



A Joint Committee of the Ohio General Assembly

REPORT ON THE INSPECTION AND EVALUATION OF PICKAWAY CORRECTIONAL INSTITUTION

MARCH 30TH, 2023

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REPORT ON THE INSPECTION AND EVALUATION OF

PICKAWAY CORRECTIONAL INSTITUTION

MARCH 30TH, 2023

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OVERVIEW

Facility Overview

Pickaway Correctional Institution (PCI) is a medium security male prison, housing Level 1 (minimum) and Level 2 (medium) security individuals incarcerated. A small proportion (2.5%) are Level 3 (close) security individuals incarcerated. The facility opened in 1998 and is located on 28 acres in Orient, Ohio. PCI consists of ten buildings within its secure perimeter and fifty-six buildings on its 1,775 acres outside of the perimeter. Internal buildings include: Multi-Purpose Building, Frazier Health Center/ Transitional Programming Unit, OPI Meat Processing Career Center, OPI Print Shop, B-Building, Programs Building, and housing units A 1/2, B 1/2, C, and D.

The initial design capacity for PCI was 1,864 individuals incarcerated. As of March 10, 2023, the institution housed 1,745 individuals incarcerated. The age of individuals incarcerated ranged from 18-87 years old. 47.0% of individuals incarcerated were classified as black, 49.3% as white, and 2.8% as another race. As of March 10, 2023 the institution employed 382 total staff, of which 213 were officers. There were 107 total vacancies (28%), including 29 for officer positions (13.6%).

On the March 14–March 16, 2022 American Correctional Association (ACA) Reaccreditation audit, the institution scored 100% compliance for applicable, mandatory standards, and 100% on the applicable, non-mandatory standards.

In its January 25-27, 2022 Internal Management Audit (IMA), the institution scored 93.2% compliance for 64 applicable mandatory standards, 98.8% on the applicable non-mandatory standards, and an 91.78% on the applicable Ohio standards. The standards in noncompliance were regarding chemical agents, hazardous chemicals, fire drills, and CPR.

Inspection Overview

Preparation for the inspection of Pickaway Correctional Institution took place in the month prior to site visitation. The most recent inspection of the facility, completed in April 2022, was reviewed to identify areas of previous concern or praise. The CIIC database of concerns received from individuals incarcerated, 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 facility staff outlining the documentation requested prior to inspection.

The day of inspection, Thursday, March 30th, 2023, 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 Moore and their staff, as an opportunity to review and notify CIIC staff of any discrepancies. On May 30, 2023, a teleconference was held between CIIC and Warden Moore to finalize the inspection report draft.



Dates of Inspection: March 30th, 2023

Type of Inspection: Announced

Legislative Member / Staff Present:

Sarah Marshall, Deputy Legal Counsel to Senate Minority Caucus

Caily Hansen-Mahoney, Legislative Fellow to Senator Herceal Craig

Lucy Enge, Legislative Aide to Senator Herceal Craig

CIIC Staff Present:

Chris Albanese, Executive Director

Jeff Noble, Chief Inspector

Dan Cech, Project Manager

Juliet McAdam, Senior Analyst

Warden:

Rochelle Moore

Individuals incarcerated survey results are displayed throughout the report, compared to the results of previous surveys. The response rate resulted in a margin of error of approximately +/- 4.16% at a 95% confidence level. Each result can be stated that, "we are 95% confident that the true response is within +/- 4.16% of the reported response."

RATINGS SUMMARY

Methodology

Ratings are derived from 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.

	2021	2023
SAFETY & SECURITY	ACCEPTABLE	Good
Violence Outcome Measures	Acceptable	Acceptable
Use of Force	Acceptable	Good
Control of Illegal Substances	Deferred	Acceptable
Individuals Incarcerated Perception of Safety	Acceptable	Good
Unit Security Management	Good	Exceptional
Institutional Security Management	Good	Good
Prison Rape Elimination Act	Good	Good
HEALTH & WELLBEING	GOOD	GOOD
Unit Conditions	Acceptable	Acceptable
Medical Services	Acceptable	Acceptable
Mental Health Services	Good	Good
Recovery Services	Good	Good
Food Services	Good	Good
Recreation	Good	Good
FAIR TREATMENT	GOOD	GOOD
Staff/Individual Incarcerated Interactions	Acceptable	Acceptable
Grievance Procedure	Good	Good
Discipline	Good	Good
Library & Legal Services	Good	Good
WORKFORCE READINESS	GOOD	GOOD
Reentry Planning and Programming	Good	Good
Family & Community Connections	Acceptable	Good
Academic Programming	Good	Good
Vocational & Work Skill Development	Good	Acceptable
Ohio Penal Industries	Good	Good
FISCAL ACCOUNTABILITY	ACCEPTABLE	GOOD
Fiscal Wellness	Acceptable	Good
Energy & Waste Management	Good	Good
Staff Management	In Need of Improvement	In Need of Improvement

SAFETY AND SECURITY

Key Findings

While fighting decreased in 2022, assaultive behavior remained nearly the same and violence against staff increased.

Use of force decreased in 2022, and the reviewed uses of force were according to policy.

Synthetic drugs (K2, tune, spice) have quickly become the most available illegal substance. This class of drugs can induce erratic and violent behavior.

SAFETY & SECURITY

	2021	2023
	ACCEPTABLE	Good
Violence Outcome Measures	Acceptable	Acceptable
Use of Force	Acceptable	Good
Control of Illegal Substances	Deferred	Acceptable
Individuals Incarcerated Perception of Safety	Acceptable	Good
Unit Security Management	Good	Exceptional
Institutional Security Management	Good	Good
Prison Rape Elimination Act	Good	Good

Violence Outcome Measures: Acceptable

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.

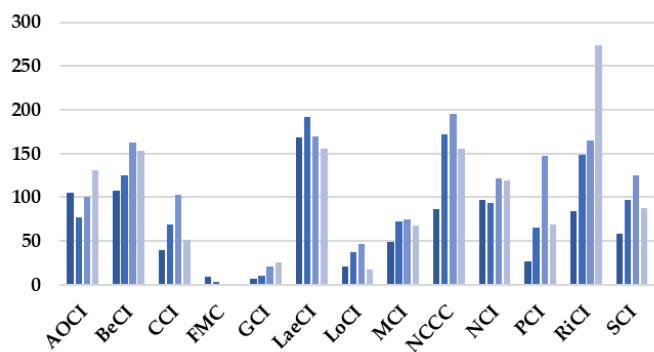
Rules 1-7 of Inmate Conduct (Times Violated at PCI in 2022)

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

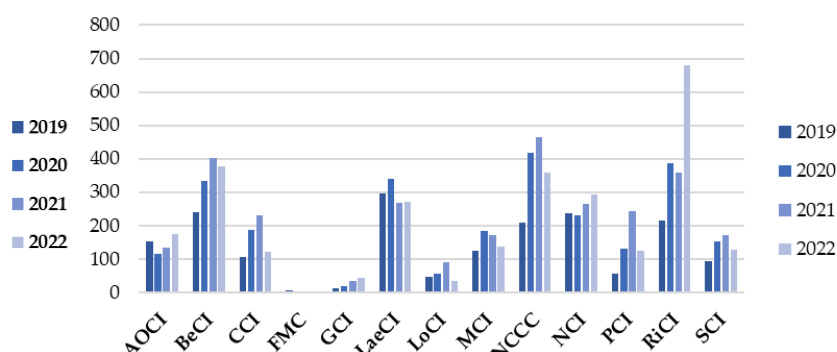
Rule numbers 1-7 are categorized as "assault and related acts."

- 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. (4)
- 4: Causing/attempting to cause physical harm to another. (43)
- 5: Causing/attempting to cause physical harm to another with a weapon. (3)
- 6: Throwing or otherwise causing a bodily substance to come into contact with another. (6)
- 7: Throwing any other liquid or material on or at another. (13)

Comparative Facilities Number of Assault-Related Violations



Comparative Facilities Number of Assault-Related Violations, per 1,000 Individuals Incarcerated



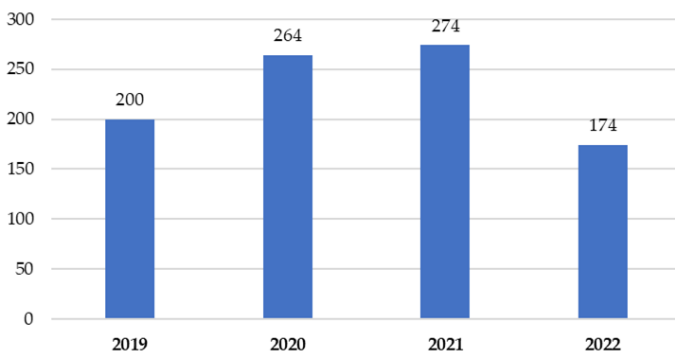
SAFETY AND SECURITY

Violence Outcome Measures: Acceptable, Continued

Fights are documented via RIB convictions for Rule 19 (*fight*) violations. There were 200 Rule 19 fight violations in 2019, 264 in 2020, 274 in 2021, and 174 in 2022 at PCI.

There were 0 homicides and 1 disturbance from 2019-

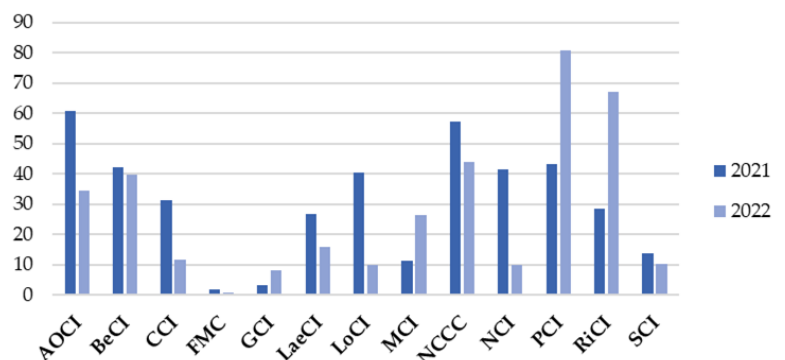
Rule 19 (Fighting) Violations at PCI



In April 2020, ODRC modified its reporting process of individuals incarcerated-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.

In 2022 there were 45 violent incidents against staff. This is an increase from 2021 (26).

Comparative Facilities Violent Incidents Against Staff, per 1,000 Individuals Incarcerated by Year



Use of Force: Good

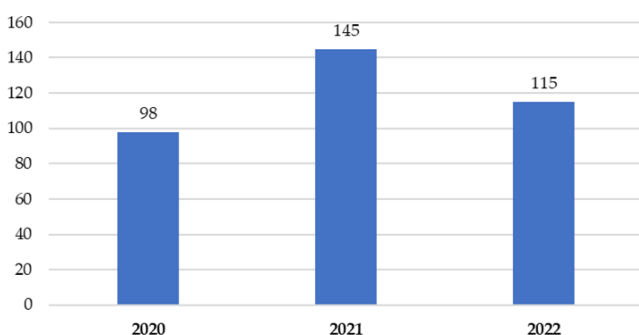
Evaluation of use of force focuses on the number of uses of force at the institution, an evaluation of a random sample of completed use of force reports, and body worn camera compliance.

During 2022, the facility reported 115 use of force incidents. This is a decrease from 2021 (145), which was an increase from 2020 (98).

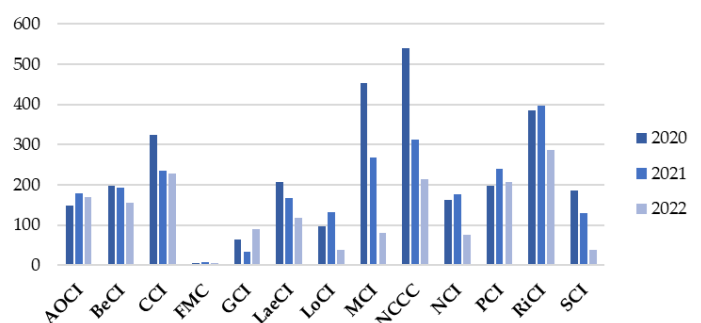
Video documentation was reviewed on all 10 incidents (63-UOF-01). Officer statements reviewed were generally thorough and clearly stated directives given prior to force. The required documentation was completed and included in the packets. Officer responses to incidents generally appeared appropriate. Officer body cameras were reviewed in all cases.

Staff in contact with individuals incarcerated are required to wear body worn cameras (63-UOF-01). Officers were observed to be wearing the body worn cameras according to policy. Additionally, officers noted an increase in effective de-escalation techniques, attributing it to the body worn cameras.

Use of Force Incidents at PCI



Comparative Facilities Use of Force Incidents, per 1,000 Individuals Incarcerated by Year



SAFETY AND SECURITY

Control of Illegal Substances: Acceptable

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

The Chief of Security was interviewed and detailed multiple forms of drug interdiction efforts currently in place. Additional interdiction efforts are forthcoming.

During a tour through the housing units marijuana was smelled and acknowledged by staff. Staff stated some individuals incarcerated are relentless in their efforts to convey illegal substances.

	2020*		2021*		2022	
	# Tested	% Positive	# Tested	% Positive	# Tested	% Positive
PCI Total Drug Testing	566	46.8%	1,571	34.6%	1,832	10.0%
Level 1/2 Average	580.23	23.7%	1,333	10.9%	1,767	7.6%
DRC Average	448.44	18.8%	1,082.23	9.6%	1,371	8.1%

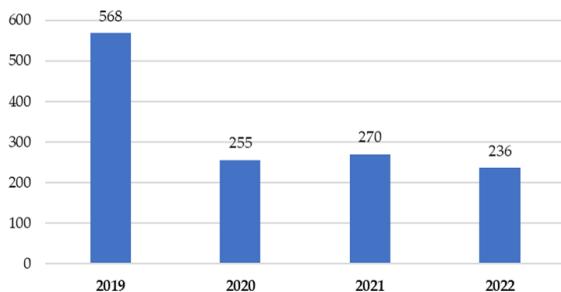
*Drug testing was reduced in 2020 and resumed in mid-2021 due to COVID-19 restrictions and precautions.

Individuals Incarcerated Survey Question

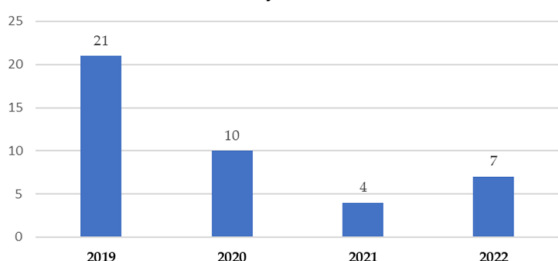
	2022	2023
Are drugs available at your institution?	8.1%	7.5%
What prohibited substances are available at your institution?*	Stimulants 55.2%	Synthetics 51.3%
	Depressants 54.1%	Depressants 50.3%
	Synthetics 51.9%	Stimulants 49.7%
	Opioids 51.4%	Opioids 47.1%

*Survey respondents can select all that apply (i.e. multiple prohibited substances)

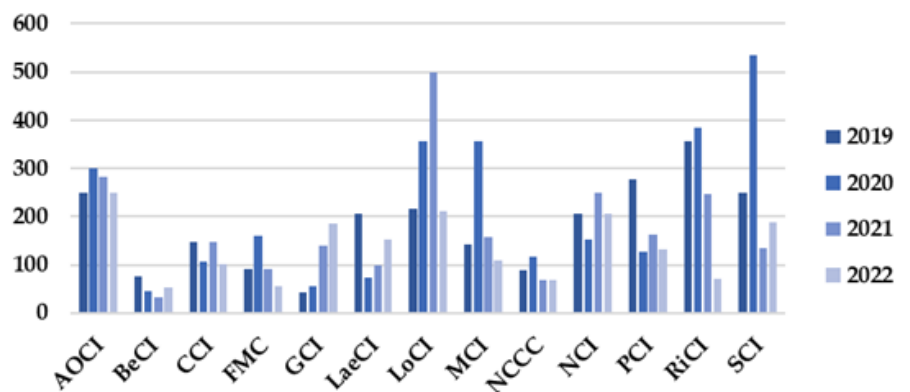
Rule 39 (Possession & Consumption) Violations at PCI, by Year



Rule 40 (Conveyance) Violations at PCI, by Year



Comparative Facilities Rule 39 (Possession & Consumption) Violations, per 1,000 Individuals Incarcerated by Year



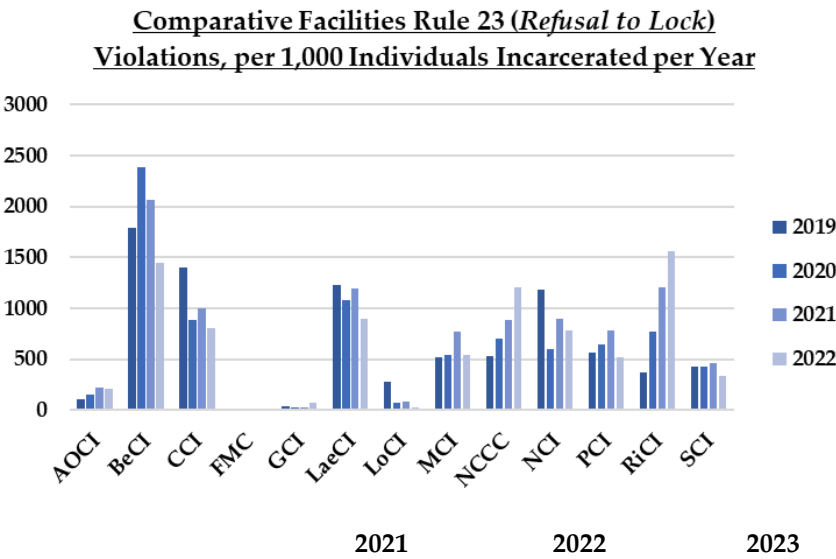
Safety and Security

Individuals Incarcerated Perception of Safety: Good

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

There were 290 violations of Rule 23 (*Refusal to Lock*) in 2022. This was a 39.0% decrease from 2021 (473). Individuals incarcerated refuse to lock many times due to threats, debts, concerns for safety, etc.

An individual incarcerated can also request protective control (PC), but a risk to their safety must be substantiated. No individuals who were incarcerated were reported to be under investigation for PC.



Individuals Incarcerated Survey Question(s)	2021	2022	2023
Do you feel safe from other individuals incarcerated here?	72.5%	72.5%	84.8%

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 (31-SEC-01). Housing unit officers are required to search individuals incarcerated bunks/cells for contraband, including drugs and weapons (61-PRP-01). Officers were consistent in the documentation of shakedowns. This institution is located beside the Corrections Training Academy and uses pre-service staff to increase shakedowns of resident personal property. Unit staff are required to conduct reviews of individuals incarcerated 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 institutional security management focuses on escapes and corresponding rules, critical incident management communication, and security threat group (STG) management.

There were no escapes nor walkaways in 2021 nor 2022. In 2021, there were 16 rule violations for attempted escape, and 5 in 2022 (Rules 29-34), a 69% decrease. In 2022, there was 1 violation of Rule 30 (*Removing or escaping from physical restraints or any confined area within an institution*), and 4 for Rule 32 (*Tampering with locks, or locking devices*).

A majority of officers interviewed reported they feel informed when beginning their shifts. Interviewed officers reported they receive information from roll call, supervisors, and other officers. These practices allow for critical information to be communicated for awareness.

SAFETY AND SECURITY

Institutional Security Management: Good, Continued

The rate of Rule 17 (*Unauthorized group activity*) convictions went up in 2022 (48). The percentage of individuals incarcerated who identified as in a Security Threat Group (STG) dropped slightly from 2021 to 2022. (13.2% to 12.2%). A review of STG committee meeting minutes showed meetings are occurring and staff are communicating in detail about STG activity (73-GRP-01).

	2020			2021			2022		
	# of STG Individuals Incarcerated	% of Gen. Pop.	Rule 17 Violations	# of STG Individuals Incarcerated	% of Gen. Pop.	Rule 17 Violations	# of STG Individuals Incarcerated	% of Gen. Pop.	Rule 17 Violations
PCI	264	12.7%	1	227	13.2%	21	217	12.2%	48
Level 1/2 Average	252	11.6%	29.9	218	11.1%	27.2	215.2	11%	48.2

Prison Rape Elimination Act (PREA): Good

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

The facility met 34 and exceeded 11 standards on its November 2, 2022 PREA audit (34-USC-30301). No corrective action was required as all standards were met. All staff completed PREA training with the exception of those on medical leave. An interview with the PREA coordinator explained the process by which incoming individuals incarcerated, new staff, contract staff, and volunteers are educated on PREA issues, identification, and the required reporting process.

Required PREA notifications were posted throughout the housing units and common areas explaining how individuals incarcerated can report PREA concerns. PREA rated curtains were hung in every shower. A PREA alarm was successfully tested, alerting individuals incarcerated of different gendered staff entering the unit (79-ISA-01).

Those that reported they had been abused by other individuals incarcerated reported physical abuse (18.8%) and sexual abuse (3.7%). The majority of individuals incarcerated reported no physical or sexual abuse (79.6%) from individuals incarcerated at PCI. Those that reported harassment or threats by staff reported the most common as "insulting remarks" and "multiple shakedowns." Individuals incarcerated reported sexual harassment (3.3%) from staff at PCI.

Investigations/Allegations	2020	2021	2022
Total Alleged Incidents	12	2	7
Outcomes	2 Substantiated	2 Substantiated	3 Substantiated
	8 Unsubstantiated	0 Unsubstantiated	1 Unsubstantiated
	2 Unfounded	0 Unfounded	3 Unfounded

Individuals Incarcerated Survey Question(s)	2022	2023
	"Yes"	
Have you been harassed or threatened by other individuals incarcerated here?	50.8%	38.1%
Have you ever been abused by individuals incarcerated here?	23.8%	18.3%
Have you been harassed or threatened by staff here?	56.5%	42.9%
Have you ever been physically abused by staff here?	15.1%	10.0%
Do you know how to report sexual harassment or abuse?	79.8%	84.4%

HEALTH AND WELLBEING

Key Findings

Nurse vacancies continue to be a challenge with twenty-four openings for Registered Nurses (48.2% vacancy rate) and twenty-one for Licensed Practical Nurses (52.5% vacancy rate).

Mental Health open office hours are held Monday – Friday.

The Recovery Services department has a 33.0% vacancy rate.

Food Services was fully staffed, and recently started a program offering made-to-order meals at visitation.

HEALTH & WELLBEING

	2021	2023
	Good	Good

Unit Conditions	Acceptable	Acceptable
Medical Services	Acceptable	Acceptable
Mental Health Services	Good	Good
Recovery Services	Good	Good
Food Services	Good	Good
Recreation	Good	Good

Unit Conditions: Acceptable

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

A tour of all housing units was completed during inspection. Housing units contained open bay dormitories. Within the facility, one pod was designated for individuals with mobility limitations and one was designated for intentional sober living.

All dayrooms/common areas were “good to exceptional” based on their cleanliness and overall appearance. The dorm conditions were also rated as “good to exceptional.” Shower conditions were rated as “good.” No maintenance issues were observed or relayed by unit staff, and staff stated maintenance requests are fulfilled in a timely manner when they do occur (21-CAM-12).

Cleaning materials were adequately stocked and appropriately secured when not in use (21-CAM-12). Visibility and property control appeared according to policy (61-PRP-01).

Laundry services appeared clean and orderly, and all machines were functional. Telephones, video kiosks, water fountains, televisions, ice machines, and microwaves were in good working order (21-CAM-12).

Fire evacuation routes (OAC 1301.7), CIIC information, rules of conduct (OAC 5120.9), and program information (51-PAM-02) were posted in each housing unit.

Medical Services: Acceptable

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

PCI medical facilities were toured during inspection and appeared spacious, clean, and orderly (68-MED-03). The facility reported sufficient space for staff to conduct all clinical duties. Facilities included an outpatient area with services including dietary, optometry, x-ray, nurse sick call, doctor sick call, laboratory, respiratory care, wound care, dental, and an infirmary. In the PCI infirmary, there were two negative pressure rooms and one safe cell available to patients. A dialysis center was also available to treat patients from multiple institutions who required dialysis care on a regular basis.

Medical Services: Acceptable, Continued

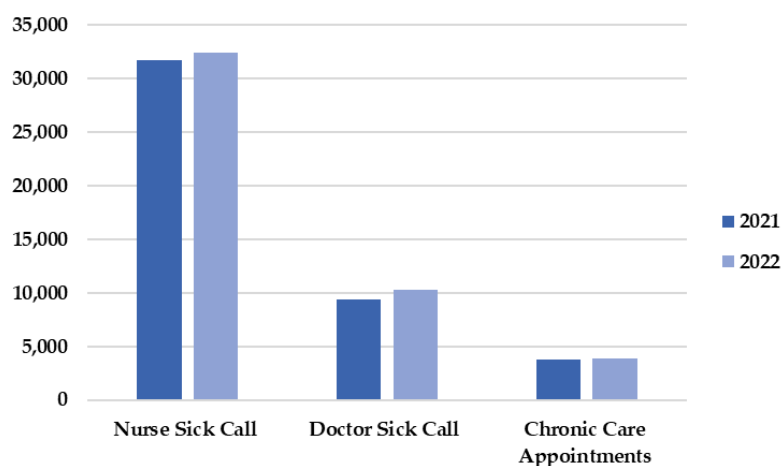
Upstairs was a long-term care housing unit, which was staffed by nurses, doctors, and unit staff. This housing unit was equipped with sixty-one beds and patients had access to in-wall oxygen. There was also recreation, religious services, and food services within the housing unit for long-term care patients. An additional housing unit, away from the medical building, was designated for patients utilizing wheelchairs, and was staffed by a nurse for treatments and medication-delivery.

PCI had one Chief Medical Officer, one Physician, one Nurse Practitioner, one Quality Improvement Coordinator (QIC), four Health Care Administrators, one Medical Officer Manager, one Advanced Health Care Administrator, fifteen Registered Nurses, and nineteen Licensed Practical Nurses. The total vacancy rate for these positions listed above was 46.3%. PCI staff reported nurse vacancies continue to be a challenge (68-MED-01), with twenty-four openings for Registered Nurses (48.2% vacancy rate) and twenty-one for Licensed Practical Nurses (52.5% vacancy rate). Contracted positions at PCI included four Dentists, four Dental Assistants, one Dental Hygienist, two Optometrists, one Dietitian, seven Health Information Technicians, one Phlebotomist, one X-Ray Technician, two Respiratory Therapists, and five Dialysis Technicians.

The Healthcare Services Administrator (HCA) was proud to report that the Frazier Medical Center started a Medication-Assisted Treatment (MAT) Program and chemotherapy pilot program (68-MED-14). Patients on chemotherapy treatment would not have to complete their chemotherapy at a different institution. Patients on MAT would have access to care during their substance use recovery. The most common concerns, regarding running medical services at PCI, was scheduling appointments for patients at The Ohio State University Wexner Medical Center. The HCA reported patients were satisfied with their medical care (68-MED-01).

A nurse focus group was held with five nurses at PCI during inspection. Staff felt they work well as a team and work hard despite short-staffing. Staff felt overall supported by supervisors and that they have good communication with other service areas such as mental health. Other concerns voiced by staff included security staff receiving training on what constitutes a medical emergency, communication between medical and individuals incarcerated should be done through tablets, not paper forms.

Medical staff relayed that they participate in quarterly interdisciplinary meetings (69-OCH-08). The Quality Improvement Coordinator is a part of patient satisfaction meetings quarterly. There have been a total of 30 patient deaths in 2022 at the Frazier Medical Center, which was an increase from 2021 (23 patient deaths).



An internal management audit was conducted June 8-10, 2021. Recommendations included installing a camera in the elevator at the Frazier Health Care Center to provide video monitoring for adequate coverage.

The total number of nurse sick call requests at PCI increased by 3.0% from 2021 (31,729) to 2022 (32,429). Doctor sick calls also increased by 9.0% from 2021 (9,422) to 2022 (10,313). The total number of chronic care appointments remained relatively stable from 2021 (3,764) to 2022 (3,854).

HEALTH AND WELLBEING

Medical Services: Acceptable, Continued

	2021	2022	2023
Individuals Incarcerated Survey Question(s)	"Very Satisfied" to "Neutral"		
<i>How satisfied are you with the quality of the care you get from the nurses?</i>	58.8%	64.8%	70.0%
<i>How satisfied are you with the quality of the care you get from the Doctor?</i>	48.3%	56.1%	57.8%
	"Next Day" or "Within 2 Days"		
<i>On average, when do you see the nurse after filing a health service request?</i>	37.2%	32.9%	40.7%
	"Yes"		
<i>If you are on the chronic care caseload, do you see medical regularly?</i>	34.5%	42.5%	54.0%

Mental Health Services: Good

Evaluation of mental health services focuses on a direct observation of facilities, staffing, access to mental health staff, programming, audit data, and survey responses.

Mental health facilities were toured during inspection and appeared spacious, clean, and orderly. Facilities consisted of offices and group rooms. The medical infirmary and disciplinary housing units had cells approved for use during times of mental health crises (67-MNH-31).

Staffing included a Mental Health Manager/Psychologist Supervisor, a Psychologist, two Independently-Licensed Social Workers, two Licensed Social Workers, a Certified Nurse Practitioner, three Registered Nurses, and a Health Information Technician. There was one Licensed Social Worker vacancy (33.3%) at the time of inspection. One Certified Nurse Practitioner and two Licensed Psychologists are available for after-hours emergency psychiatric coverage.

PCI offered a modest range of mental health programming for individuals incarcerated (67-MNH-15). The facility routinely utilizes crisis intervention strategies to diffuse mental health crises. Office hours were also offered to individuals incarcerated during walk-in hours on Monday through Friday (67-MNH-15).

An Internal Management Audit was conducted June 8-10, 2021. There were no issues noted regarding mental health services.

Mental Health Programs at PCI	Enrollment	Waitlist	DRC Policy 67-MNH-09	2020	2021	2022
Seeking Safety	8	22	Constant Watch	107	144	98
Illness Management and Recovery	11	34	Mental Health Special Observation Status	60	69	55
Depression	5 completed	29	Self-Injurious Behavior	1	3	6
Anger Management	10	19	Suicides	0	0	0
Distress Tolerance	12 completed	35				

	2021	2022	2023
Individuals Incarcerated Survey Question(s)	"Very Satisfied" to "Neutral"		
<i>How satisfied are you with the quality of the care you get from mental health?</i>	73.1%	73.9%	84.5%

HEALTH AND WELLBEING

Recovery Services: Good

Evaluation of recovery services focuses on a direct observation of facilities, staffing, participation of individuals incarcerated, access, and survey responses.

PCI recovery services facilities were noted to be clean, spacious, and organized (70-RCV-06). Facilities included offices and group rooms, with staff reporting sufficient space to conduct clinical duties. A therapeutic community housing unit, "OASIS," was also available to individuals incarcerated to focus on drug and alcohol sobriety, relationship management, group programs, and counseling.

There was one Recovery Services Administrator (RSA) and four Correctional Program Coordinators at the time of inspection. Vacancies included one Alcohol & Other Drugs (AOD) Coordinator out on disability and two AOD vacancies (33.3%).

PCI recovery services offered multiple group programs at the time of inspection (70-RCV-06). Individuals incarcerated at PCI that are awaiting enrollment in formal programming may participate in Alcoholics Anonymous/Narcotics Anonymous meetings alongside enrolled individuals incarcerated. The RSA reported recovery service programs such as this help reduce recidivism rates.

Recovery Service Programs	Enrollment	Waitlist
Brief Intervention Program (BIP)	45	N/A
Intensive Outpatient Program (IOP)	45	30
Starting Point Intervention	15	N/A

Individuals Incarcerated Survey Question(s)	2021	2022	2023
		"Yes"	
Do you feel you are able to get into Recovery Services Programs?	49.2%	45.1%	62.7%

Food Services: Good

Evaluation of food services included eating the individuals incarcerated meal, an observation of the dining hall, food preparation area and the loading dock, an interview with the Food Service Manager, staffing, on-site documentation review, and survey responses.

PCI had a large dining hall with two serving lines, and one large area for food preparation and storage. The dining hall was clean and clear of debris, with minor wear and tear on portions of the ceiling. The food preparation and storage areas were clean, organized, and rotated. Staff relayed there were no pest concerns, and an exterminator was regularly contracted to proactively control any potential issues.

PCI had a unique medical mission and a housing unit dedicated to providing long-term care. As a result, PCI's satellite feeding operation has been utilized and runs efficiently while ensuring proper temperature is maintained and food is served in a timely manner (60-FSM-02). Similarly, all equipment was functioning (freezer, coolers, dishwasher) and maintaining appropriate temperatures.

An interview with the Food Service Manager found that the department was fully staffed and had individuals incarcerated workers that were in the process of, or had already completed, the In-2-Work program, a specialized food service program which helps participants get their ServeSafe management certification and allows for incentive pay. Staff indicated the success of this program has allowed it to grow, with operations expanding to provide individuals incarcerated the opportunity to purchase special meals during visitation. This program increased individuals' abilities to connect with their families.

HEALTH AND WELLBEING

Food Services: Good, Continued

The lunch meal sampled by CIIC, per ORC 103.73, included chili, scalloped potatoes, coleslaw, two slices of white bread, and a cinnamon cake. The portions were appropriate and the overall taste was rated as “good.”

Neither the March 14-16, 2022 American Correctional Association (ACA) Reaccreditation audit nor the January 25-27, 2022 Internal Management Audit (IMA) found any food service standards in noncompliance.

The most recent health inspection report on September 19, 2022 had the following observation, “Food was obtained from a good source and was in good condition. Food preparation included the proper temperatures and cooking times.” The most recent Contract Monitor report on December 28th, 2022 had a score of 88%, missing criteria for Food Service and Safety, Reporting, and Sanitation.

	2021	2022	2023
Individuals Incarcerated Survey Question(s)	“Satisfied” or “Neutral”		
How satisfied are you with the food in the chow hall?	12.8%	14.8%	21.4%

Recreation: Good

Evaluation of recreation focuses on a direct observation of facilities, an interview with the Recreation Supervisor, available activities, access, and survey results.

PCI had recently installed a new gym floor. Staff relayed the new gym floor had been helpful for individuals incarcerated engagement, seeing an increase in utilization of recreation time. Staff relayed that during the period when the indoor gym was unavailable, additional recreation opportunities were provided. These activities included advanced art, concerts, and a number of Black History Month special events that helped educate individuals about important historical figures and the contributions they made. Indoor recreation included a large basketball court, bodyweight exercise machines, stationary bikes, yoga equipment, handball, and cornhole. The outdoor recreation area had a softball field, walking track (handicap accessible), basketball hoops, and open areas for sports such as soccer and football. They also had a large number of bodyweight exercise machines available for use surrounding the walking track (77-REC-01).

All three staff positions were filled at the time of inspection. Board games, card games, rotating television and movies, and other unique opportunities have been made available by staff within the housing units. Staff have taken pride in ensuring access to recreational opportunities, and feel that it helps improve morale for both staff and individuals incarcerated. Intramural leagues for basketball and softball were offered (77-REC-01).

	2021	2022	2023
Individuals Incarcerated Survey Question(s)	“Satisfied” or “Neutral”		
How satisfied are you with recreation?	62.4%	41.3%	73.9%

FAIR TREATMENT

<u>Key Findings</u>		2021	2023
	FAIR TREATMENT	Good	Good
<p>All reviewed informal complaints and grievances were responded to according to policy.</p> <p>The Rules Infraction Board followed all standard hearing protocols.</p> <p>PCI had three libraries: the main library, the B1 unit library for those with mobility limitations, and one satellite bookshelf in Frazier Medical for those confined to the medical unit.</p>	Staff/Individuals Incarcerated Interactions	Acceptable	Acceptable
	Grievance Procedure	Good	Good
	Discipline	Good	Good
	Library & Legal Services	Good	Good
	<u>Staff/Individuals Incarcerated Interactions: Acceptable</u> <i>Evaluation of staff/individuals incarcerated interactions is based on a survey of individuals incarcerated and interviews of staff.</i>		

Individuals Incarcerated Survey Question(s)	2022	2023
	"Yes"	
On most days, are your housing unit officers professional?	57.8%	65.9%
On most days, are your housing unit officers helpful?	46.5%	56.5%
Have you been harassed or threatened by staff here?	56.5%	42.9%
Have you ever been physically abused by staff here?	15.1%	10.0%

Grievance Procedure ORC 103.73(A): Good

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

The Inspector relayed orientation is conducted with new staff, volunteers, contractors, and individuals incarcerated to educate them on the grievance procedure. The Inspector stated they make themselves available to individuals incarcerated with an open door policy. The Inspector conducts rounds of various areas in the facility including food services, the property vault, disciplinary housing, and medical. The Inspector relayed that one individual incarcerated was on grievance restriction due to filing duplicative complaints (OAC 5120.9). The Inspector relayed they report staff and supervisors that fail to respond to complaints in the timelines set by Rule.

The PCI Inspector indicated she attends executive staff meetings where informal complaint and grievance trends are discussed (OAC 5120.9). The Inspector speaks with individuals incarcerated to improve conditions prior to them becoming grievances.

The Inspector relayed the most frequent grievance topics were related to mail, personal property, and medical services. There were no grievances filed in the past year for staff retaliation that were substantiated (OAC 5120.9).

A review of ten informal complaint responses for timeliness, investigation, and professionalism was completed. The responses all provided explanations of the materials reviewed, professionally addressed the complaints, and were completed within the allowed timeframe.

A review of ten grievance responses for timeliness investigation and professionalism was completed. The responses all provided explanations of the investigations or evidence reviewed, professionally addressed the complaints, and were completed within the allowed timeframe.

FAIR TREATMENT

Grievance Procedure ORC 103.73(A): Good, Continued

	Informal Com- plaints Filed	Average # of Days to Answer	Untimely	Grievances Filed	Average # of Days to Answer	Untimely
2020	2,891	2.38	19 (0.7%)	581	3.28	0 (0.0%)
2021	2,415	1.30	63 (2.6%)	329	2.91	1 (0.6%)
2022	2,432	3.01	304 (6.3%)	788	9.14	44 (2.8%)

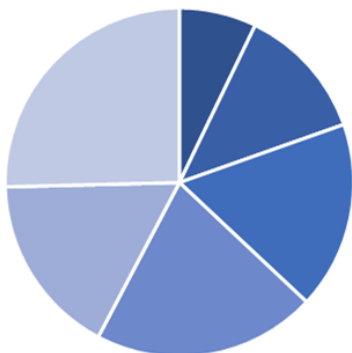
	2021	2022	2023
Individuals Incarcerated Survey Question(s)	"Yes"		
<i>Do you know who the inspector is?</i>	43.9%	26.2%	33.2%
<i>Are you able to get the following: Informal Complaints?</i>	61.6%	74.7%	75.0%
<i>Have you ever felt that staff would not let you use the grievance procedure here?</i>	48.9%	45.9%	36.7%
<i>Do you feel that Informal Complaints are handled fairly at this institution?</i>	10.6%	16.5%	17.5%
<i>Do you feel that Grievances are handled fairly at this institution?</i>	7.0%	16.6%	17.6%

Discipline: Good

Evaluation of 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 the Rules Infraction Board (RIB) in 2022 were Rules 8 (*Threatening bodily harm to another*), 19 (*Fighting*), 21 (*Disobedience of a direct order*), 23 (*Refusal to lock*), 39 (*Possession or consumption of an intoxicating substance*), and 51 (*Possession of contraband*) of the Inmate Rules of Conduct. There were 2,412 rule violations in 2022, which was a 30% decrease from 2021, which had 3,414. In 2022, 248 violations were for drug or alcohol related offenses (Rules 39 and 40) and 174 were for fighting or instigation of a fight (Rule 19).

Highest Number of Rules Broken in 2022 at PCI



- ◆ Rule 8 (*Threatening bodily harm to another*) - 7.1%
- ◆ Rule 19 (*Fighting*) - 12.4%
- ◆ Rule 21 (*Disobedience of a Direct Order*) - 17.4%
- ◆ Rule 23 (*Refusal to accept an assignment or classification action*) - 20.7%
- ◆ Rule 39 (*Possession or Consumption of Drugs*) - 16.8%
- ◆ Rule 51 (*Possession of Contraband*) - 25.4%

FAIR TREATMENT

Discipline: Good, Continued

The Transitional Programming Unit (TPU), used for disciplinary housing, appeared clean and orderly on the day of inspection. Toilets and sinks were located in cells. Visibility, cell contents, and property control appeared good (55-SPC-02).

The Segregation Unit Daily Activity Log (DRC4117), detailing the offering of meals, linens, clothing, and barbering, was viewed during inspection and appeared according to policy. The Segregation Unit Individual Record Sheet (DRC4118), detailing the meal refusals, alternative meal requests, and the offering for shower, shave, recreation, medical, and mental health, were viewed during inspection and appeared according to policy (55-SPC-02).

Indoor recreation consisted of multifunctional body weight equipment and a JPay kiosk. Outdoor recreation consisted of a basketball and hoop. Both recreation spaces appeared clean and in good condition (77-REC-01). There were no inoperable cells on the day of the inspection. Food is delivered through “satellite feeding” to each cell.

One RIB hearing was observed during inspection. The RIB panel followed standard hearing procedures (56-DCS-02). RIB staff verified the individual incarcerated received the Rights Form. Testimony was offered and the written testimony was confirmed as accurate by the individual incarcerated. Evidence was reviewed. The Board discussed the facts of the case and unanimously determined the verdict and sanctions. An appeal form was offered and given to the individual incarcerated.

Library & Legal Services: Good

Evaluation of library and legal services focuses on a direct observation of the facilities, an interview with the Librarian, and access to library and legal services.

PCI had three libraries: the main library, the B1 unit library for those with mobility limitations, and one satellite bookshelf in Frazier Medical for those confined to the medical unit. All three libraries appeared organized, clean, and had a sufficient supply of diverse material (58-LIB-01). The library contained six Lexus Nexus computers, six word processors, and two Ohio Means Jobs computers. The B1 unit library had one typewriter.

Individuals incarcerated kited the librarian for necessary materials and have access to the law library on their Viapath tablets. The staff reported rounds are conducted every week to the Transitional Program Unit (TPU). Individuals incarcerated could also kited the library if items were needed while in TPU (58-LIB-01).

Library staff consisted of a Librarian and Assistant Librarian. Staff relayed vacancies had been filled for two of the library positions, with a third library assistant in the process of being hired. There was one vacancy (33.3%), which was reported to be filled after the inspection date. The addition of staff has allowed for PCI main library to have night and weekend hours (58-LIB-01). The Librarian relayed all material is screened to ensure it is appropriate (58-LIB-01).

WORKFORCE READINESS

Key Findings

Unit programming had high waitlists.

The Academic department had a 27.0% vacancy rate.

The new meal program in visitation has been anecdotally successful.

WORKFORCE READINESS

2021

2023

Good

Good

Reentry Planning and Programming

Good

Good

Family & Community Connections

Acceptable

Acceptable

Academic Programming

Good

Good

Vocational & Work Skill Development

Good

Acceptable

Ohio Penal Industries

Good

Good

Reentry Planning & Programming: Good

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.

Unit staff consisted of a Unit Management Administrator, four Unit Managers, nine Case Managers, and nine Sergeants. There were vacancies for three case managers at the time of inspection (13% overall vacancy rate).

An interview with the Unit Management Administrator found there were no overdue Security Classification Reviews (53-CLS-01). Each individual had a written reentry plan, and unit staff provided programs and meaningful activities to individuals within their unit (74-UMA-01).

Case managers in their focus group stated they are concerned at the lack of staffing and administrative support they currently have. It was indicated that programming has increased and case managers are expected to offer twice the number of programs per week, but have increased administrative duties left over from COVID-19 changes.

PCI had a large "One-Stop Shop," which provided individuals incarcerated helpful documents to prepare them for reentry (78-REL-05). They also had 10 Ohio Means Jobs computers in which individuals can create resumes and portfolios containing their important documents to prepare to apply for jobs. Staff noted that PCI provided additional access to reentry programming by partnering with post-release groups and other community partners to bring in "role-models." Staff noted that facility administration was integral in creating these partnerships.

CIIC attended a reentry program per O.R.C. 103.73, "MKS" held by a community partner called "A Good Deed." The group helped individuals rehabilitate through sharing their experiences and highlighting successes. CIIC found the group to be engaging, with all students participating in discussion.

Program

Enrollment

Waitlist

Inside Out Dads

7

111

Money Smart

9

73

Thinking for a Change

18

407

Victim Awareness

15

227

PROVE

9

17

Decision Points

14

356

Anger Control

10

213

Cognitive Behavioral

5

N/A

WORKFORCE READINESS

Reentry Planning & Programming: Good, Continued

	2021	2022	2023
Individuals Incarcerated Survey Question(s)	"Easy" or "Neutral"		
<i>How easy or difficult is it to get into Unit Programs?</i>	48.4%	39.1%	52.8%
	"Yes"		
<i>Have staff talked with you about what programs to take while incarcerated?</i>	26.1%	31.4%	36.5%
<i>Do you know where you can find reentry information?</i>	33.9%	35.9%	39.8%

Family Engagement & Community Connections: Good

Evaluation of family engagement and community connections focuses on a review of family-oriented activities, observation and analysis of visitation, community service and volunteer data, and survey results.

PCI reported no community service projects at the time of inspection. However, during inspection CIIC witnessed volunteers working on the staff dog program, My Very Own Blanket, mat making, and a gardening program that donates produce to local food banks (76-VIS-01).

PCI reported utilizing 100 to 120 volunteers annually for non-religious and religious programming at the time of inspection. PCI promoted individuals incarcerated communications with family, friends, and community through mail, phones, free envelopes, and programs (76-VIS-01).

The visitation area at PCI was clean and orderly, with one room designed for attorney visits. General visitation rules were displayed in the main entrance lobby (76-VIS-01).

The visitation area had an established Reading Room so that children could associate with parents while in plain sight of facility staff. It was in orderly condition with a diverse selection of age appropriate books, learning aids, and toys that appeal to the interests of children (76-VIS-01).

Also present in the visitation area were 6 stocked vending machines so individuals incarcerated can share a snack with their loved ones. PCI had recently implemented a program offering meals at visitation. The experience of sharing a meal is meant to mimic normalcy, increasing the bonding experience. Advertisements for this program were displayed in the visitation rooms on posters near the security desk.

	2021	2022	2023
Individuals Incarcerated Survey Question(s)	"Yes"		
<i>Have you had any problems with mail?</i>	87.9%	88.6%	75.8%
<i>Have you had any problems with telephones?</i>	60.6%	57.3%	43.8%
<i>Have you had any problems with visitation?</i>	39.8%	44.8%	38.0%

WORKFORCE READINESS

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 individuals incarcerated survey responses.

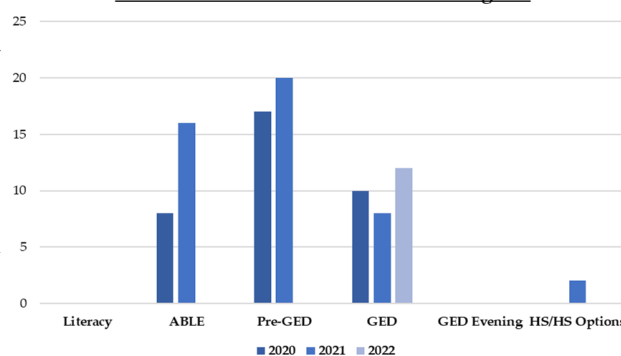
PCI education department consisted of staff offices and student classrooms. A walkthrough of the areas found them clean and organized. (57-EDU-02).

PCI education staff consisted of a Principal, School Administrator, Education Specialist, Intervention Specialist, five Academic Teachers and three Career-Technical Instructors. There were three vacancies in the education department: two general education teachers and one vocational teacher (27.0% overall vacancy rate). Contracted positions through Sinclair Community College currently had one vacancy and one temporary employee.

The average ratio of student to academic teacher is 15 to 1 and career-tech teacher is 12 to 1. PCI education department offered Pre-GED, GED, ABLE, Literacy, Special Education, Title 1, career technical education, advanced job training, and apprenticeship programs.

No classes were occurring at the time of inspection, as the instructors were on intercession. Therefore, a reentry program was observed by CIIC per ORC 103.73(B).

Academic Certificates Per Year Per Program



	2021	2022	2023
Individuals Incarcerated Survey Question(s)	"Easy" or "Neutral"		
How easy or difficult is it to get into Academic Programming?	29.5%	33.3%	43.0%

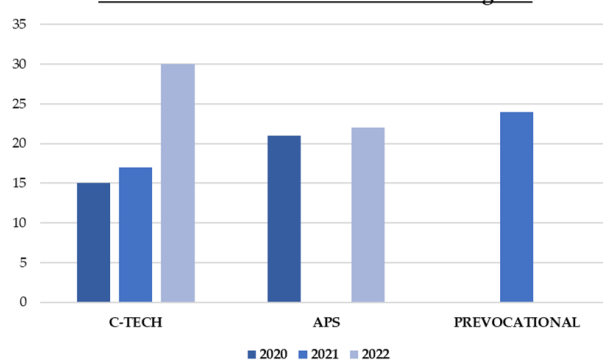
Vocational & Work Skill Development: Acceptable

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

PCI offered three vocational programs: Business Operations Support, Networking Fiber/Copper, and Pre-Vocational. PCI had individuals incarcerated enrolled in the following apprenticeship programs: Animal Trainer, Bindery Worker, Electrician, Maintenance HVAC, Janitor, Maintenance Repairer, Material Coordinator, Meat Cutter, Offset-Press Operator and Plumber (54-WRK-02).

PCI had a written plan for full-time work and program assignment for all individuals incarcerated in general population. All eligible individuals incarcerated were assigned an institutional work assignment unless they have been assigned to an approved education or training program (54-WRK-02).

Vocational Certificates Per Year Per Program



A walkthrough of vocational areas found them to be clean and orderly. Staff relayed that there has been increased interest to join the Business Operations Support program due to the entrepreneurial aspect of the program, which has resulted in a longer waitlist.

WORKFORCE READINESS

Vocational & Workskill Development: Acceptable, Continued

Program	Enrollment	Waitlist
B.O.S.S.	29	94
Career Tech	8	157

Individuals Incarcerated Survey Question(s)	2021	2022	2023
	“Easy” or “Neutral”		
How easy or difficult is it to get into Vocational Programming?	28.0%	22.8%	37.9%

Ohio Penal Industries: Good

Evaluation of Ohio Penal Industries (OPI) focuses on a direct observation of the facility and an interview with the Shop manager.

PCI offered two OPI shops: Meat Processing and Print Shop. The Print Shop was a full service “sheet fed” printing facility that had the capability of producing business cards and flyers to signage and trophies. Bindery worker apprenticeships were offered and the shop partnered with a northern Kentucky printing company to provide additional training to individuals incarcerated. A walkthrough of the shop found it clean and orderly (25-OPI-04).

The Meat Processing Career Center was a full service USDA inspected facility that slaughtered and processed hogs and cattle for both private and public vendors. Meat cutter apprenticeships were offered and all individuals incarcerated learned safe animal handling and the HACCP food safety management system. A walkthrough of the shop found it clean and orderly, with food safety protocols being observed.

Between the two shops OPI had seven employees. Fifty individuals incarcerated were enrolled in apprenticeship programs through the shops. Those interested in working in OPI must complete an application and be interviewed by staff to be selected. The individuals incarcerated earn a monthly wage with opportunities to earn overtime. Individuals incarcerated pass through a metal detector and are searched by staff as they enter and leave the facility.

FISCAL ACCOUNTABILITY

Key Findings

Total overtime costs decreased by 21.0% from FY 2021 (\$4,241,266) to FY 2022 (\$3,383,266).

Employee separations increased from FY 2021 (64) to FY 2022 (145) by 56%.

Staff surveys increased in nearly every category.

FISCAL ACCOUNTABILITY

	2021	2023
	ACCEPTABLE	Good
Fiscal Wellness	Acceptable	Good
Energy & Waste Management	Good	Good
Staff Management	In Need of Improvement	In Need of Improvement

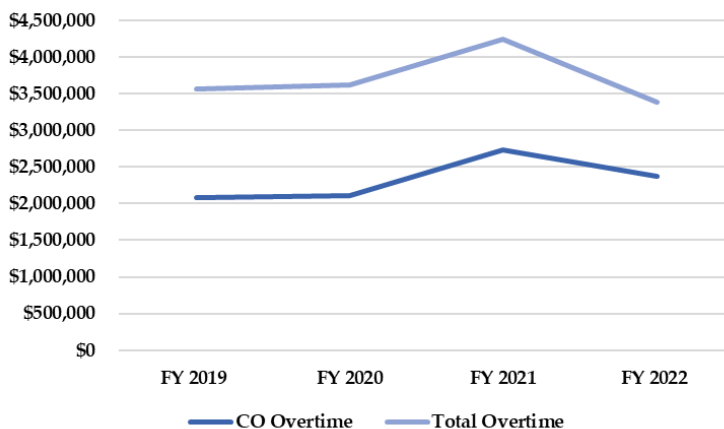
Fiscal Wellness: Good

Evaluation of fiscal wellness focuses on a document review of the institution budget status report, fiscal audits, overtime, and capital improvement projects.

In their Fiscal Audit report completed on November 3, 2021, the External Auditor made five observations with recommendations for corrective action regarding religious service contracts, vouchers, employee timecards, commissary sales, and the cashier's office. The previous audit made six observations with recommendations.

PCI has an institutional budget of \$58,122,022 for Fiscal Year 2023, which is an increase of 4.3% from Fiscal Year 2022.

	FY 2019	FY 2020	FY 2021	FY 2022
CO Overtime	\$2,074,862	\$2,112,627	\$2,739,288	\$2,376,611
Total Overtime	\$3,561,745	\$3,622,425	\$4,241,266	\$3,383,266



Capital Improvement

Projects FY 23-24	Cost
Food Service Renovation Project	\$1,100,000
Rehabilitation Project	\$760,000
Skid Unit Boilers Project	\$510,000
Food Service Renovation Project	\$1,000,000

Energy & Waste Management: Good

Evaluation of energy and waste management focuses on a direct observation of conservation initiatives, 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.

PCI had replaced existing lights with LED lights to reduce electricity costs. Staff relayed funding was granted, for new and more efficient boilers, which would further reduce the usage of natural gas. PCI utilizes a water treatment plant to reuse as much water as possible, and relayed that it is a major component of conservation.

FISCAL ACCOUNTABILITY

Energy & Waste Management: Good, Continued

PCI reported a decrease in waste tonnage and an increase in recycling tonnage. This was attributed to a greater staff effort along with the return to normal operations post COVID-19 restrictions. A composting site is in the process of being completed, and once finished staff mentioned that individuals incarcerated participation would be further increased. At the time of inspection 18 to 24 individuals incarcerated were currently involved in the recycling program.

Energy Type	FY 2020	FY 2021	FY 2022
Water (gal)	266,758,100 gal	161,339,740 gal	97,353,550 gal
	\$1,820,504	\$1,494,131	\$837,361
Natural Gas (ccf)	418,400 ccf	369,760 ccf	386,850 ccf
	\$166,715	\$201,535	\$308,245
Electric (kWh)	14,540,657 kWh	13,775,534 kWh	14,044,529 kWh
	\$1,047,469	\$994,459	\$1,013,800
Total Costs	\$3,034,688	\$2,690,125	\$2,159,406

Staff Management: In Need of Improvement

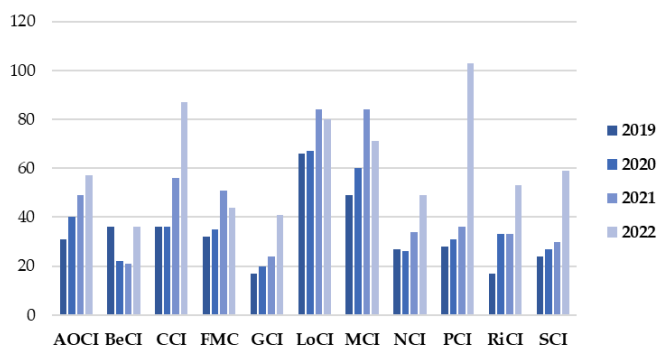
Evaluation of staff management focuses on a data review, training and performance evaluation completions, and staff interviews regarding overtime management, turnover ratio, morale, training, and evaluations.

As of March 10, 2023 the institution employed 382 total staff, of which 213 were officers. There were 107 total vacancies (28%), including 29 for officer positions (13.6%).

In their recent cycle, PCI staff completed 100% of their annual performance evaluations. The recent cycle of mandated training courses had 100% completion, excluding staff off the work roster.

CIIC interviewed ten correctional officers who provided the following insight regarding the PCI workplace environment: Perception of staff safety varied from “low to high,” though most rated it as “high,” and individuals incarcerated safety was mostly rated as “high.” Staff morale was mostly rated as “low,” but improving with the new Warden.

Comparative Facilities CO Separation Count, by Year

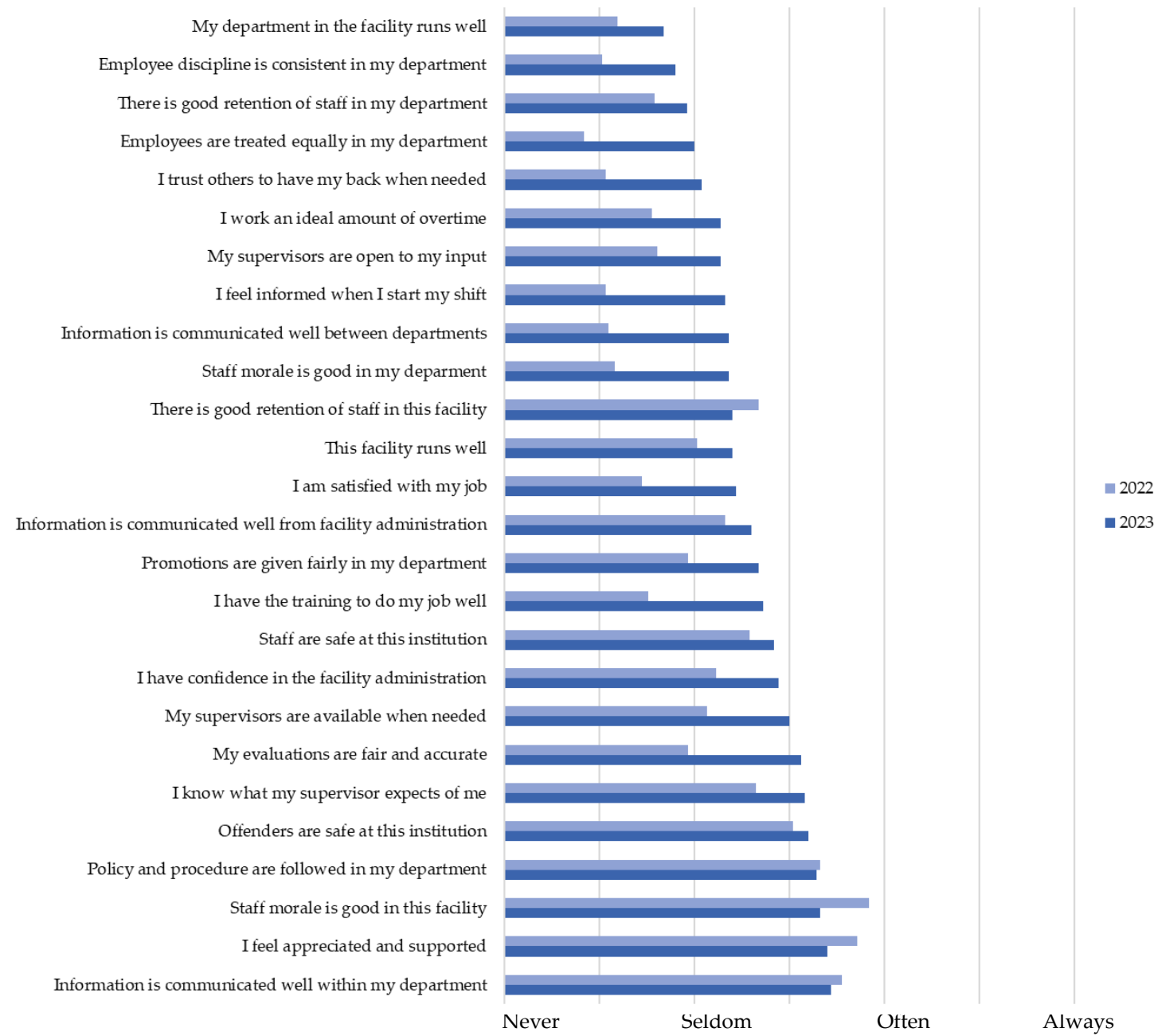


	PCI Total Separations	PCI Rate	Total State Institution Separations	State Institution Rate
FY 2019	61	13.3%	1,437	13.1%
FY 2020	51	11.1%	1,500	13.7%
FY 2021	64	14.3%	1,864	17.0%
FY 2022	145	35.4%	2,300	22.7%

STAFF SURVEY DATA

Staff Management: In Need of Improvement, Continued

CIIC received 50 responses from PCI staff, which represents 13% of total staff. The response rate resulted in a margin of error of approximately +/- 4.16% at a 95% confidence level.



CITATIONS

- i. CIIC Inspection Report, PCI, 2020.
- ii. CIIC Inspection Report, PCI, 2021.
- iii. ACA Reaccreditation Audit, PCI, 2022.
- iv. ODRC Internal Management Audit, PCI, 2022.
- 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, PCI, 2022.
- x. ODRC PREA Case Summary Report.
- xi. ODRC Ohio Grievance Report.
- xii. ODRC Institution Budgets.
- xiii. ODRC Internal Fiscal Audit, PCI, 2021.
- 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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