



A Joint Committee of the Ohio General Assembly

REPORT ON THE INSPECTION AND EVALUATION OF LONDON CORRECTIONAL INSTITUTION

MAY 17, 2022

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REPORT ON THE
INSPECTION AND EVALUATION OF

LONDON
CORRECTIONAL INSTITUTION

MAY 17, 2022

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Facility Overview

London Correctional Institution (LoCI) is a medium-security male prison, housing Level 1 (minimum) and Level 2 (medium) security offenders. The facility opened in 1924 and is located on 2,950 acres in London, Ohio. It is the oldest male institution in Ohio.

The initial design capacity for LoCI was 1,873 offenders. As of May 9, 2022, the institution housed 1,303 offenders. As of May 9, 2022, the institution employed 399 total staff, of which 219 were officers. There were 137 total vacancies (25.6%), including 111 for officer positions (33.6%).

On the March 25-27, 2019, American Correctional Association (ACA) Reaccreditation audit, the institution scored 100% compliance for 58 applicable, mandatory standards and 99.3% on the 442 applicable, non-mandatory standards. The areas of non-compliance were related to unencumbered housing space, dayroom space, and shower ratio. The 2022 ACA audit was held the week after CIIC inspection, though only preliminary scores were available at the time of review. Staff reported they attained 100% compliance for mandatory standards, and 99.6% compliance on non-mandatory standards.

In its March 23-25, 2021, Internal Management Audit (IMA), the institution scored 100% compliance for 60 applicable, mandatory standards, 99.6% on the 470 applicable, non-mandatory standards, and Ohio Standards were not evaluated during this audit. The areas of non-compliance were related to unencumbered housing space and dayroom space.

Inspection Overview

Preparation for the inspection of London Correctional Institution took place in the month prior to site visitation. The most recent inspection of the facility, completed in 2021, was reviewed to identify areas of previous concern or praise. The CIIC database of concerns received from offenders, constituents, and staff was analyzed for topics of frequent concern. Facility staff were notified of the inspection during the month prior to visitation. At this time, an email was sent to administrative staff outlining the documentation requested prior to inspection.

The day of inspection, Tuesday, May 17, 2022, consisted of a review of safety and security, full facility tour, review of health and wellbeing, review of fair treatment, review of rehabilitation and reentry, and review of fiscal accountability.

An initial inspection report draft was provided to Warden Hildebrand and her staff, as an opportunity to review and notify CIIC staff of any discrepancies. On July 20, 2022, a teleconference was held between CIIC and Warden Hildebrand to finalize the inspection report draft.



Dates of Inspection: May 17, 2022

Type of Inspection: Announced

CIIC Staff Present:

Chris Albanese, Executive Director

Travis Ricketts, Deputy Director

Rachel Helbing, Project Manager

Dan Cech, Senior Analyst

Warden:

Jenny Hildebrand

Offender survey results are displayed throughout the report, compared to the results of the 2020 and 2021 surveys. The response rate resulted in a margin of error of approximately +/- 10.0% at a 95% confidence level. Each result can be stated that, "we are 95% confident that the true response is within 10.0% of the reported response."

RATINGS SUMMARY

Methodology

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

	2020	2022
SAFETY & SECURITY	GOOD	GOOD
Violence Outcome Measures	Good	Good
Use of Force	Good	Acceptable
Control of Illegal Substances	Good	In Need of Improvement
Offender Perception of Safety	Exceptional	Exceptional
Unit Security Management	Good	Exceptional
Institutional Security Management	Good	Good
Prison Rape Elimination Act	Good	Exceptional
HEALTH & WELLBEING	GOOD	GOOD
Unit Conditions	Exceptional	Good
Medical Services	Good	Good
Mental Health Services	Acceptable	Good
Recovery Services	Good	Good
Food Services	Good	Acceptable
Recreation	Good	Exceptional
FAIR TREATMENT	ACCEPTABLE	ACCEPTABLE
Staff/Offender Interactions	Good	Good
Inmate Grievance Procedure	In Need of Improvement	Good
Offender Discipline	Good	In Need of Improvement
REHABILITATION & REENTRY	GOOD	GOOD
Reentry Planning and Programming	Good	In Need of Improvement
Rehabilitative Programming	Good	N/A*
Family & Community Connections	Acceptable	Good
Academic Programming	Good	Good
Library Services	Good	Good
Vocational & Work Skill Development	Acceptable	Exceptional
Ohio Penal Industries	Good	Good
FISCAL ACCOUNTABILITY	GOOD	ACCEPTABLE
Fiscal Wellness	Good	Acceptable
Environmental Sustainability	Exceptional	Exceptional
Staff Management	Acceptable	In Need of Improvement

*Rated areas have been revised since the prior inspection report.

SAFETY AND SECURITY

Key Findings

LoCI had the most violations of Rule 39 (possession or consumption of an intoxicating substance) of all facilities in 2021. Staff relayed this is caused by procedural differences between facilities.

Some errors were noted in use of force packets. One video was not preserved, and three incidents did not have the time recorded when offenders were seen by medical.

Uniquely, prior to charging an offender with a Rule 23, LoCI staff will interview the offender and investigate safety concerns to determine if a risk exists and how they can address it.

Officers were consistent in the documentation of shakedowns and went beyond policy requirements by completing additional searches.

SAFETY & SECURITY

	2020	2022
SAFETY & SECURITY	Good	Good
Violence Outcome Measures	Good	Good
Use of Force	Good	Acceptable
Control of Illegal Substances	Good	In Need of Improvement
Offender Perception of Safety	Exceptional	Exceptional
Unit Security Management	Good	Exceptional
Institutional Security Management	Good	Good
Prison Rape Elimination Act	Good	Exceptional

Violence Outcome Measures: Good

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

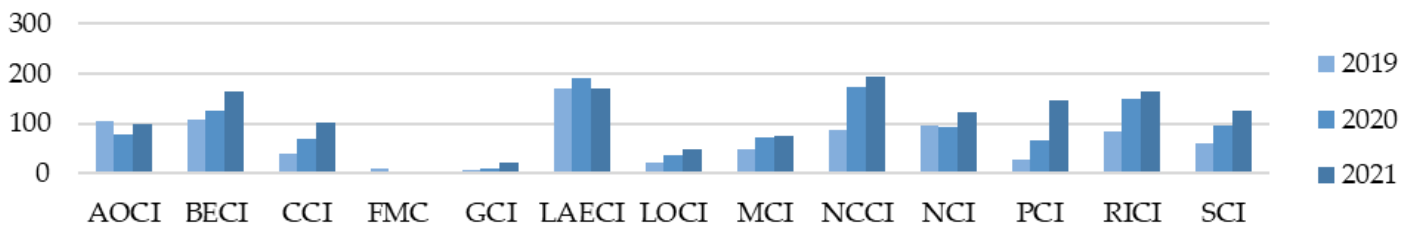
Rules 1-7 of Inmate Conduct (Times Violated at LoCI in 2021)

Administrative Rule 5120-9-06 of the outlines the Inmate Rules of Conduct.

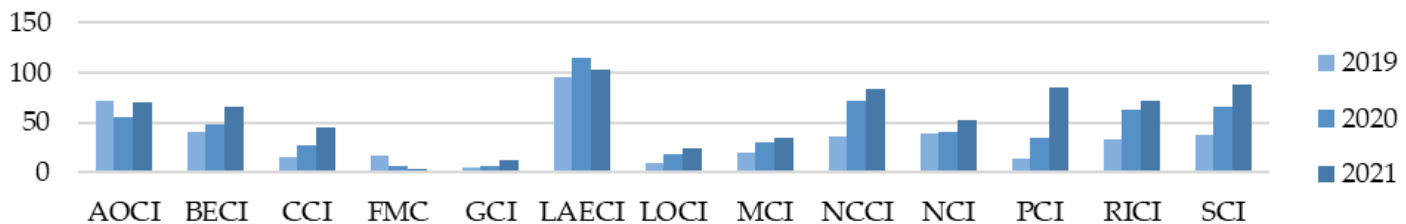
Rule numbers 1-7 are categorized as "assault and related acts."

- 1: Causing/attempting to cause the death of another. (0)
- 2: Hostage taking, including any physical restraint of another. (0)
- 3: Causing/attempting to cause serious physical harm to another. (1)
- 4: Causing/attempting to cause physical harm to another. (36)
- 5: Causing/attempting to cause physical harm to another with a weapon. (2)
- 6: Throwing or otherwise causing a bodily substance to come into contact with another. (3)
- 7: Throwing any other liquid or material on or at another. (5)

Comparative Facilities Number of Assault-Related Violations



Comparative Facilities Rate of Assault-Related Violations per 1,000 Offenders



Violence Outcome Measures: Good, Continued

Fights are documented via RIB convictions for rule 19 (fight) violations. There were 304 fight violations in 2019, 384 in 2020, and 300 in 2021 at London Correctional Institution. There were no homicides during 2019-2021. There have been four disturbances at LoCI during the period evaluated (2019 to 2021). Facility staff provided violence metrics, demonstrating their tracking and trend-identification efforts. Staff track the times and locations that fights occur, and highlight any areas of the institution that have been particularly “hot” with violence or contraband.

Use of Force: Acceptable

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

During CY 2021, the facility reported 69 use of force incidents. This is a slight increase from CY 2020 (65) and a consistent increase from CY2019 (41) and CY2018 (33). Staff speculated that the increase in 2020 and 2021 was attributed to gang activity and COVID-19 restrictions. Despite the increase, LoCI continues to have lower numbers and rates of incidents among comparable facilities. Staff reported that a low number of incidents had occurred in 2022 at the time of inspection, a reduction from prior years. Facility staff speculated that the decrease was due to staff-worn body cameras. A camera upgrade project is planned for the facility, which will benefit the quality and overall surveillance of security footage.

Videos and documentation were reviewed for eleven random use of force incidents. Ten incidents had video available, and one incident failed to have video evidence preserved by staff. Staff appropriately referred use of force incidents to a committee as needed. Officer statements were thorough and stated directives given prior to force. Required documentation was completed and included. About half of the involved offenders refused to provide statements. Offenders were generally seen by medical within an hour following the use of force incident. Three offenders were documented as being seen after the hour, and three did not have the time seen by medical noted, though all evaluations were completed. No injuries resulted from the force.

Assaults against Staff

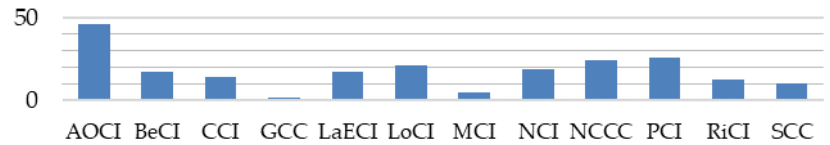
2018	10
2019	13

In April 2020, ODRC modified its reporting process of offender-on-staff incidents. Previously, the Warden’s Assistant completed monthly reports on any *assaults* against staff. Currently, Shift Commanders complete daily reports on any *violent incidents* against staff.

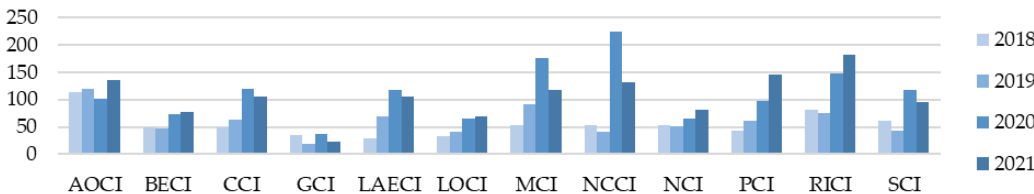
Violent Incidents against Staff

2021	21
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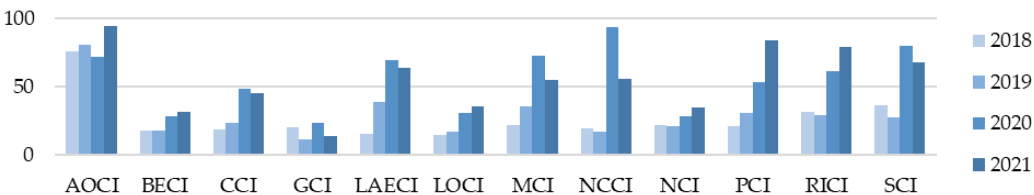
Comparative Facilities Number of Violent Incidents against Staff (2021)



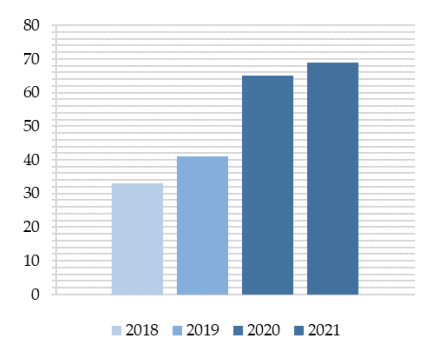
Comparative Facilities Number of Uses of Force



Comparative Facilities Rate of Uses of Force per 1,000 Offenders



LoCI Uses of Force 2018-2021



SAFETY AND SECURITY

Control of Illegal Substances: In Need of Improvement

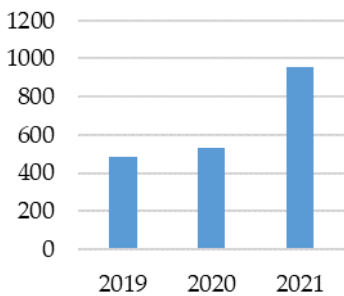
Evaluation of control of illegal substances focuses on the percentage of offenders who tested positive for an illegal substance in comparison to the previous year, the comparator prisons, and the DRC average, as well as violations for consuming, possessing, or conveying drugs.

	2018		2019		2020*		2021*	
	# Tested	% Positive	# Tested	% Positive	# Tested	% Positive	# Tested	% Positive
Random Drug Testing								
London (LoCI)	1,535	6.1%	1,531	4.4%	340	4.1%	967	9.1%
Level 1/2 Average		5.1%		5.0%		4.8%		6.7%
DRC Average		5.5%		5.3%		5.8%		6.6%
Program Drug Testing								
London (LoCI)	511	8.4%	654	8.4%	170	3.5%	281	1.4%
For Cause Drug Testing								
London (LoCI)	165	43.0%	282	42.9%	68	60.1%	74	32.4%
Total Testing Average								
London (LoCI)	2,211	9.4%	2,467	9.9%	578	10.5%	1,322	8.7%

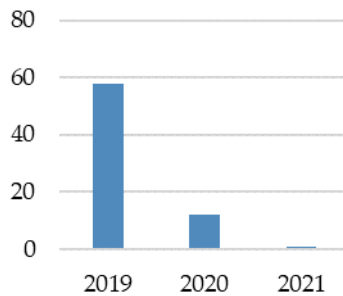
*Drug testing was reduced in 2020 and resumed in mid-2021 due to COVID-19 restrictions and precautions.

12.7% of the offender survey respondents indicated that drugs were not available at the institution. The top prohibited substances reported by offenders as available were Stimulants (54.4%), Depressants (53.2%), and Synthetics (48.1%).

Drug Usage



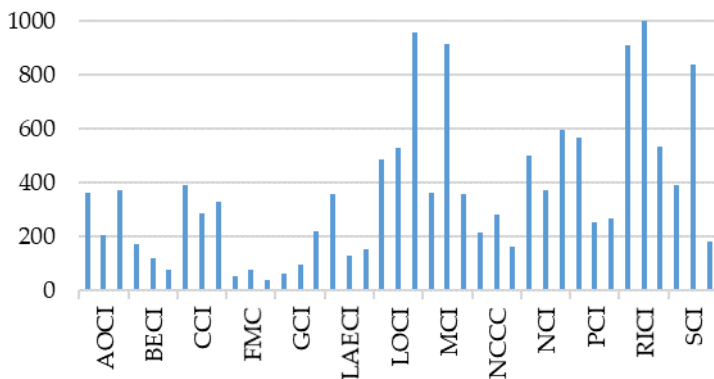
Drug Conveyance



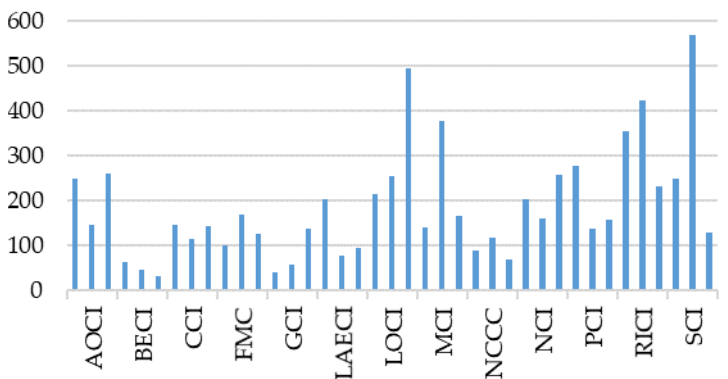
< Convictions for Rules 39 (possession and consumption) and 40 (conveyance) are graphed for LoCI for 2019-2021.

Staff at LoCI reported they have increased drug interdiction efforts, including the use of an offender body scanner, in response to increasing drug use. Offenders that are identified as possessing or using illegal substances are charged by the Rules Infraction Board and receive discipline, which may include loss of commissary privileges, placement in the Transitional Programming Unit, or other sanctions. See the "Offender Discipline" section for further information.

Comparative Facilities: Number of Rule 39 (Possession/Consumption of Illegal Substance) Violations 2019-2021



Comparative Facilities: Rate of Rule 39 (Possession/Consumption of Illegal Substance) Violations per 1,000 Offenders 2019-2021



SAFETY AND SECURITY

Offender Perception of Safety: Exceptional

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

Offender Survey Question(s)	2020	2021	2022	2022 Number of Respondents
	"Safe" or "Neutral"			
Do you feel safe from other offenders here?	90.7%	91.6%	88.2%	85

There were five offenders (0.4% of population) charged with violations of Rule 23, "Refusal to accept an assignment or classification action" in the disciplinary housing unit, as of May 9, 2022. Offenders refuse to lock many times due to threats, debts, concerns for safety, etc. Uniquely, prior to charging an offender with a Rule 23, LoCI staff will interview the offender and investigate safety concerns to determine if a risk exists and how they can address it. An offender can also request protective control (PC), but a risk to their safety must be substantiated. No offenders were reported to be under investigation for PC.

Unit Security Management: Exceptional

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

Officers were consistent in documenting security rounds in the requisite 30 minute, staggered intervals. Housing unit officers are required to search offenders' bunks/cells for contraband, including drugs and weapons. Officers were consistent in the documentation of shakedowns and went beyond policy requirements by completing additional searches. Cell and bunk security checks indicated good security and visibility. Unit staff are required to conduct reviews of offenders' security classification to ensure proper institutional placement. There were no overdue security classification reviews on the day of the inspection.

Institutional Security Management: Good

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

There were no escapes nor walkaways in 2020 nor 2021. A majority of officers that were interviewed reported that they feel informed when beginning their shifts. Interviewed officers reported that they receive information from roll call and other officers. These practices allow for critical information to be communicated for awareness.

As of May 9, 2022, there were 286 STG-affiliated offenders, which was 21.9% of the institutional population. The rate of rule 17 (unauthorized group activity) convictions decreased 51.6% from 2019 to 2020 and decreased 62.5% from 2020 to 2021. There were 31 violations in 2019, 16 violations in 2020, and 6 violations in 2021. A review of STG committee meeting minutes showed meetings are occurring and staff are communicating about STG activity.

Institution	2019			2020			2021		
	# of STG Offenders	% of Gen. Pop.	Rule 17 Violations	# of STG Offenders	% of Gen. Pop.	Rule 17 Violations	# of STG Offenders	% of Gen. Pop.	Rule 17 Violations
London (LoCI)	263	11%	31	281	12%	16	231	10%	6
Level 1/2 Average	249	11.4%	49.2	252	11.6%	29.9	218	11.1%	27.2

Prison Rape Elimination Act (PREA): Exceptional

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

The facility met 37 and exceeded 8 standards on its March 27-29, 2019, PREA audit. The facility met 42 and exceeded 3 standards on its May 25-27, 2022, PREA audit, shortly after CIIC's inspection. No corrective action was required as all standards were met. All staff completed PREA training with the exception of those on extended leave or those hired within the fiscal year. An interview with the institution's PREA Coordinator explained the processes that the institution uses to monitor offenders identified as victims or potential victims and abusers, and how they manage separations between offenders.

Offenders that reported they had been harassed or threatened by other offenders reported the most common form was relating to their "offense/crime." Those that reported harassment or threats by staff reported the most common as "insulting remarks" and "multiple shakedowns." Offenders that reported they had been abused by other offenders reported it was only physical abuse (12.2%), no sexual abuse, but the majority (87.8%) reported they had not been abused by other offenders at LoCI. No offenders reported physical or sexual abuse from staff at LoCI.

Investigations/Allegations	2019	2020	2021
Total Alleged Incidents	9	6	6
Outcomes	2 Substantiated	0 Substantiated	0 Substantiated
	2 Unsubstantiated	2 Unsubstantiated	6 Unsubstantiated
	5 Unfounded	4 Unfounded	0 Unfounded

Offender Survey Question(s)	2020	2021	2022	2022 Number of Respondents
<i>Have you been harassed or threatened by other offenders here?</i>	24.9%	60.4%	44.6%	83
<i>Have you ever been abused by inmates here?</i>	7.7%	16.7%	13.3%	83
<i>Have you been harassed or threatened by staff here?</i>	45.8%	64.6%	51.8%	83
<i>Have you ever been abused by staff here?</i>	13.8%	14.6%	Question was re-worded.	
<i>Have you ever been <u>physically</u> abused by staff here?</i>	-	-	0.0%	82
<i>Do you know how to report sexual harassment or abuse?</i>	87.0%	67.3%	91.6%	83

Key Findings

One housing unit had a bird flying inside at the time of inspection, resulting in offenders covering their beds with plastic to avoid its droppings.

The Health Care Administrator and nursing staff relayed that a staffing shortage is the department's biggest challenge. Currently, the department has five vacant Registered Nurse positions (27.8% vacancy).

A total of 159 offenders were enrolled in mental health programs, and 161 were on waiting lists.

Food service staffing consists of a director, two managers, both of which are vacant (100%), and seven employees, of which three were vacant (42.9%).

All dayrooms/common areas were rated "good" or "exceptional," based on the cleanliness and their overall appearance. The dorm conditions were rated "good." Property control within the bunk areas was acceptable, though some areas exceeded typical property limits. Shower conditions were rated as "exceptional." One bathroom was observed being power washed. One unit had a bird flying inside at the time of inspection, resulting in offenders covering their beds with plastic to avoid its droppings. Staff reported that the upcoming window replacement project would hopefully solve this issue by adding mesh screens. An additional project is planned to replace units' ceilings that are stained from tobacco, as offenders were permitted to smoke until 2009.

All televisions, JPay kiosks, ice machines, water fountains, sinks, microwaves, fans, washers, and dryers were in good working order. No maintenance issues were relayed by unit staff, aside from a single toilet, and they stated that maintenance requests are fulfilled in a timely manner when they do occur. Cleaning materials were appropriately secured if they were not in use. Prison Rape Elimination Act (PREA) signs, fire evacuation routes, CIIC information, the inmate grievance procedure, and program information were posted, per policy. PREA notification alarms were operational. All units had recreation activities including multifunctional body weight equipment, TV's, and card and board games.

HEALTH & WELLBEING	2020	2022
	GOOD	GOOD
Unit Conditions	Exceptional	Good
Medical Services	Good	Good
Mental Health Services	Acceptable	Good
Recovery Services	Good	Good
Food Services	Good	Acceptable
Recreation	Good	Exceptional

Unit Conditions: Good

Evaluation of unit conditions consists of direct observation of housing areas.

All housing units in operation were toured on the day of inspection. All units consisted of dormitory-style bunks, and each bunk was separated by a short metal wall intended to reduce the spread of COVID-19. Units have special "missions," including a merit dorm, dog program, recovery living, Horizon religious services, and a vision-impairment dorm.

Offenders in the visually-impaired dorm are paired with a bunkmate that can help navigate the institution and access necessary materials. The unit hosts a room where the visually impaired can read brail books, use large magnifiers to read books and articles, use a brail typewriter, and listen to books on tape. The floor of the unit is lined with thick grip tape that allows the visually impaired to feel movement off the designated walking areas.

All dayrooms/common areas were rated "good" or "exceptional," based on the cleanliness and their overall appearance. The dorm conditions were rated "good." Property control within the bunk areas was acceptable, though some areas exceeded typical property limits. Shower conditions were rated as "exceptional." One bathroom was observed being power washed. One unit had a bird flying inside at the time of inspection, resulting in offenders covering their beds with plastic to avoid its droppings. Staff reported that the upcoming window replacement project would hopefully solve this issue by adding mesh screens. An additional project is planned to replace units' ceilings that are stained from tobacco, as offenders were permitted to smoke until 2009.

Medical Services: Good

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

Medical Services are contained in the Inmate Health Service Building, along with Mental Health Services and the Chapel. Facilities were toured and appeared clean and orderly, and staff were providing services to offenders at the time of inspection. The medical building consisted of a dental clinic, pill call, exam rooms, Doctor’s office, and Administrator office. The medical facility had a fourteen-bed infirmary wing which included two safe cells that are used during times of mental health crises. All areas appeared spacious and allowed for an efficient flow of patients.

The Health Care Administrator (HCA) relayed that a staffing shortage is the department’s biggest daily challenge. Currently, the department has five vacant Registered Nurse positions (27.8% vacancy). Vacancies are supplemented by contracted nursing staff. Implementing shared services with Madison Correctional, located across the street, for Advanced Level Providers was noted as the most significant operational change since CIIC’s last inspection. The HCA expressed pride in the longevity of the remaining staff, which improves operations despite the staffing shortage.

The HCA also relayed that they participate in quarterly interdisciplinary meetings and that patient and staff satisfaction meetings occur quarterly, which are in compliance with DRC policy. It was also reported that the institution boasts a program for visually-impaired offenders, staffed by an occupational therapist, to assist in acclimating to their jobs.

A focus group of nurses was held on the day of inspection. Staff were most proud of how they always get the job done, the great team cohesion amongst the nursing staff, and the high quality of work they do. The current challenges they face are reduced staffing, overtime, and the pay being lower than other agencies and hospitals.

All medical standards were found in compliance during the most recent American Correctional Association Accreditation Audit (March, 25-27,2019) and the Internal Management Audit (March, 23-25, 2021). There have been 13 deaths at the institution during 2020, 2021, and 2022 to date, including seven deaths relating to COVID-19.

Number of Appointments in Last Six Months

Nurse Sick Call	1,197	Doctor Sick Call	1,085	Chronic Care Appointments	1,710
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Offender Survey Question(s)	2020	2021	2022	2022 Number of Respondents
	“Very Satisfied” to “Neutral”			
<i>How satisfied are you with the quality of the care you get from the nurses?</i>	67.5%	40.4%	60.0%	80
<i>How satisfied are you with the quality of the care you get from the Doctor?</i>	61.7%	66.7%	58.8%	80
	“Next Day” or “Within 2 Days”			
<i>On average, when do you see the nurse after filing a health service request?</i>	33.5%	28.3%	48.1%	79
	“Yes”			
<i>If you are on the chronic care caseload, do you see medical regularly?</i>	51.4%	81.3%	86.0%	50

Mental Health Services: Good

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

Mental Health Services are located in the Inmate Health Services building. The area has several staff offices and five large programming rooms where staff deliver outpatient services, making it one of the largest mental health areas within DRC. Staff also deliver services to individuals housed in the Transitional Programming Unit (TPU) while under disciplinary sanctions. Overall, the area appears to have sufficient space for staff to conduct programming duties and was very clean and organized. The Mental Health Administrator noted that the department could benefit from a larger equipment budget.

Staffing consists of one Administrator, three Registered Nurses, one Health Information Technician, two Psychologists, one Activity Therapist, one Behavioral Healthcare Supervisor, one Behavioral Healthcare Provider, and two Social Workers. One Psychologist position was vacant, but was supplemented by a contracted staff member. The Administrator was particularly proud of the clinicians that worked at the department and the quality of service provided. In the 2021 Internal Management Audit of LoCI, all comments relating to mental health were positive.

The total mental health client caseload at LoCI was 252 offenders, including 92 considered “severely mentally ill.” LoCI offers the following programs: Anger Management, Cage Your Rage, Decision Points, Emotional Intelligence, Grief and Loss, Mindfulness, Seeking Safety, Thinking for a Change, Communication, Personal Skills, Yoga, Coping Skills, Stress Management, Depression Management, and Illness Management & Recovery. A total of 159 offenders were enrolled in programs and 161 were on waiting lists. Note, some offenders are enrolled or waitlisted for multiple programs. Staff utilize crisis intervention strategies during times of client crises. In 2020 and 2021, there were 172 uses of constant watch and 100 uses of mental health special observation status. In the same timeframe, eight incidents of self-injurious behavior resulted, including five attempts at suicide.

Offender Survey Question(s)	2020	2021	2022	2022
	“Very Satisfied” to “Neutral”			Number of Respondents
<i>How satisfied are you with the quality of the care you get from mental health?</i>	77.7%	73.3%	83.7%	49

Recovery Services: Good

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

The Recovery Services facility consists of several staff offices, six large programming spaces, a community service room, and a program library. Maintenance issues observed during CIIC’s previous inspection were resolved. Overall, the area was noted to be very clean, organized, and spacious enough to provide services. Staffing consists of one supervisor and six correctional program coordinators (CPC). Currently there is one CPC position vacant (16.6%). The Recovery Services Administrator stated current challenges facing the department are impacts from the significant turnover during COVID-19 and an influx of Hispanic offenders requiring Spanish program materials.

The Recovery Services Administrator noted the most significant operational change has been the establishment of the Treatment Transfer Program (TTP). TTP is a prison transfer program to help reduce substance-use relapse and recidivism for offenders convicted of felony level 4 and 5 non-violent offenses. Eligible offenders are transferred to a short term unit at LoCI. Upon moving to the short term unit, offenders are expected to successfully complete a thirty-day Treatment Readiness Program to prepare for transfer to a halfway house, where they will serve the remainder of their sentence. Seventy-nine offenders were awaiting enrollment in the Treatment Transfer Program.

Recovery Services: Good, Continued

LoCI has a recovery-focused housing unit, “Renaissance,” where offenders enrolled in programming are housed. Offenders on the waitlist awaiting enrollment may also be housed in the unit. After completion of the recovery program sequence, graduates may elect to stay in the dorm and serve as mentors. Recovery programs include Treatment Readiness, Intensive Outpatient, and Recovery Maintenance. At the time of inspection, 52 offenders were participating and 57 were on waitlists.

Offenders that are not willing to reside in the recovery dorm may not enroll in programming, but may participate in Alcoholics Anonymous/Narcotics Anonymous (AA/NA) meetings. Offenders that receive a conduct report for violating Rule 39 (possession or consumption of an intoxicating substance) may participate in a Rule 39 program to reduce their sanctions. The administrator particularly noted that interdepartmental cooperation has grown tremendously.

Offender Survey Question(s)	2020	2021	2022	2022 Number of Respondents
	“Yes”			
<i>Do you feel you are able to get into Recovery Services Programs?</i>	44.6%	73.3%	69.8%	43

Food Services: Acceptable

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

Dining facilities consist of two dining halls with a shared kitchen. Staff reported that one dining hall had been closed during COVID-19, due to population decrease, and has not been used since. The open dining hall and serving lines were clean, orderly, and well-maintained at the time of the inspection. A walkthrough of the food preparation area, coolers, dry storage areas, and dock found them sanitary, clean, and orderly. Staff relayed that equipment is sanitized after every use and the preparation area is cleaned on a regular basis. Of note, one freezer was observed to be not operational but the food services director noted that the institution is scheduled to replace all the freezers in approximately nine months.

The Food services director noted that the biggest challenges they’re facing are the supply chain and staffing. Staffing consists of a director, two managers, both of which are vacant (100%), and seven employees, of which three were vacant (42.9%). During report review, staff reported they had filled some previously-vacant roles. Six offender graduates of the In2Work program are currently enrolled in the fellowship program, where they earn minimum wage and help ease the burdens of staff vacancies.

The Food Service Director was most proud of the success of the institution’s Aramark/ODRC “In2Work” program, which produced the 2nd-highest number of graduates in the state. The “In2Work” program focuses on broad transferable food service skills as well as the comprehension and demonstration of key food service operations. The training includes formal vocational training in both the classroom and the kitchen, to include hands-on work experience. The graduates also are able to obtain a ServSafe certificate.

Staff relayed that the exterminator visits the monthly, and as needed, and that there were no current pest issues. Tool and chemical compliance were observed to be appropriate. A meal was sampled, per R.C. 103.73(A)(3)(B), according to the menu. Serving sizes and temperatures were appropriate and overall taste was rated “acceptable.” Aramark scored 95% on the DRC contract monitor inspection, provided to CIIC from May 12, 2022. Areas of non-compliance were: staffing and sanitation. LoCI had no areas of non-compliance on the last health inspection, provided to CIIC from September 27, 2021.

Offender Survey Question(s)	2020	2021	2022	2022 Number of Respondents
	“Satisfied” or “Neutral”			
<i>How satisfied are you with the food in the chow hall?</i>	27.4%	4.3%	15.7%	83 13

Recreation: Exceptional

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

Physical facilities appeared clean and were observed in use during inspection. The equipment was well organized and any potentially-dangerous items were safely secured in a storage room, which requires offenders to check-out the items. The indoor facility was orderly, large, and allowed for a number of various activities. Offenders are offered a good variety of activities for recreation, including several organized intramural sport leagues and tournaments. Staff indicated that new flooring would be installed within the next few months on the indoor basketball court and that offenders were extremely excited for this project to be completed. The outdoor recreational facilities offered an impressive number of options: basketball tournaments, football, softball, handball, and special events such as the car show and which has helped offender/staff relations. The recreational supervisor stated the support from the business administrators allows recreational programs to become even more robust.

Movies are made accessible and are rotated frequently. The indoor recreation department has three music rooms and multiple bands. Participants may purchase approved instruments through vendors. Additionally, there is a leisure arts program in which participants can order materials through approved vendors and a space is provided for them to utilize materials. It was reported that LoCI has a woodworking shop. Open recreation is provided, allowing all housing units to recreate together. Activities are also available in dorms including board games, permitted weight equipment, abdominal wheels, and stationary bikes.

Offender Survey Question(s)	2020	2021	2022	2022 Number of Respondents
	<i>“Satisfied” or “Neutral”</i>			
<i>How satisfied are you with recreation?</i>	40.4%	65.3%	64.2%	81

Key Findings

Out of ten closed cases reviewed, four were heard by the RIB panel after the seven-day time period required by ODRC policy 56-DSC-02 VI.B.

Responses to grievances improved in timeliness since the prior inspection. All responses were within the timeline set forth by the rule, although most required time extensions by the Chief Inspector's Office.

FAIR TREATMENT	2020 ACCEPTABLE	2022 ACCEPTABLE
Staff/Offender Interactions	Good	Good
Inmate Grievance Procedure	In Need of Improvement	Good
Offender Discipline	Good	In Need of Improvement

Staff/Offender Interactions: Good

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

During the case manager focus group, staff indicated mostly positive interactions with offenders, attributed to the case managers' constant presence in the units.

Offender Survey Question(s)	2020	2021 "Yes"	2022	2022 Number of Respondents
<i>On most days, are your housing unit officers professional?</i>	74.5%	53.1%	68.7%	83
<i>On most days, are your housing unit officers helpful?</i>	70.4%	42.9%	52.4%	82
<i>Have you been harassed or threatened by staff here?</i>	45.8%	64.6%	51.8%	83
<i>Have you ever been abused by staff here?</i>	13.8%	14.6%	Question was re-worded.	
<i>Have you ever been <u>physically</u> abused by staff here?</i>	-	-	0.0%	82

Inmate Grievance Procedure: Good

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

An interview was conducted with the Inspector. The Inspector reviews all informal complaints and delegates them to the appropriate staff person for follow-up. The Inmate Grievance Procedure is governed by Ohio Administrative Code Rule 5120-9-31. The Inspector reported the top areas of complaints to be regarding property issues and healthcare. The Inspector conducts rounds throughout the facility and holds office hours to allow for communication with offenders.

Ten informal complaint responses (ICR's) were reviewed and responses were within administrative timelines. The responses addressed offenders' concerns and were professional. Ten grievances responses were also reviewed. All responses were within the timeline set forth by the rule, although most required time extensions by the Chief Inspector's Office. Responses were thorough, cited the appropriate policies, and investigations were conducted in an appropriate manner.

Inmate Grievance Procedure: Good, Continued

	Informal Complaints Filed	Average # of Days to Answer	Untimely	Grievances Filed	Average # of Days to Answer	Untimely
2019	2,219	43.52	380 (17.1%)	773	51.63	180 (23.3%)
2020	2,374	3.39	61 (2.6%)	672	5.50	18 (2.8%)
2021	1,692	1.47	43 (2.5%)	443	2.33	4 (0.9%)

Offender Survey Question(s)	2020	2021	2022	2022 Number of Respondents
	"Yes"			
<i>Do you know who the inspector is?</i>	56.4%	57.1%	40.2%	82
<i>Are you able to get the following: Informal Complaints?</i>	82.4%	79.2%	93.6%	78
<i>Have you ever felt that staff would not let you use the grievance procedure here?</i>	35.1%	43.8%	30.5%	82
<i>Do you feel that Informal Complaints are handled fairly at this institution?</i>	17.3%	5.6%	11.5%	52
<i>Do you feel that Grievances are handled fairly at this institution?</i>	14.3%	4.0%	6.5%	46

Offender Discipline: In Need of Improvement

Evaluation of offender discipline includes observation of Rules Infraction Board (RIB) hearings, a review of a random sample of closed RIB cases, and direct observation of the disciplinary housing unit(s).

The most frequent rule violations referred to Rules Infraction Board (RIB) in 2021 were rules 39 (possession or consumption of an intoxicating substance), 19 (fighting), 21 (disobedience of a direct order), and 51 (contraband) of the Inmate Rules of Conduct. There were 2,315 rule violations in 2021, which was a 27.5% increase from 2020, which had 1,816. In 2021, 960 violations were for drug or alcohol related offenses (rules 39 and 40) and 300 were for fighting or instigation of a fight (rule 19).

Three RIB hearings were observed during inspection. The RIB panel followed standard hearing procedures. Panel members reviewed relevant evidence prior to the hearings. Staff relayed that they review camera footage for conduct reports such as fights and assaults. During one case, panel members did not deliberate the case nor sanction privately with one another prior to providing a ruling, which violates ODRC Policy 56-DSC-02 VI.E. Staff stated that they would have deliberated privately if there wasn't clear evidence or a guilty plea. The progressive discipline process was explained by the Rules Infractions Board Chairperson and the reasons for not following progressive discipline on certain cases were explained.

In the ten closed cases reviewed, two offenders were on the mental health caseload and were screened by mental health staff prior to the RIB hearing, per policy. No cases requested witnesses at the hearings. The inmate rights form was completed for all cases. Four cases were heard by the RIB panel after the seven-day time period required by ODRC policy 56-DSC-02 VI.B. Extensions are permitted by policy, for good cause, but no reason for delay was recorded in the RIB disposition forms.

According to the Transitional Programming Unit (TPU) roster, there were 31 offenders assigned to disciplinary housing. Staff reported that most offenders are placed in the TPU due to fighting or drugs. A tour of the TPU was conducted during inspection. Overall, the common areas of the TPU were rated as "good," and cells and showers were rated as "good." The common areas were clean and orderly, and cells had good visibility and security. Recreation is provided to offenders 2.5 hours per day, unless an offender refuses. An indoor room was available for daily recreation and kiosk use. Outdoor areas with a pull-up bar and basketball hoop were available for outdoor recreation. Laundry and cell cleaning opportunities are provided twice weekly. Barbering services are offered weekly. Mental Health and Medical staff conduct daily rounds and evaluations of offenders. Education, library, and religious services staff perform weekly rounds, or by request.

REHABILITATION AND REENTRY

Key Findings

Staff relayed programs are being ran with less instructors, more offenders, and lower-risk offenders to boost output numbers. Staff noted these changes limit their ability to support individual, crucial reentry needs.

CIIC observed a General Education course; staff did an outstanding job of communicating with students, answering questions, and utilizing student tutors.

Unit staff consist of three unit managers and eight case managers. There are two unit manager vacancies (40%) and two case manager vacancies (20%). Case managers stated that additional duties placed on them due to operational necessities during the COVID-19 pandemic are beginning to wane; however, there are still duties, such as death notices typically performed by the Chaplain, that remain assigned to them. Additionally, staff relayed concern over changes to requirements for unit programming. During the pandemic class sizes were reduced and waitlists grew. Now, staff relayed, management wants the waitlists cleared at the expense of the fidelity of the programming. Staff relayed programs requiring two instructors are being reduced to one, programs with a max capacity of eight are being nearly doubled to fifteen, and low risk offenders, traditionally excluded from these programs due to their lack of need for the content, are now being enrolled to boost output numbers. Staff noted the increased focus on increasing program graduates has reduced their ability to support individual reentry needs.

In an interview the Unit Management Administrator (UMA) policy compliance was verified for the following unit requirements: all offenders have received an ORAS assessment, all offenders (excluding life sentences) have a written reentry plan, each moderate to high risk offender has completed the PIT assessment, and voting rights registration information is made available at the institution. The UMA relayed plans to increase the staff trained to conduct specific programming, which has been a limitation to offerings. Additionally, the UMA identified a local reentry coalition and the Adult Parole Authority reentry coordinators as community connections utilized near the end of an offender's sentence.

	2020	2022
REHABILITATION & REENTRY	GOOD	GOOD
Reentry Planning and Programming	Good	In Need of Improvement
Rehabilitative Programming	Good	N/A
Family & Community Connections	Acceptable	Good
Academic Programming	Good	Good
Library Services	Good	Good
Vocational & Work Skill Development	Acceptable	Exceptional
Ohio Penal Industries	Good	Good

Reentry Planning & Programming: In Need of Improvement

Evaluation of reentry planning and programming includes interviews of staff, a review of unit-based program enrollment and completions, on-site observations, and survey responses.

Program	Enrollment	Waitlist
Decision Points	126	294
Thinking for a Change	80	199
Victim Awareness	50	102
Money Smart	50	43
Inside Out Dad	0	43
PROVE	0	11
Roots of Success	0	12
TOPUCU	25	58

Offender Survey Question(s)	2020	2021	2022	2022 Number of Respondents	
	"Easy" or "Neutral"				
<i>How easy or difficult is it to get into Unit Programs?</i>	49.8%	40.0%	57.4%	68	
	"Yes"				
<i>Have staff talked with you about what programs to take while incarcerated?</i>	50.2%	34.7%	25.3%	83	
<i>Do you know where you can find reentry information?</i>	54.9%	46.9%	57.8%	83	17

REHABILITATION AND REENTRY

Family Engagement & Community Connections: Good

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

At the time of inspection the institution identified 147 active volunteers. LoCI will often have job fairs to help connect individuals who will soon reenter society with companies that fit individuals' qualifications and accreditations at the time of reentry.

LoCI has a visitation area that can host visitations for thirty offenders at a time during normal operations. Present were eight vending machines and two microwaves so that visitors may share a snack with offenders. General visitation rules were displayed for all to see. The visitation area has two rooms for attorney visits and two no-contact visitation rooms. The area was clean and orderly at the time of the inspection.

Also present is a Reading Room which has a diverse and ample supply of books and toys that offenders may use to have positive interactions with their children. The reading room received upgrades that addressed a need from previous inspections to increase security visibility. Further upgrades are planned to increase the number of books and games, in partnership with the Dolly Parton Imagination Library. Reading room hours are not being reported on the Educational Monthly Report, per policy, though the facility reported the reading room is always open during visitation and they do not employ an offender narrator.

Offender Survey Question(s)	2020	2021	2022	2022 Number of Respondents
<i>Have you had any problems with mail?</i>	52.1%	75.5%	50.6%	83
<i>Have you had any problems with telephones?</i>	56.4%	85.7%	44.6%	83
<i>Have you had any problems with visitation?</i>	48.8%	46.9%	45.8%	83

Academic Programming: Good

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

LoCI education department consists of one principal, a counselor, an education specialist, eight academic instructors, four career-tech instructors, twelve advanced job instructors, and one intervention specialist. Education classrooms appeared to be in good condition. The LoCI education department has two Computer-Aided Instruction Labs (CAIL) that are equipped with computers for GED and High School testing; all are reported to be working. LoCI education department reported having forty-seven academic tutors trained to assist other offenders.

LoCI education department offers Pre-GED, GED, Adult Basic Literacy Education, Special Education, Title 1, career technical education/career enhancement program, and apprenticeship programs. During COVID-19 restrictions, students were able to complete course work on Chromebooks. The addition of the Chromebooks has reportedly made it substantially easier for instructors to identify and address students' specific needs. LoCI offers offenders the opportunity to take the Pearson View GED test on the computer, or opt to take the HiSet test.

In-person classes have resumed and CIIC observed a General Education course. Staff did an outstanding job of communicating with students and addressing questions. The instructor also was able to delegate assistance to the tutors assisting in the class. The students were attentive and asked appropriate questions.

Offender Survey Question(s)	2020	2021	2022	2022 Number of Respondents
<i>How easy or difficult is it to get into Academic Programming?</i>	51.6%	34.1%	59.2%	71

REHABILITATION AND REENTRY

Library Services: Good

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

The library appeared organized and clean. The staff reported that the library currently has a seating capacity of approximately 139 offenders. The total computers in the LoCI library is 12: four LexisNexis, six Word Processors, and two Ohio Means Job computers. There are additionally three typewriters. The library did reflect secondary educational resources, ethnic section materials, and foreign language books in Spanish, Mandarin, German, and Hebrew.

The library schedule reflects two evening library sessions and weekend hours, which is in compliance with departmental policy. The staff reported that rounds are conducted every week to the Transitional Program Unit, which is in compliance with DRC 57-EDU-02. Offenders in disciplinary housing may kite the Librarian for desired materials, including reference requests and eBooks. There are satellite libraries in each of the general population housing units and the material is cycled monthly by the librarian. Offenders are not able to request new books to be purchased by the library.

The Librarian was very proud of the fact that over the past year, they have been able to decrease the average age of the institution's library books from 25 years old to an average of 7 years old. This has reportedly brought an increase in interest from offenders. There is a Reentry Resource Center located within the library along with documents and resources that help offenders find helpful information and organizations to make reentry more seamless. The Librarian relayed that improvements to the Reentry Resource Center would further enhance library services.

Vocational & Work Skill Development: Exceptional

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

London Correctional offers Barber and Auto Tech vocational programs. CIIC noted both classroom areas for the vocational programs were exceptionally clean, orderly, and conducive to learning.

The Auto Tech program is certified by the State Department of Education and allows offenders to become certified in brakes, electrical/electronic systems, engine performance, and suspension/steering. Staff at LoCI can receive automotive work completed by participants in the program, at only a cost of the parts used.

Students in the Barber school complete 1,800 hours of training where they learn and practice the techniques of hair cutting and styling, shaving, massaging, facial treatments, trimming and styling the beard and mustache, and chemical services. At the completion of the program, students will have performed over 800 haircuts and 100 shaves. Once completed, students will be tested onsite by the Ohio State Barber Board for licensing. If licensed, barbers are qualified for employment in a Barber shop or to independently own and operate their own Barber shop. A walkthrough of the barber shop showed it to be exceptionally clean and well outfitted with 24 barber chairs and one classroom.

A dog handling apprenticeship is offered to offenders, and the local nonprofit partner, Pup Rescue, helps screen and train offenders accepted into the program. During the time of inspection a dog handling class was observed in the unit dedicated to the dog program. Participants appeared engaged and attentive, and the space was conducive to learning.

<u>Offender Survey Question(s)</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2022 Number of Respondents</u>
	<u>"Easy" or "Neutral"</u>			
<i>How easy or difficult is it to get into Vocational Programming?</i>	40.1%	17.4%	39.1%	69

Ohio Penal Industries (OPI): Good

Evaluation of Ohio Penal Industries (OPI) includes an interview with the Shop Manager and a review of financial and employment data..

LoCI offers three OPI shops: Garment Shop, Bag Shop, and Dental Lab. The OPI area was clean and no facility maintenance concerns were relayed by staff. The OPI has six personnel assigned to supervise workers. One OPI manager noted that it was a huge help having an on-site maintenance employee for the bag machines. There are 192 offender workers with 50 on waitlists. Nineteen workers are in apprenticeship programs through the shop. Offenders who are interested in working in the OPI must complete an application and be interviewed by staff to be selected. The average wage is \$0.23 to \$1.10 per hour. Offenders are searched by staff as they enter and leave the facility, and must pass through a metal detector.

The first day of an offender's employment consists of on-the-job training and orientation. Workers must complete tool and chemical training hours to work in the garment shop. New workers are assigned a trainer in their designated area. OPI reported that workers are learning how to sew cover sets, assemble chairs, and other mechanical skills.

The Dental Lab makes partial and full dentures for offenders throughout ODRC. As a part of their employment, offenders must complete a 3,000 hour apprenticeship under the direction on the National Board of Dental Technology which usually takes 4 ½ years to complete. Once they have completed the apprenticeship and reached five years of employment in the OPI shop, offenders may be tested for certification. Those who work in the Dental Lab may receive a Dental Technician Certification. Staff relayed that workers are able to receive documentation concerning their work in OPI upon release. OPI staff relayed that post-release job placement is excellent for offenders regardless of criminal background and that they are regularly contacted by outside employers looking for workers. Those without certification make \$15-18 an hour, while those with certification make \$20-35 an hour.

The garment shop manufactures offender shirts and medical gowns used for ODRC. The bag shop employs 14 offenders. The shop primarily manufactures 10 and 60 gallon plastic bags for the Ohio Department of Transportation, Ohio State Highway Patrol, and Ohio Department of Veterans Affairs. A walkthrough of all OPI areas found them to be clean, orderly and secure.

FISCAL ACCOUNTABILITY

Key Findings

Total overtime costs rose by 21% in Fiscal Year 2021.

Employee separations from LoCI are consistently higher than Departmental averages, reflected by staff surveys' concern of retention. There were 137 vacancies (25.6%), of which 111 were officer positions (33.6%).

FISCAL ACCOUNTABILITY	2020	2022
	GOOD	ACCEPTABLE
Fiscal Wellness	Good	Acceptable
Environmental Sustainability	Exceptional	Exceptional
Staff Management	Acceptable	In Need of Improvement

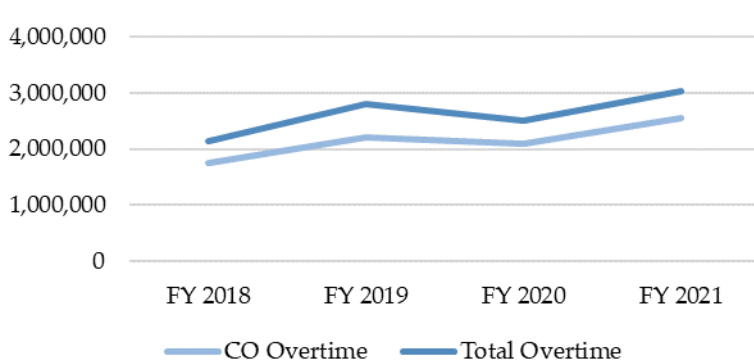
Fiscal Wellness: Acceptable

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

In their Fiscal Audit report completed on January 30, 2020, the External Auditor made seven observations with recommendations for corrective action regarding commissary fund, employee activity fund, industrial and entertainment fund, inmate trust fund, commissary, and religious service contracts. The previous audit made six observations with recommendations.

LoCI has an institutional budget of \$42,213,322 for Fiscal Year 2022, which is a slight increase of 0.4% from Fiscal Year 2021.

	FY 2018	FY 2019	FY 2020	FY 2021
CO Overtime	\$1,748,566	\$2,203,445	\$2,098,701	\$2,552,078
Total Overtime	\$2,137,405	\$2,803,075	\$2,511,163	\$3,027,802



Capital Improvement

Projects FY 21-22	Cost
Chillers Upgrade	\$1,585,000
Walk-in Freezer/Cooler Replacement	\$210,000
Housing Unit Window Replacement	\$7,716,000
Parking Lot/Service Road Improvements	\$1,250,000

Environmental Sustainability: Exceptional

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

London Correctional Institution has taken many steps to increase environmental sustainability. They have a robust recycling operation, in which materials are sorted and sold. London also recently finished installing LED lighting, which staff indicated helped the institution save a substantial amount of money on electrical costs. There is also an ongoing composting operation for food waste.

FISCAL ACCOUNTABILITY

Environmental Sustainability: Exceptional, Continued

	Energy Type	FY 2020	FY 2021	Change
Overall, LoCI decreased their total utility costs by 3.5% in FY 2021. The most significant decrease was regarding their water costs which decreased by 32.6%. LoCI decreased the use of all three utilities.	Water (gal)	63,579,511	46,154,337	-27.4%
		\$292,732	\$197,447	-32.6%
	Natural Gas (ccf)	710,900	699,990	-1.5%
		\$278,297	\$365,965	+31.5%
	Electric (kwh)	11,409,046	10,827,692	-5.1%
		\$707,269	\$670,421	-5.2%
	Total Costs	\$1,278,298	\$1,233,833	-3.5%

Staff Management: In Need of Improvement

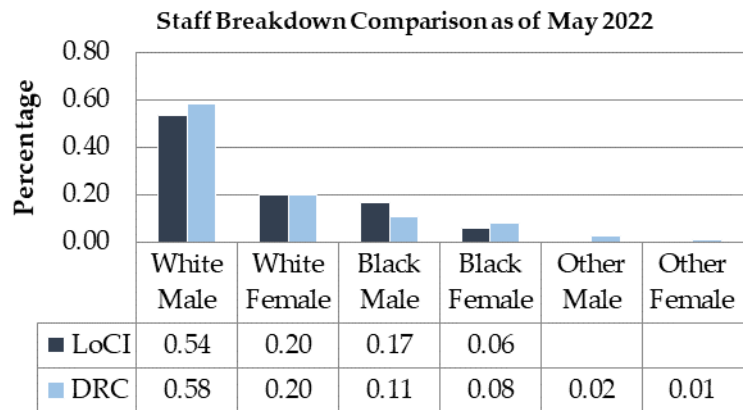
Evaluation of staff management includes a data review and staff interviews regarding overtime management, turnover ratio, morale, training, and evaluations.

As of May 9, 2022, the institution employed 399 total staff, including 219 officers. There were 137 vacancies (25.6%), of which 111 were officer positions (33.6%). In their recent cycle, LoCI staff completed 100% of their annual performance evaluations. The recent cycle of mandated training courses had 100% completion, excluding staff with exemption.

CIIC interviewed ten correctional officers who provided the following insight regarding the LoCI workplace environment: Perception of staff safety was mostly rated as "High," and offender safety was also mostly rated as "High." Staff morale was mostly rated between "Average" and "High."

During an interview with the Warden, efforts were noted to recruit and retain employees. The return of the staff dog-boarding and grooming program, from its closure during the COVID-19 pandemic, has allowed staff to reduce stress and save funds. It also allows officers who may be mandated to work overtime the ability to have their dog cared for during their unexpected absence from home. Additionally, the Major has implemented a program to acknowledge staff who discover contraband, to increase morale and incentivize detailed shakedown.

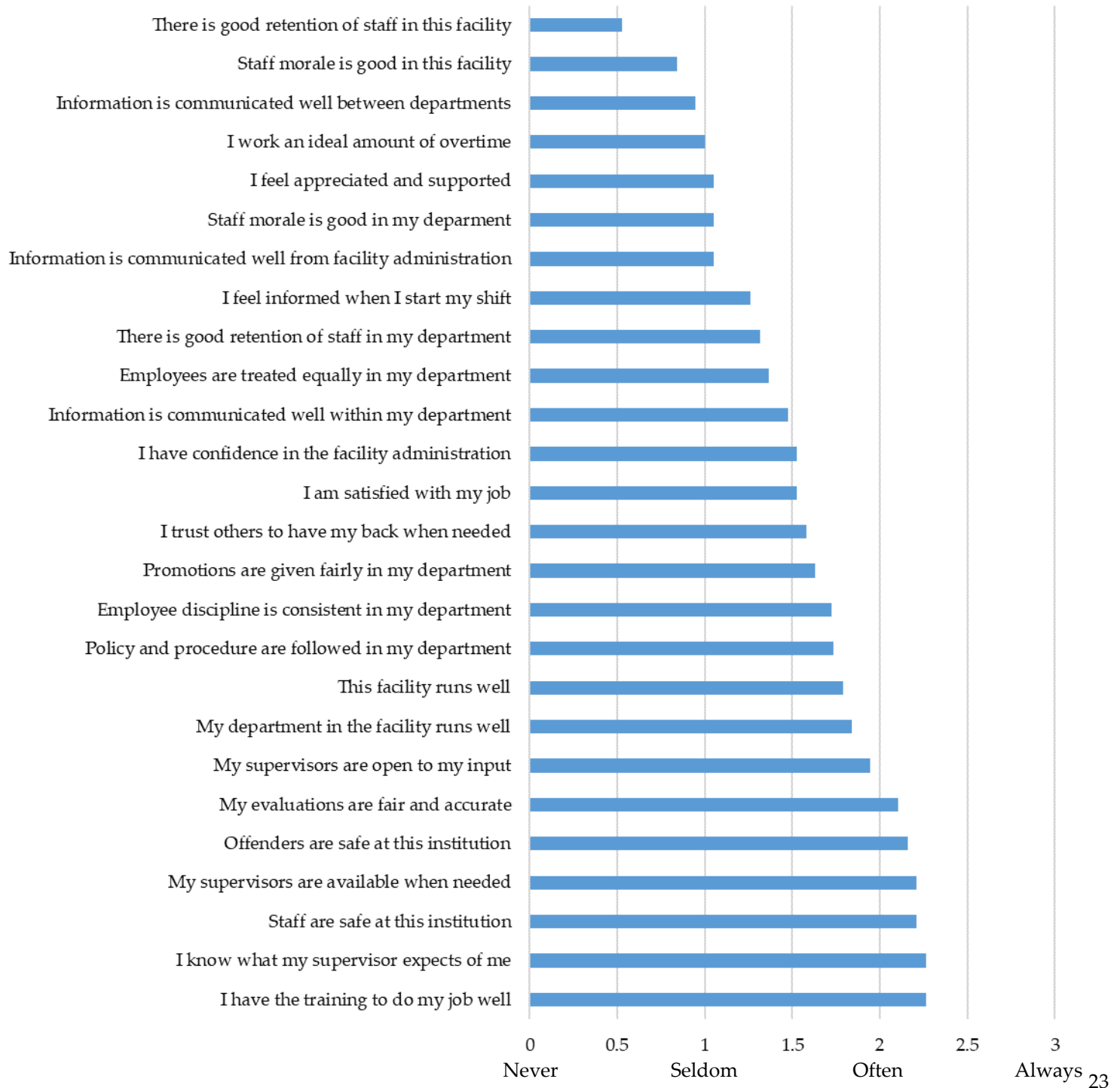
To increase candidate recruitment, the Warden has assigned staff to engage local educational institutions, passed flyers out to the community, assigned staff to attend hiring events twice a month, and authorized funds for paid advertising, like billboards, decided upon by the Warden.



	LoCI Total Separations	LoCI Rate	Total State Institution Separations	State Institution Rate
FY 2018	62	16.4%	1,325	12.1%
FY 2019	79	21.5%	1,437	13.1%
FY 2020	80	21.7%	1,500	13.7%
FY 2021	103	28.6%	1,864	17.0%

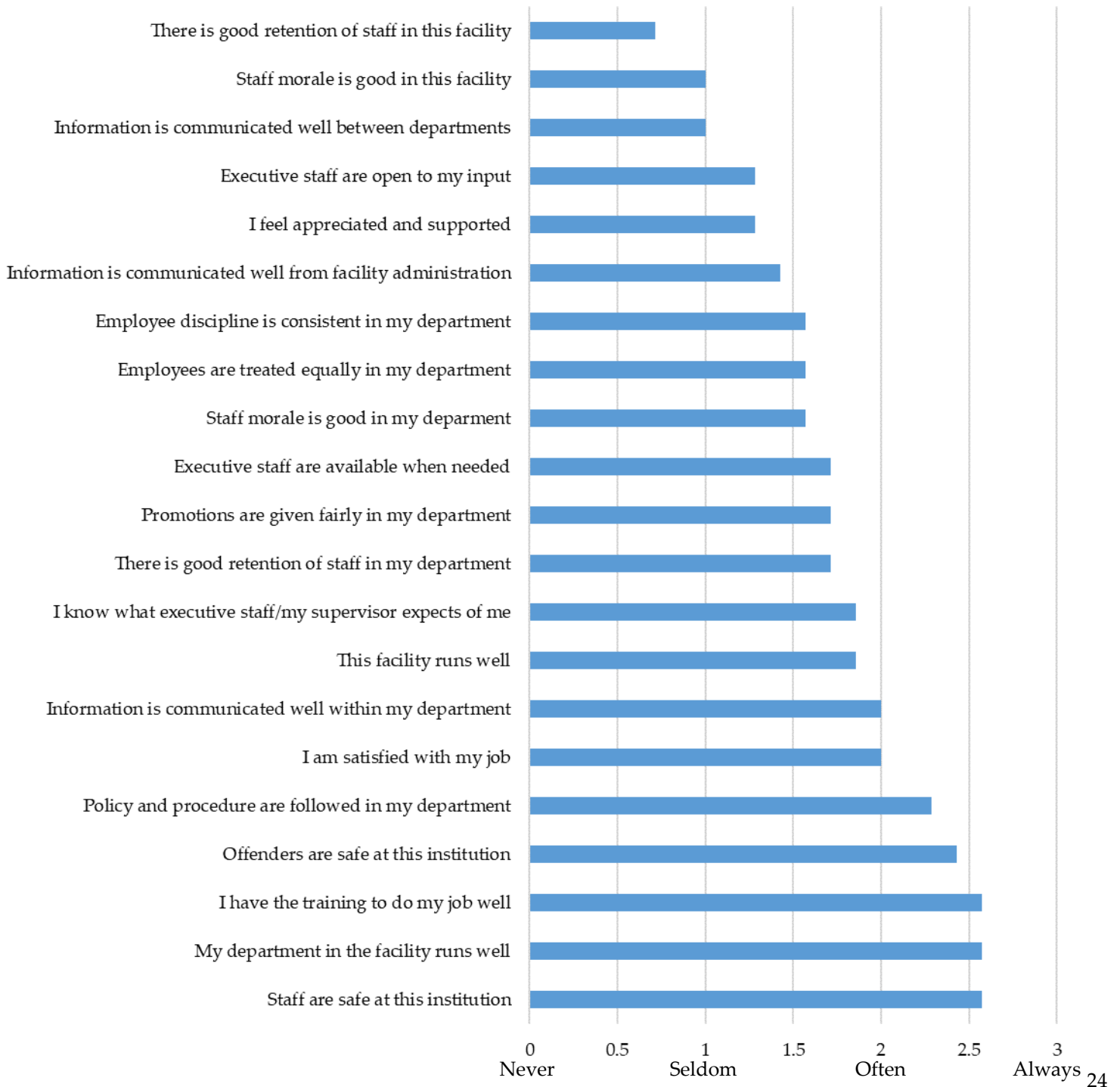
Staff Management: In Need of Improvement, Continued

CIIC received 19 responses from LoCI non-supervisory staff, which represents only 4.8% of total staff. The survey responses were mixed, and represented staff retention, morale, and communication as concerns.



Staff Management: In Need of Improvement, Continued

CIIC received 7 responses from LoCI supervisory staff, which represents only 1.8% of total staff. The survey responses were mostly positive, but reflected the same concerns of retention, morale, and communication.



CITATIONS

- i. CIIC Inspection Report, LoCI, 2020.
- ii. CIIC Inspection Report, LoCI, 2021.
- iii. ACA Reaccreditation Audit, LoCI, 2019.
- iv. ODRC Internal Management Audit, LoCI, 2021.
- v. ODRC Rules Infraction Board Counts by Institution.
- vi. ODRC Assaults & UOF by Institution.
- vii. ODRC Inmate Deaths by Type and Institution.
- viii. ODRC Drug Testing Results by Institution.
- ix. DOJ PREA Audit, LoCI, 2019.
- x. ODRC PREA Case Summary Report.
- xi. ODRC Ohio Grievance Report.
- xii. ODRC Institution Budgets.
- xiii. ODRC Internal Fiscal Audit, LoCI, 2020.
- xiv. ODRC Overtime by Institution.
- xv. ODRC Capital Improvements by Institution.
- xvi. ODRC Monthly Staffing Report.
- xvii. ODRC Separation Rates by Institution.

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