social Work Supervisor – level 2
 - Secretary
 - Corrections Specialist
 - Secretary
 - Correctional Program Specialist (6 positions)
 - Corrections Sergeant/Counselor (4 positions)

Administration: The Business Office Administrator heads the administration office. There are five positions that directly report and three positions that indirectly report, for a total of eight position or job types that are under the management of the Business Office Administrator. *A total of ten employees fill the eight position types.*

Business Office Administrator – level 2

- Account Clerk Supervisor
 - Account Clerk – level 2
- Correctional Laundry Coordinator
- Storekeeper Supervisor
 - Storekeeper – level 2 (2 positions)
- Account Clerk – level 2 (directly reports to the Business Office Administrator)
- Correctional Commissary Manager
 - Assistant Correctional Commissary Manager

INMATE DATA

Inmate statistics are recorded within the institutions for a variety of categories. Certain monthly reports are shared with the CIIC for data review and monitoring purposes. Some inmate data is also posted on institutional websites.

Inmate Racial Breakdown with Number and Percent

The current DRC institutional website reports the Warren Correctional Institution inmate population as of February 9, 2009 at *1,390 inmates*. Inmates at the Warren Correctional Institution with a security classification at level *three (close)*, totaled *1,382 inmates (99.4 percent)*. There were *seven inmates (0.50 percent) at level two (medium)*, and *two inmates (0.10 percent) at level four (maximum)*. The institution's website reports inmate racial distribution as of February 9, 2009 as *842 African American (60.6 percent) inmates, 539 Caucasian (38.8 percent) inmates, five Hispanic (0.35 percent) inmates, and four 'Other' (0.30 percent) inmates*. The racial distribution of inmates at Warren Correctional Institution is shown in the following table.

Table 1. Racial Breakdown of Inmates with Number and Percent for February 2009

Warren Correctional Institution		
Race of Inmates	Number of Inmates	Percent
African American	842	60.6%
Caucasian	539	38.8
Hispanic	5	0.35
Other	4	0.30
TOTAL	1,390	100%

Inmate Crowding, Rated Capacity, and Population

Between December 26, 2006 and December 29, 2008, an approximate two-year period, the total prison population increased by six percent. The *rated capacity* was compared to actual inmate counts at the end of December 2006 and again at the end of December 2008 to calculate the biennial percent of *crowding* increase or decrease.

Warren Correctional Institution experienced a *seven percent increase in percentage of crowding for the two-year period, ranking 13th among the Ohio prisons*. The Warren institution posted a *rated capacity of 807* for the two-year period. During the year ending December 2006, the Warren institution showed percent of crowding to be *165 percent* and for the year ending December 2008, the institution showed their percent of crowding to be *172 percent*, producing the *seven percent increase* in crowding over the biennial period.

For contrast, for the same period, Lebanon Correctional Institution experienced a 29 percent increase in crowding, while at the statistical opposite, the Correctional Reception Center experienced a 17 percent decrease in crowding.

Use of Force Incidents on Inmates

According to the monthly report on Racial Breakdown and Use of Force from Warren Correctional Institution for *February 2009*, there were 18 incidents in which force was used.

Of the total 18 Use of Force incidents, 11 incidents involved black inmates and seven incidents involved white inmates for February 2009. There were a total of *two incidents that were assigned to a Use of Force Committee during February 2009, of which one incident involved a black inmate and one incident involved a white inmate.*

During the same month, there were ten incidents involving black inmates and six incidents involving white inmates, for a total of 16 incidents, which were logged as “No Further Action Required.”

No Use of Force incidents were referred to either the employee disciplinary process or to the Chief Inspector.

All investigations associated with the February 2009 Use of Force incidents were completed within the 30-day timeframe and no investigations of February 2009 incidents were extended beyond the month. However, the investigations of four incidents from a previous month were reported as being carried over, indicating the investigations were still not complete at the time the monthly data was submitted. The four investigations that were carried over were for three incidents that involved black inmates, and one incident that involved a white inmate. Racial breakdown and Use of Force data for February 2009 is shown in the following table.

**Table 2. Use of Force with Breakdown by Race and Response to the Report
February 2009**

	Black	White	Other	TOTAL
Use of Force incidents during February 2009	11	7	0	18
Response to the Reports of Use of Force				
Assigned to a Use of Force Committee	1	1	0	2
Logged as “No Further Action Required”	10	6	0	16
Referred to employee disciplinary process	0	0	0	0
Referred to the Chief Inspector	0	0	0	0
Number of Reports where Investigation was not completed in 30 days and were extended	0	0	0	0
Number of Extended Investigations carried over from previous month				
Completed	0	0	0	0
Not Completed	3	1	0	4

Inmate Mental Health Caseloads and Classifications

The traditional mental health classifications adopted by DRC consists of: C1 (those on the psychiatric caseload and considered seriously mentally ill), C2 (those on the psychiatric caseload but *not* seriously mentally ill), and C3 (those who are only on the general caseload).

Statistically, the Warren Correctional Institution ranked comparatively low among the institutions for the 2008 monthly average number of inmates on the mental health caseload and also for the percent of the total population on the mental health caseload. Warren Correctional Institution reported *243 inmates as the 2008 monthly average on the mental health caseload (167 inmates as C1, 72 inmates as C2, and 4 inmates as C3), ranking the institution 21st among the 32 institutions.* Warren Correctional Institution reported *17 percent of its total 2008 population was on the mental health caseload, ranking it 18th among the 32 Ohio prisons* for percentage of inmates on the mental health caseload in 2008.

Inmate Deaths, Suicides, Escapes, and Walk-Away Attempts for 2009

The institutional website for February 2009 reveals that there were *no escapes or inmates who attempted to walk away from the institution during 2008. There were likewise no suicides or deaths among Warren Correctional Institution inmates during the 2008 calendar year, and no reports of suicides or deaths have been submitted for January or February 2009.* Warren Correctional Institution had *one suicide during calendar year 2007, placing WCI among eight total institutions with one suicide during the biennium.*

During the biennium, two institutions, Chillicothe Correctional Institution (CCI) and Southern Ohio Correctional Facility (SOCF), each had three suicides. The Ross Correctional Institution (RCI) had two suicides during the biennium. During the 2007 and 2008 biennium, there were 17 total suicides system-wide.

Attempted suicides, however, occur in nearly all of the 32 Ohio prisons throughout each year. Biennial data shows that there were *seven attempted suicides in 2007 and four attempted suicides in 2008 at the Warren Correctional Institution, ranking seventh among the 32 DRC institutions.* The total *11 attempted suicides at the Warren institution account for 4.8 percent of the system's 228 total attempted suicides* during the biennium within the DRC prisons.

INMATE COMMUNICATION DURING INSPECTION

During the inspection, inmates voiced a variety of concerns and comments. The topics discussed ranged from *shortages in clothing issued, to idleness due to reduction in programs and activities to engage inmates*. Inmate comments were predominantly made in the *Residential Treatment Unit, the Substance Abuse and Literacy Unit, the Education Department, and the Community Service Center*.

Comments provided by one mentally ill inmate included his reluctance in writing letters due to his fear of having them read and being placed in segregation. The inmate also relayed that he had lived in the minimum camp at Lebanon Correctional Institution and felt he just needed more sleep. An inmate relayed that his bread was hard to chew and also his commitment to never returning to prison after his anticipated release in three months.

Overall, inmate *complaints* having the broadest impact on the unit centered on problems or reductions associated with *cell conditions, plumbing, food, clothing, mail, medical services and co-pay, educational opportunities, visitation, and the absence of unit security cameras*. Inmates voiced their concerns through the following comments:

- The cells and unit temperatures are inappropriately cold.
- Some food is not cleaned appropriately, such as potatoes.
- Some food seems spoiled, such as a recent pork entrée.
- Food trays are dirty.
- Inmates are getting sick, either from the cold temperatures or from the food.
- Mail is slow in getting delivered.
- The unit is absent of a microwave, television, and an iron.
- Reports from two inmates indicated concern regarding medical services because they suffered from seizures.
- An inmate relayed a problem with water dripping in his cell for a long period of time. The inmate indicated that he eventually ripped the sink out himself in order to be moved to a different cell. He shared that he received time in segregation, was required to pay for the repair, and that his new cell lacks both heat and hot water.
- Another inmate relayed concerns about having no hot water in his cell. (The Institutional Inspector responded immediately to cause a cell move.)
- One inmate reported that only three of the eight showers work.
- There has been a clothing shortage.
- There is hope that educational courses will not be cut, such as the Adult Basic Education course.
- Inmates relayed a need and desire for more vocational training, such as the electronics tract, which inmates especially like.
- Visitation times have been reduced to two hours twice a month, whereas inmates were granted all-day visits at some other institutions.
- One inmate relayed concerns regarding the absence of cameras on the unit.

A few inmates shared individual specific dilemmas. One inmate reported a delay in receiving a cell move and a second inmate spoke of his difficulties in attempting to obtain an out of state transfer. A third inmate spoke of his concern about being able to pay the co-pay required to get on sick call. (The Health Care Administrator was notified following the inspection and she agreed to check the inmate's file regarding his concern.)

Some inmates openly shared their inability to read or write. Also, some inmates indicated their concern regarding the Inspector's job security and shared their appreciation for the Inspector in fixing numerous problems, as well as describing the Corrections Officers as the 'best' for a sanctioned block.

One inmate in the vocational program commented that he was *not* receiving food in a timely manner following his required insulin injection, and the medical staff has reportedly done little to intervene. Further, he relayed that water has run continuously for eight months in his cell without repair. The inmate indicated the only way he knows to get it repaired is to pay another inmate to fix it. In addition, he shared concerns about unfounded conduct reports and dietary concerns due to staff consuming food intended for inmates.

Inmates in the Community Service Center provided numerous positive comments, relaying that they receive some earned credit toward release and the work provides a positive emotional feedback. In particular, one inmate was given permission to personally send some of the die-cuts to his own children, who attend one of the recipient schools.

Another inmate in the center relayed that he was truly appreciative of the contract Chaplain's fine work in bringing the 'church' to him and other inmates. Staff relayed how the Chaplain's contract was cancelled due to budget cuts, but an outside company stepped in to pay for her continued services.

Another inmate working in the Community Services Center relayed his concerns that food quantities were inadequate and not filling, and problems pertaining to clothing.

INMATE GRIEVANCE PROCEDURE

Inmates may use the Inmate Grievance Procedure to report and seek an investigation and solution to problems regarding nearly any aspect of institutional life. However, any matter that has a separate appeal process at the DRC central office level is not grievable. The procedure consists of three steps: informal complaint, grievance and grievance appeal. Monthly reports are prepared at each institution regarding use of the Inmate Grievance Procedure.

The Correctional Institution Inspection Committee is mandated by statute to evaluate the grievance procedure at each institution and to include findings in the biennial report to the Ohio General Assembly.

During the inspection, the Institutional Inspector relayed that the *greatest volume of issues grieved to his office is about inmates' personal property*. Based on the discussion, the Inspector has exercised commitment to *resolving as many inmate concerns at the lowest level, encourages active use of kites, and has a model of speaking face-to-face with as many inmates either on units or in the privacy of the Inspector's office so that issues are resolved quickly and completely*. The Inspector reported that approximately *99.7 percent of the Informal Complaint Resolution forms are answered within seven days*. The Inspector relayed there has been *excellent support from the administration regarding his personal and interactive model of addressing inmate concerns*.

Monthly Grievance Activity

Data received from the Warren Correctional Institution for January 2009 indicates that *41 Informal Complaints were filed and all 41 Informal Complaints received a response. There were no untimely responses*.

During January 2009, there were reportedly *10 Notification of Grievances filed from 10 different inmates*, and all 10 Grievances were completed during the month. In regard to the racial breakdown of grievances filed during January 2009, there were *three grievances from white inmates and seven grievances from black inmates*.

The subject breakdown of the ten grievances filed in January 2009 *includes four on personal property loss or damage, one on job removal, one on use of force with no report, and one under the category of staff accountability*.

All inmates have the option to use the grievance procedure. Based on the system-wide communication to CIIC, those who do not use the grievance procedure tend to either expect that use of the grievance procedure will result in retaliation, or they tend to believe that it would do no good to use the grievance procedure, that is, that the problem will not be resolved through the grievance procedure.

During the month of January 2009 at the Warren Correctional Institution, *no grievances were granted and all 10 grievances to the Institutional Inspector were denied*.

Biennial Grievance Activity

Over the biennial period 2007 and 2008, monthly data from *all DRC institutions* shows that 9,787 grievances were filed, with 1,883 grievances (19.23 percent) granted and 7,904 grievances (80.8 percent) denied. *Warren Correctional Institution reported 255 total grievances filed, with 21 grievances (8.0 percent) granted and 234 grievances (92.0 percent) denied. The Warren institution ranked second highest system-wide in percent of grievances that were denied*.

CIIC DATABASE: CONTACTS AND CONCERNS

All concerns that are communicated directly to CIIC are logged in a CIIC Database of Contacts and Concerns and reviewed periodically as well as comprehensively for each biennium. The data is helpful in the continuing evaluation process.

Two additional sections below cover *Inmate Contacts and Concerns Communicated to CIIC – January through February 2009*, which look at the most recent two months of contacts to CIIC, and last, *Letters of Inquiry in Response to Contacts and Concerns to CIIC*, which provides the number of letters of inquiry sent to the Warren Correctional Institution. Typically, sending a Letter of Inquiry is reserved for the more serious, high priority, or time-sensitive of issues that staff, inmates or their families relay to the Committee.

Contacts and Concerns 2007 and 2008

On a daily basis, contacts are received by the CIIC by persons who wish to relay and seek help with a problem, issue or concern. Contacts are from facility staff, family or friends of inmates, and from inmates. All contacts are entered into the CIIC database designed for that purpose. For every contact, one or more concerns are relayed and logged into the database.

For the 2007 and 2008 biennium, the CIIC received 4,221 total *contacts* from all DRC institutions, and received *215 total contacts (5.1 percent of the state total) regarding Warren Correctional Institution*. The contacts regarding the Warren Correctional Institution ranked *fifth highest of all DRC institutions*. Institutions with a higher number of contacts for the biennium were:

- Southern Ohio Correctional Facility (733 contacts),
- North Central Correctional Institution (236 contacts),
- Marion Correctional Institution (234 contacts), and
- Mansfield Correctional Institution (227 contacts).

Warren's 215 contacts to CIIC were followed by 201 contacts regarding the Chillicothe Correctional Institution. The contacts to CIIC regarding *these top six institutions accounted for 1,846 contacts (44.0 percent) of the total 4,221 contacts received during the biennium from all 32 institutions*.

Within the 215 biennial contacts regarding Warren Correctional Institution, there were 829 concerns relayed. The breakdown of the 829 biennial *concerns* and *top categories of concerns* from the Warren Correctional Institution inmates, families, or staff is shown in the following tables.

Table 3. Number and Type of Reported Concerns Regarding the Warren Correctional Institution Received by CIIC in 2007 and 2008

SUBJECT OF CONCERNS	NUMBER OF CONCERNS
Staff Accountability	132
Force/Supervision	120
Health Care	57
Other	51
Institution Assignment	50
Protective Control	49
Non-Grievable Matters	47
Inmate Grievance Procedure	39
Personal Property	39
Psychological/Psychiatric	31
Facilities Maintenance	28
Special Management Housing	21
Housing Assignment	21
Security Classification	19
Safety and Sanitation	17
Food Services	17
Mail/Packages	13
Discrimination	12
Commissary	8
Visiting	8
Legal Services	8
Religious Services	7
Laundry/Quartermaster	7
Inmate Account	5
Education/Vocational Training	5
Library	5
Inmate Groups	4
Job Assignment	4
Telephone	2
Recovery Services	1
Records	1
Recreation	1
Dental Care	0
TOTAL	829

Table 4. Breakdown of Top Categories of Reported Concerns for 2007/2008 Biennium – WCI

Staff Accountability	Number of Concerns
Failure to perform job duties	35
Other	34
Failure to follow policies	27
Failure to respond to communication	24
Access to staff	12
TOTAL	132
Force/Supervision	Number of Concerns
Other	20
Harassment	16
Use of Force	15
Retaliation for voicing complaints	15
Intimidation/threats	14
Retaliation for filing grievance	14
Abusive language	9
Conduct report for no reason	8
Racial and ethnic slurs	5
Privacy violations	2
Retaliation for filing lawsuit	2
TOTAL	120
Health Care	Number of Concerns
Access/delay in receiving medical care	18
Improper/inadequate medical care	14
Other	9
Delay/denial of medication	8
Medical aide/device	4
Medical records	1
Medical transfer	1
Medical co-pay	1
Medical restriction	1
Forced medical testing	0
Eye glasses	0
Prosthetic device	0
TOTAL	57
Other	Number of Concerns
Institution Assignment*	50
Protective Control*	49
*Breakdown of category is not available.	
Non-Grievable Matters	Number of Concerns
RIB/Hearing Officer	28
APA	10
Other	4
Court	2
Separate appeal process	2
Transitional control	1
Legislative action	0
TOTAL	47
Inmate Grievance Procedure	Number of Concerns
Institutional Inspector	15
Informal Complaint	12
Other	9
Chief Inspector	3
TOTAL	39

Contacts and Concerns January 1, 2009 through March 16, 2009

During the first two and one-half months of 2009 from January 1 through March 16, 2009, there were *ten contacts* received by CIIC regarding Warren Correctional Institution, who reported *42 problems, issues or concerns*. The breakdown and distribution of concerns is provided in the following table.

Table 5. Number and Type of Reported Concern Communicated to CIIC regarding the Warren Correctional Institution from January 1, 2009 through March 16, 2009

Type of Concern	Number of Concern
Health Care	10
Staff Accountability	6
Mail/Packages	4
Inmate Grievance Procedure	4
Personal Property	3
Other	3
Food Services	2
Inmate Relations	2
Special Management Housing	2
Protective Control	2
Legal Services	1
Force/Supervision	1
Institution Assignment	1
Housing Assignment	1
TOTAL CONCERNS	42

Letters of Inquiry in Response to Contacts and Concerns to CIIC

When considered necessary, appropriate and warranted, and in an effort to assist, letters of inquiry are sent to the Wardens regarding contacts and reported concerns received from inmates, families, and staff. Letters of Inquiry ensure that the Warden is aware of the reported problem, issue or concern, and provides the Warden with the opportunity to determine the facts, to take corrective action when warranted, and to relay findings to the CIIC.

During the last six months of the 2007 and 2008 biennium, from July 2008 through December 2008, CIIC generated *136 letters of inquiry to DRC institutions*. *There were 16 Letters of Inquiry (11.8 percent of total) sent to Warren Correctional Institution, ranking the institution second highest in volume of letters of inquiry received*. The Southern Ohio Correctional Facility received the largest number of letters of inquiry in the same period, with 32 letters (23.5 percent of total).

PRE-INSPECTION EXECUTIVE STAFF MEETING

After entry to the institution, the CIIC Director engaged in a briefing with the Warden, which was followed by a pre-inspection meeting with CIIC staff, the CIIC Legislative Member, and individuals from the WCI administrative staff.

The administrators' concerns generally duplicated those of other facility staff, which included *concerns relevant to downsizing, budget reductions, job security, increased inmate population, and changes in the availability and delivery of programs and basic supplies to the inmates.*

Facility staff feel anxious and uncertain regarding how the loss of 500 more positions system-wide will affect them. Warren Correctional Institution used to have three Unit Managers, but they were reduced to one Unit Manager, a position that is now vacant due to the employees' recent death. Unit Managers were previously doing committee work, job reclassification and security reviews. They have a Unit Management Administrator and have the same number of Case Managers, with six. However, one is on military leave, one is transferring to another prison, and one is Acting Unit Manager. The transition from Unit Management to the Social Services Model has not been easy. Warren Correctional Institution is the only prison left that requires Case Managers to work two late nights because they have no program space in the daytime.

The administrators reported some additional concerns. There was reflection that the transfer of 300 inmates from Ross Correctional Institution in 2006 created expenses that have never been recouped. Staff relayed that the problems among inmates experienced after the transfer eventually subsided and the inmates have adjusted to the change and settled down.

In response to a question on the subject, it was relayed that there is no negative impact on security or extortion due to a new DRC policy of allowing anyone to send money orders to inmates.

Administrative concern was voiced regarding the negative impact on staff morale relevant to an upcoming shift to a centralized business office within the DRC Central Office, while shrinking or consolidating the business offices within each of the institutions. DRC announced the need to reduce staffing by 500 more positions, though the specifics were not known.

In spite of reported staff uncertainties, the administration indicated that the *number of grievances filed by staff members from the Warren Correctional Institution, is reportedly low compared to other institutions.* The Union President reportedly has implemented a similar philosophy as that of the Institutional Inspector, where there is *frequent talk between the Union leadership and the staff.* *The resolution of staff issues without filing formal grievances has resulted in ranking the Warren Correctional Institution among the lowest in Ohio for the number of staff grievances filed.*

Administrative personnel also discussed the uncomfortable impact of *aging infrastructures and overpopulation recently when a water main broke at the Lebanon Correctional Institution, causing loss of water at Warren Correctional Institution because the Warren Correctional Institution is linked and served by the Lebanon Correctional Institution's water system.* Reportedly, the problem took five days to repair and resolve, putting stress on nearly every basic operation within the Warren Correctional Institution, ranging from personal hygiene to heat in parts of the institution that are steam heated. The delivery of thousands of gallons of bottled water to the Warren Correctional Institution enabled the institution to function through the situation.

The Administration indicated that overall the institution is *readjusting satisfactorily to the reduction in Unit Managers and the transition from a unit management model to a social services model.* Under the new model, Warren units have only a Case Manager rather than both a Case Manager and a Unit Manager. At the Warren institution, the new model places the responsibilities of committee work, job reclassification, and security reviews on the shoulders of one Case Manager, rather than three staff members. The Case Manager is required to work two late nights to deliver programs because there is no program space during the day. The addition of task assignments to remaining staff has become expected and most staff members assume more than one function and role. For example, Shift Supervisors, Lieutenants, and Captains, have become more involved in rounds and handling common unit issues, such as property concerns.

Further, the administration affirmed that the *elimination of the PC unit has been essentially positive* because the unit was transformed into a merit dorm, allowing for cell doors to remain open and giving inmates more movement on the unit. The open block concept has reportedly extended to all blocks, due to population. General population is double celled and some of the larger cells house four inmates.

The Warden indicated that the presence of security threat groups (STG) within the Warren Correctional Institution has *decreased* from prior years. Two Investigators and an STG Committee identify members and work well with the STG Investigator from the DRC Central Office.

Relevant to an increase in inmate population and concern for inmate security, it was acknowledged that the subsequent *increase in requests for separations* has created a greater demand for investigations pertinent to the requests, so the work of staff has increased proportionately.

Administrators indicated that the *role of volunteers has changed over recent years such that volunteers are more engaged in substance abuse programs.* It was noted that the number of volunteers has reached new highs, but care must be taken to provide adequate supervision and not leave volunteers in vulnerable positions. Currently, the Warden's office and the Chaplain recruit volunteers from local churches.

INSPECTION

Entry

The entry staff processed CIIC through the visitor entry procedures. Facility staff were observed as operating in a courteous, efficient, and organized manner. Security measures were adequate.

Institutional Grounds

The Warren Correctional Institution grounds were flat with walkways running across the campus layout and absent of evidence of landscaping. Twelve brick buildings outline the perimeter of the institution. Overall, the grounds were neat and uncluttered.

Medical Services Department

The Health Care Administrator led the inspection through the medical unit. Inmates access medical services through the customary doctor or nurse sick call appointments. The Doctor's hours have been increased from 10 to 40 hours per week, and the Dentist's hours increased from part-time to full-time. A second Dentist is scheduled for hire to cover eight additional hours per week. A full-time Dental Hygienist, two full-time Dental Assistants, and a Phlebotomist are on staff, as well as a part-time Nurse Practitioner, who is employed for 20 hours per week. A contract Optometrist sees inmates once per week. There are four new medical positions to be filled during the upcoming year. The medical department hires medical professionals from Mid-America Health, a private healthcare professional placement company serving corrections in Ohio, Indiana, and Kentucky. The latest changes in medical staffing are considered 'phase four' of the phasing-in process of becoming compliant with the requirements of the *Fussell* court agreement. Inmate labor was reportedly engaged to build the current reorganized area for dental clerical tasks.

The medical unit consists of three dental chairs, a Doctor's office and exam room, a Nurse Practitioner's room, three storage rooms, a Tele-Med room, and three other exam rooms, which appeared to be *clean*. One of the infirmary rooms is a negative pressure tuberculosis (TB) cell, although no active TB cases have been diagnosed since the hiring of the current Health Care Administrator in 2003. Other rooms on the unit are used as infirmary cells. Due to segregation overflow, up to five of the infirmary cells are occasionally used as temporary, 48-hour maximum, segregation cells. According to the early standards of the American Correctional Association (ACA), infirmary cells were clearly prohibited for use for segregation purposes. *However, staff indicated the institution's 80 segregation beds are simply insufficient to meet the institution's need.*

Medications are available to the institution through the central pharmacy system, using a mail order delivery system. *The medical staff relayed that some of the initial problems in*

*the system are occurring less frequently. Still, there are some problems to be resolved inasmuch as inmates reportedly frequently forget to request their medications, and there are no medications 'warehoused' at the institution under the centralized system. (See further detail in the front of this report under *Follow-Up Communication*.*

Residential Treatment Unit for Mentally Ill

The demeanor between staff and RTU inmates during the inspection was notably positive, both staff and inmates talked easily and openly with one another. There was a calm and orderly atmosphere throughout the unit.

The inmate count in the RTU on the inspection date was *49 inmates classified at security levels two and three*. Inmates are double bunked due to the shortage of cells for the population. The RTU was originally used as a single-cell unit for inmates classified as Level One of the mental health classifications; however, the unit now houses all mental health levels as well as segregation overflow. Due to overcrowding, there are two inmates per cell.

Three RTU cells are designated as RTU segregation cells. On occasion, these cells may house general population inmates in segregation, if the general population segregation cells are full. The RTU segregation cells are located behind a Plexiglas 'wall,' affording security and visibility.

Staff reported that the diagnosis of *schizophrenia and bipolar disorder* rank high among RTU residents. Staff indicated that some inmates who have been in the RTU for extended years would share that they have felt themselves mentally deteriorate over the years. Staff relayed that the RTU residents are not as active as other inmates due to the medications they take, and the *length of stay in the RTU reportedly ranges from 30 days to an indefinite number of years, and some inmates will never leave the RTU.*

Neighboring *Lebanon Correctional Institution occasionally utilizes the Warren RTU for placement of certain Lebanon inmates receiving mental health treatments from the mental health staff, which is shared by both of the institutions*. The Warren staff reported that they have *fewer inmates who go on suicide watch compared to the Lebanon institution, a statistic that they attributed to their preemptive intervention and assistance to inmates*.

RTU staff indicated the primary negative issue is the *small square footage for the number of inmates, creating a feeling of crowdedness. Indeed, there was little 'open space' in the dayroom. A clear view of all the inmates in the common area or dayroom was not possible during the inspection due to the density of inmates in the area. In spite of the full capacity and wear and tear on the unit, staff relayed that the maintenance department is good about making repairs quickly. An inspection of some individual cells however, revealed that some walls were notably dirty and in need of cleaning or paint.*

Cell windows in the RTU are installed with Kane mesh screening to prevent inmates from passing items, such as coffee, into the unit. The screens also play an important role in the prevention of suicide by hanging because the *mesh prevents access to the horizontal bars that extend across the window frame.*

Among the staff on the RTU during the inspection were an *Activity Therapist and Correction Officers.* *Approximately 30 inmates were calmly waiting in the dayroom for escort to their one-hour recreation as the inspection team entered the unit.* Staff relayed that RTU residents receive their recreation time in the *gymnasium or outdoors, but also enjoy chess, cards, a corn hole game, a basketball hoop, a ping-pong table, and a stair-stepper in the dayroom.* *The unit has four standard stationary steel table and chair units in the common area.*

There are reportedly *ten Registered Nurses that serve RTU inmates on a 24-hour basis.* *The Nurses bring pill call and some specific programming to the unit, making use of a single small room.* *Programming subjects include sleep hygiene and medication management, among others.*

RTU Staff Area

Staff serving the RTU work from an area designated for office functions and a locked medication cage.

Segregation and Segregation Overflow

Some inmates in segregation cells reportedly violate a rule to avoid return to General Population, but that may instead prompt a transfer to the Southern Ohio Correctional Facility. They typically would spend 15 or so days in Disciplinary control as penalty for a rule violation, then be placed in Local Control, which basically is a continuation of segregated confinement, but for a period of up to six months. Before or after the six month period in Local Control, the inmate could be recommended for an increase in security level, which would be level four (maximum) at the Southern Ohio Correctional Facility. It is reportedly not uncommon for inmates to ‘act out’ or ‘freeze up’ because they do not wish to return to general population. Staff estimated that nearly 25 percent of segregation inmates are there due to refusing their general population assignment.

Staff relayed that some RTU inmates will ‘feed off’ the disruptive behavior, causing additional supervisory challenges to staff in time and involvement in interpersonal issues and restoration of the unit’s harmony. Finally, regarding RTU cells, staff relayed that the RTU unit has *four crisis cells,* which they try not to use. Staff reported that the majority of inmates who use the cells have *major clinical problems as opposed to those who are on suicide watch.*

Reassignment of RTU Pod to a General Population Merit Dorm

The RTU originally had two pods, 1C and 1D. The 1D pod is larger and due to budget reductions, the 1D unit has been converted from RTU use to a General Population Merit Dorm, allowing for more inmates to occupy the existing space. *Incentives, such as open cell doors and an increased limit on commissary spending, are offered for merit-worthy behavior. The 1D unit has provisions of one cell for a handicapped inmate under the American with Disabilities Act (ADA). At the time of the inspection, there were reportedly 15 non-merit inmates housed in the pod due to cell shortages.*

Mental Health Services – Outpatient Clinic

Inmates receive mental health services in the outpatient clinic, under the management of the Mental Health Director. The historically *good reputation of mental health services provided at the Warren institution was acknowledged.* The Warren Correctional Institution Mental Health Director relayed his *appreciation for the current Chief/Administrator of Mental Health Services* at the Department of Rehabilitation and Correction Central Office regarding his success in maintaining services without adding costs.

The inspection team spoke briefly with several mental health staff. The group relayed that there are only *four dedicated crisis cells, which are maintained in the RTU* at the Warren Correctional Institution, compared to an average of six to eight in other institutions. *The low number of crisis cells was attributed to the manner in which the staff discerns whether suicide observation is necessary or if precautionary property removal orders are all that is needed.* The objective of the response system is to carefully determine if the inmate's needs may best be met without suicide watch. Reportedly, the Warren Correctional Institution has *less than half the number of suicide watches as other institutions.*

Warren Correctional Institution reportedly has *five private rooms in the mental health services department for use in the delivery of mental health treatments.* A suggestion was offered for *increasing the use of college interns and DRC application for VISTA Volunteers to assess needs, recruit volunteers to provide needed programs and services and/or to assist in providing such programs and services.*

Ohio Penal Industries – OPI Metal Furniture Shop

The large metal tubular furniture shop operates as one of the businesses under Ohio Penal Industries (OPI), as part of Ohio Revised Code mandates placed upon the DRC agency to provide jobs for as many inmates as possible. *Safety requirements were followed during the inspection and the CIIC inspection team was asked to wear protective eyeglasses.*

OPI staff relayed that the Department engages approximately *22,000 inmates in jobs within the OPI shops across the state. Inmates are paid an hourly wage based upon a pay-grade level, with pay ranging from 20 cents to 57 cents per hour of labor. OPI*

inmates at the Warren Correctional Institution work 6.5 hours per day, rather than eight hours, due to the inmate count schedule on the units.

The shop at Warren Correctional Institution has seen a *reduction in work orders, and a reduction from four to three staff to supervise the shop. The number of paid inmate positions has decreased in recent months due to a reduction in work.* There are approximately 40 inmates engaged in current work projects, down from 53 inmates with paid positions in the past. When there is no work to complete, OPI inmates clean the shop, unload trucks, or return to their dorms for lay-in.

The OPI supervisors at the Warren Correctional Institution have been credited for generating new business through individual initiative. Currently, the shop is engaged in a \$275,000 contract with the Department of Youth Services for 650 study desks, to be completed by June 20, 2009. Approximately 180 desks had been completed on the inspection date. Future work is scheduled to build small-frame dumpsters for a private company serving the City of Columbus and potentially the construction of steel lockers for secondary schools. Smaller items that have been constructed in the Warren shop include three-ring binders. OPI staff relayed that some inmates are trained in upholstery skills, required for padded and upholstered tubular steel furniture.

The vast shop floor is marked with *painted lines for safety and to create clear distinctions among the various workstations* designated for painting, welding, packaging, warehousing, and other industrial production functions. Power lines are incorporated into the ceiling architecture and drop cords descend into the workstations of the shop. *Private restrooms are provided for inmate workers. Tools are kept in a double-locked storage cage using a chit system and sign out tags. All inmates pass through metal detectors and there are always shakedowns as inmates depart from the shop.*

During the inspection, there was *evidence of respect and a good rapport between the Warden and inmates*, as demonstrated in the number of inmates who welcomed the Warden and said “Hello.” The Warden seemed pleased to introduce an inmate who had recently performed as a singer in a recent Black History Month performance to a public audience and with community choirs.

Substance Abuse and Literacy Unit

General population inmates who are receiving *substance abuse programs and literacy tutoring* are housed in living unit 2B. However, according to the inmates, not all of the inmates in the unit fit that category. As staff relayed, all beds must be filled. Staff relayed that inmates may be housed in the substance abuse and literacy unit in order that they may attend specific substance abuse programs for both alcohol and drugs, and also for literacy tutoring. Drug testing is maintained, with one previous test reportedly showing dirty urine results for some inmates.

The unit provides programming known as *Bright Future Recovery Services Program*. The institution’s website describes the Bright Future program as one designed to provide

individual instruction to individuals who perform at or below the sixth grade level. Basic academic skills are addressed, so the individual may proceed to acquisition of the GED certificate. The substance abuse module is designed for individuals who self-admit or are verified to have an alcohol or other drug problem. The substance abuse module is an intense six-month treatment program and is divided into three phases:

- Initial screening and assessment,
- Alcohol and other drug educational programming, and
- Relapse prevention counseling, plus
- Fellowship meetings.

The inmate count on Unit 2B was 126 on the inspection date. Due to staff reductions, sergeants' assignments have doubled to four units and they hear conduct reports for four units as well.

The general demeanor of inmates was calm and they were most willing to talk with the inspection team.

A notice to inmates regarding the availability of Informal Complaint Resolution forms was visibly posted on a glass-encased bulletin board in the unit. The posting was a positive response to observations of its absence during the October 2008 inspection. The unit also visibly posted the CIIC memo to inmates on the bulletin board.

The inspection team noted that overall the unit appeared to be clean; yet one empty cell was in need of repairs.

Education Department

Basic Education

The instructor roster has four unfilled positions for teachers of the Adult Basic Education (ABE) program, General Educational Development (GED) course, and other career-tech courses. There are reportedly three teachers instructing the basic academic courses to Warren Correctional Institution inmates.

Educational options also include courses in electronics technology, a business curriculum through the Wilmington College, and skill development in horticulture. During the inspection, a group of inmates were testing for the GED certificate.

There was some comment during the inspection that a merit dorm, specifically relevant to education, might provide an incentive for good conduct among inmates.

Security is maintained by a spider system in the educational wing.

Career Technology

The career-technology section at the institution had reportedly *experienced improvement in receiving books and supplies for courses compared to the problems they were having in October 2008. The instructor reported they have circumvented the local vendor and have been successfully dealing directly with the publisher.*

Electronics Program

It was relayed that the electronics program is clearly the *most popular educational tract and one that offers marketable knowledge and skills for inmates. The electronics tract includes basic computer literacy and an introduction to computer repair. Two classes reportedly average 18 students.* During the inspection, the students were working silently at computers or other workstations.

A previously offered industry-based certification in *fiber optics (cables) had to be abandoned due to a lack of supplies.* It was noted that the *electronics instructor has made an individual and special effort to maintain this program.*

Microeconomics Course

There were 12 inmates engaged in a microeconomics course, using a college-level textbook published by Southwestern Publishing Company and individual notebooks. Inmates reported that they *enjoy the course because the content was unfamiliar to them, yet they also found it challenging.* The microeconomics course is part of the requirements for a *business curriculum from Wilmington College.* One inmate relayed he needed 25 credits to complete the *Associate of Business Management program.* The inmates receive certification for course completion, so that upon release, they *may apply the credits toward a college degree.* The instructor relayed that *students are motivated by the fact that return-to-prison rate for individuals completing the program is nearly zero.*

Horticulture

Staff relayed that the horticulture program is *seasonal and about to enter the outdoor phase.* Inmates grow plants from seed, cultivating them until they are transplanted on the grounds of the institution. During the winter season, the inmates create layouts (schematics) for the spring plantings.

Community Service Room

The Community Services work at the Warren Correctional Institution is a definite area of pride of the administration and of the inmates. The Warren Correctional Institution website identifies five areas of community service provided by inmates:

- Art Work,
- Silk Screening,
- Ohio Reads,

- 4 Paws for Abilities, and
- Crayons to Computers.

During the inspection, the CIIC inspection team observed *examples of inmate artwork* as it appeared on one representative lesson sheet for classroom use at the middle school level, the recently acquired machine used to *silk-screen t-shirts*, and *numerous examples of die-cut shapes for elementary level lessons*.

There are reportedly *60 inmates assigned to Community Service projects, primarily under the Crayons to Computers program*. Nearly all inmates engaged in the community service projects during the inspection were reportedly receiving mental health services. Some inmates relayed that they are assigned to work *Monday through Friday from 8 am to 3 pm, with breaks for lunch and count*. Other inmates relayed they have fewer assigned days to work during the week. *The workrooms were equipped with a wall-mounted first aid supply box and an eyewash station*.

All inmates participating in the Community Services Room during the inspection were creating *die-cut character shapes, such as dinosaurs, tulips, butterflies, and multiple geometric shapes to be used as instructional aides in elementary schools* that economically qualify, based upon the amount of funding per student in the school and district. In addition to packaged die-cut shapes, the community service inmates make *backpacks and chair-back covers for primary grade children*.

The institution recently acquired a machine to produce *silk-screened t-shirts*. *The shirts are provided at no cost to the institution by non-profit organizations and schools, and the inmates provide the service of printing a design specified by the organization on the shirts*.

In addition to completing work projects for *Crayons to Computers*, *inmates provide dog training as part of their community service work*. *Dog training is provided for the '4 Paws for Ability' program*. The inspection did not include observations of the dog program. The institutional website describes the dog program as offering inmates the opportunity to *learn about dog training and care from a certified trainer as they provide services of socializing and training dogs for specific individuals with physical, mental, and emotional needs*.

Community service records data shows that *during January 2009, 88 inmates at the Warren Correctional Institution completed a total of 15,749 community service hours*. Distributed by race among the 88 inmates, there were *53 Caucasian inmates (60.2 percent), 34 African-American inmates (38.6 percent), and one Other inmate*. During January 2009, the Warren inmates provided *dog training for 4 Paws for Ability, and cut outs and chair backs for Crayons to Computers*.

Based on estimates established by the Crayons to Computers organization and provided to the Warren Correctional Institution, inmates provided an estimated *cost savings of \$303,000.00 for the work that was completed in January 2009*. *This savings represents*

the cost to the organization if it had hired employees other than Warren Correctional Institution inmates to fulfill the work.

Library

The library at the Warren Correctional Institution maintains hours for inmate *access five days per week. Inmates may access the library on Mondays from noon until 8:30 pm, Tuesdays through Thursdays from 7:30 am until 3:30 pm, and on Sundays from noon until 8 pm. A library aide provides assistance to inmates.* The size of the library only allows for 12 inmates at one time, with inmates on a twice-per-week rotation among the units. *There is one open day per week when inmates may spend extra time in the library on a first come, first serve basis.* Library books are circulated to the segregation cells and are switched each month. Staff reported that books are more frequently destroyed when they are sent to segregation cells.

The room is equipped with tables and chairs between the stacks of books, and a 'wall' of plate glass windows offers *much natural light* and looks upon a portion of the interior yard. While the *overall atmosphere in the library was very inviting as a place to spend pleasant time, there is one section of ceiling in need of repair.* Reportedly, a recent windstorm had *damaged the exterior roof and the damage extended to the ceiling tiles in the library, allowing for rain to seep into the room. The staff had placed plastic over one end of the stacks and buckets on the floor to manage the situation until repairs can be made. Staff relayed that a work order has been filed, but budget reductions and shortage of funds for capital repairs has caused the damage to remain uncorrected for several weeks.*

Popular among the inmates is a *new collection of African American fiction that was donated from a staff member. The books reportedly were checked out as fast as they were placed on the shelves. There has been very little of this popular genre available to the inmates until the collection was donated.* With the relatively new connection of the Warren Correctional Institution library to the *interlibrary loan services, reportedly the institution may acquire nearly any printed material that inmates may request, albeit under supervision and in compliance with policies applicable to reading materials.*

The *Law Library* room is a separate room adjacent to the main library and contains old case law books from West Law Publishers. While the hardback books are somewhat dated, the librarian *may access the West Law volumes electronically from three computers in the law room. As a cost savings, DRC reportedly stopped purchasing hardback volumes approximately six months ago.* The law room also houses *manual typewriters, rather than computers and printers, for inmates to type their legal work. The law room also provides the Administrative Rules and the DRC Policies for inmates to reference.*

Food Services

Generally, the food preparation area at the Warren Correctional Institution was observed to be *cleaner during the February 2009 inspection than it appeared during the October 2008 inspection.*

The Institutional Inspector reportedly checks the kitchen and consumes the inmate meal two or three times each week. One inmate relayed a concern that trays were dirty, but the concern was challenged by the Inspector, who indicated that he had not observed that to be the case.

The food services area has a separate designated 'room' for dishwashing. *Floors in the washing area were adequately dry, except for one puddle of water. The area is served by multiple floor drains in each of the 'wet' areas. Several buckets of water and sanitizer were observed, available for quick use during food preparation periods.*

The *dry goods storeroom* is kept locked and at a cool temperature, reading 48 degrees during the inspection, *with lines painted on the walls to indicate height limits for stacking boxes, in compliance with an ACA safety standard. There is reportedly no problem with vermin throughout the kitchen due to bi-monthly spraying for insects and insertion of rodent poison into the walls and ceiling areas. The spice storage unit is a locked cage.*

A separate room in the food service area is to be converted for use in opening numerous large institutional cans of food items that are consumed at nearly every meal. *A large steel table, industrial can opener, and a future sink with a water line will make the process more efficient and remove it to a dedicated space, where security can be better managed. Isolating the process will allow for an accurate account of the number of sharp-edged cans and lids, which must match. A water pipe along one wall was in need of repair, in that the insulation and tape wrapped around the pipe had deteriorated allowing a section of insulation to be exposed. Some ceiling tiles in the room were missing. The repairs had been reported to the maintenance department.*

The kitchen's ovens are all under hoods, and *two ovens were reportedly new since the preceding October 2008 inspection. There are no deep fryers or grill. There are two kettles that are reportedly broken and awaiting repair, as well as cracks in two of the old ovens. Oven repairs are reportedly out for bid. While the response of the maintenance department has been improving, there is still a reported wait time for materials to be delivered for repairs.*

Three large coolers are kept at required temperatures and the internal and external thermometers are checked and recorded in the cook's workbook on the required schedules. An adjacent loading dock to the dish room is always under the supervision of two officers when unloading is in progress. The loading area is secured with its own sally port system.

Inmate Dining Room for Special Diets

A small dining room that was previously used for inmates in Protective Control is used for inmates who are on special diets.

Indoor Recreation

The indoor recreation building was observable, but the inspection did not allow time to inspect the interior of recreation area, so the staff provided information. *Indoor recreation includes a large indoor gymnasium with sit up stations and dip bars, but no free weights. Inmates are given recreation on a schedule by units and at other times on a first come, first serve basis if there is an officer on duty. Inmates from the merit blocks have no limitations on their access to recreation. Despite the large inmate population, the hours of access to recreation has reportedly not decreased at the Warren Correctional Institution.*

LISTENING SESSION FOR REPRESENTATIVE STAFF GROUP

On CIIC's request, the Warden aided in gathering a group of staff with representatives of every department. After a brief CIIC introduction, facility staff were invited to share positives and/or negatives regarding any area relevant to operations, conditions, programs, or the grievance procedure, including any related problems or recommended solutions to bring about improvements. Approximately 12 staff members voluntarily attended the session. The following topics were discussed:

- Lack of funds for basic operations and work that needs to be done.
- Depressed morale among staff.
- Shortage of basic supplies to operate, such as rubber bands, paper clips, etc.
- Slow delivery of most everything, including food supplies and cleaning products.
- Inconsistent deliveries of many basic items needed to operate.
- A pervasive sense of flux and uncertainty, all the way to top administrative levels.
- Deterioration of the perimeter road and the compromise of safety and services to the inmates and staff that the issue produces. It was suggested that perhaps more money had been spent on repairing vehicles damaged by the road than it would have taken to simply repair the road ten years ago. *Presentation of the issue was accompanied by a suggestion to seek some federal monies through the current stimulus package to repair the road. Follow-up communication confirmed that in fact staff applied for such funding to address the problem.*
- Funding for nearly everything has been the problem.
- Inadequate medical supplies.
- Sluggish delivery of supplies and pharmaceuticals, poor turn-around time.
- Absence of appropriate medical treatment space on the RTU, including provisions to lie down and a water source.
- Absence of adequate programming space on the RTU.
- Increased demand on medical staff to transport RTU inmates off the RTU for services.

- Increased labor, work steps, and time-consuming density of paperwork to order medications from Central Pharmacy, especially compared to the former onsite pharmacy system.
- No weekend deliveries of medications, which compromises services delivered to inmates, creating the need to improvise and avail local pharmacy services and night drop box system for weekend or emergency medications.
- Old and continuously deteriorating buildings and prison infrastructure.
- Inability to address deterioration of daily surroundings such as bulging ceilings and mold behind panels.
- Absence of basic cleaning tools and equipment, such as floor buffs and wall cleaners, although the maintenance staff has remained fully staffed.
- Shortages of basic inmate provisions such as mattresses and clothing.
- Fear that the continuous decreases in funding for operational needs, combined reductions in staff and inmate overcrowding, will create an intensely stressful environment that will prompt the conditions that preceded the Lucasville riot.
- Net loss of operating funds since the influx of 300 inmates transferred to Warren Correctional Institution from Ross Correctional Institution.

FACILITY STAFF COMMUNICATION OVERVIEW

Administrators identified the comparatively lean funding proportionate to their needs as the dominant and significantly influential issue they face. The prevailing demands associated with operations and conditions are seen as disproportionate to the funding provided.

Current budget reductions across the state have impacted the Warren Correctional Institution's funding, causing reductions in some operational infrastructures, including staff levels. Budget reductions have also reduced monies directed toward capital needs, such as essential repairs to perimeter roads and fences.

Administrators relayed that even prior to the current fiscal issues, the Warren Correctional Institution absorbed 300 inmates transferred from Ross Correctional Institution in 2006, yet never received funding to cover the additional costs associated with the sudden increase in inmate population. This event was unique to the Warren Correctional Institution, causing a double fiscal impact on the operations of the institution when combined with the budget reductions that are currently taking affect.

In addition to the pre-existing problems associated with the forced additional costs and required changes in housing units to accommodate the inmates transferred from the Ross Correctional Institution in 2006, without fiscal compensation, the administrative group provided the following issues or concerns that require their ongoing attention, consideration, and resolve:

- Shortage of space for programs on the living units, particularly in the RTU.
- Shortage of cleaning products.
- Shortage of inmate clothing.

- Deterioration of the buildings and property, without funding to make repairs.
- Deterioration of 'big ticket' items like a diesel tank that would reportedly require more than \$28,000 to repair.
- Deterioration of smaller, yet essential, equipment such as kettles and ovens in the kitchen, which may only be repaired as funds become available.
- Supervisory challenges, adaptations, and the need for new skills training necessary to manage the increased number of inmates and crowded conditions throughout the institution. Examples of supervisory challenges included a trend among inmates to refuse to leave segregation, as approximately 25 percent of segregation inmates refuse to return to general population, many if not most due to personal safety problems. Some have been sent to the Southern Ohio Correctional Facility where they are likely to face even more serious personal safety problems.

The administrative group was complimented for their efforts and results with consideration of the conditions under which they must operate. Compliments provided to the administrators included the *effectiveness of the staff in cultivating an institutional 'culture' with observable traits of respect among the inmates, a calm demeanor among inmates and staff on the units in spite of crowded conditions, and ease and openness in communications between inmates and staff.*

Administrators were also complimented for fine examples of *staff taking individual initiative to solve some immediate problems and contribute toward the greater good of reaching long-term goals. The generation of new business for the OPI steel furniture shop through the efforts of OPI staff was given as one example of staff initiative. Likewise, the instructor commitment to continuing the electronics program, even with shortages in education, was identified as another example of staff concern for the inmates as individuals.*