



# **ANNUAL REPORT 2022**

**CORRECTIONS CENTER OF NORTHWEST OHIO**

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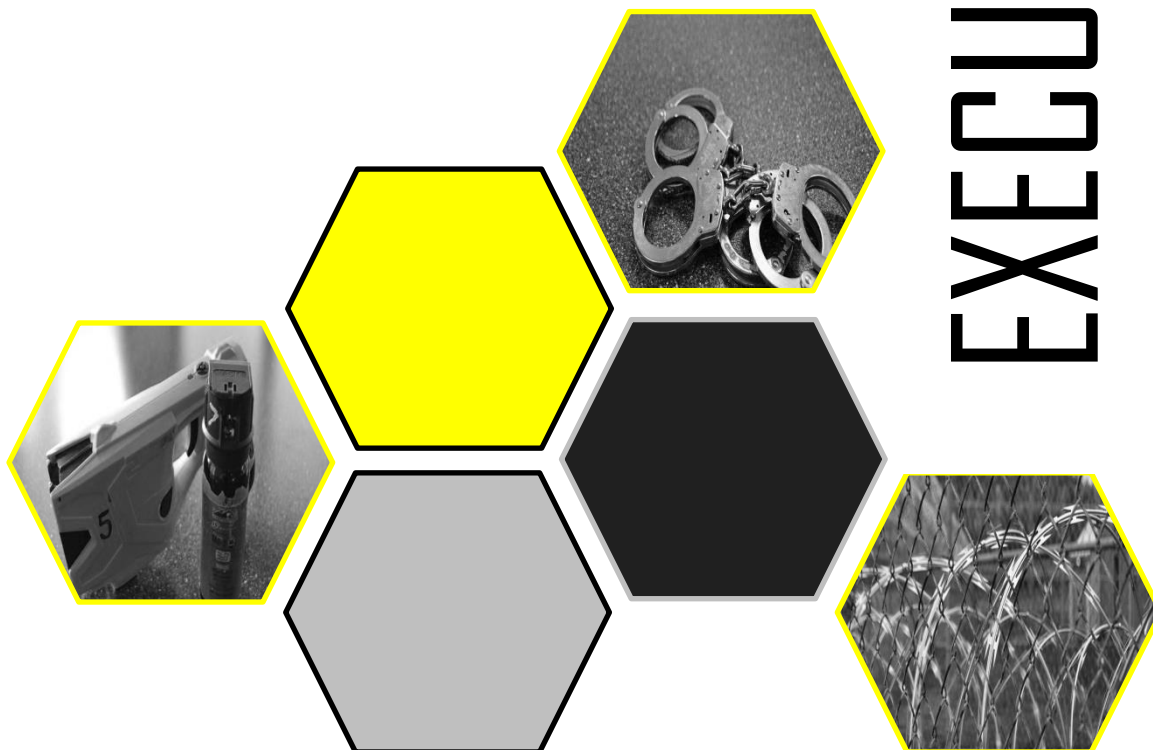
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# EXECUTIVE SUMMARY



## **CORRECTIONS COMMISSION OF NORTHWEST OHIO**

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In our 2021 letter I had discussed the difficulty in onboarding and retaining staff throughout the year:

"Turnover is a constant challenge in the corrections field; however, 2021 was plagued with the inability to even find people to apply. Management staff attempted to simplify the hiring process in multiple ways. While some of those simplifications helped CCNO see a spike in applicants, they did not guarantee that people would come to an interview or their first day of work after being offered a position."

This challenge continued for CCNO throughout 2022. However, we continued to seek solutions to address this reoccurring issue.

The schedule adjustments made in 2021 have been very beneficial for our staffing. Officers have given positive feedback on having the flexibility to select a schedule that works best for them and their family. Management staff are optimistic that this change will help create longevity amongst our frontline staff.

The focus turned to onboarding and turnover for newly hired staff. Having few applicants and staffing shortages was leading to an increase in mandatory overtime, which impacts the lower seniority staff the most. So leaders put together a proposal to take to the CCNO Board for a wage increase for security staff. The proposal increased everyone's base pay by \$1 and still provided a lower 2023 per diem. The goal was to draw in more applicants and heighten the financial appeal to stay for our current staff since the job market was hot for anyone looking for employment.

The Board accepted the recommendation and so far we have seen an increase in applicants and a decreasing turnover.

This report is a snapshot of CCNO's 2022 year. You'll learn stats and facts about our regional jail. You're also going to learn a little bit about the people who work here and the accomplishments that we had last year. Corrections is often viewed in a dark light, but here at CCNO we achieve some really incredible things that break the mold.

Here's to an even better 2023,

# MISSION STATEMENT

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CCNO was founded on the principal of safe, secure corrections, not only for the inmates but for the staff and surrounding communities as well. In the early planning stages of CCNO, the founding members of the Commission were met with such opposition that safety and security were the most fundamental goals needing to be met.

**THE MISSION OF THE CORRECTIONS CENTER OF NORTHWEST OHIO (CCNO) IS TO PROTECT THE PUBLIC, EMPLOYEES, AND INMATES WHILE OPERATING A COST EFFECTIVE DETENTION CENTER FOR DEFIANCE, FULTON, HENRY, LUCAS, AND WILLIAMS COUNTIES.**

To this day, CCNO's management personnel and Commission members are resolute in maintaining that objective. Financial accountability is a continual expectation for every government agency and CCNO leadership embraces that standard. Decisions are assessed to ensure they reflect the mission statement, both for security and fiscal responsibility.

## STATUTORY AUTHORITY

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In northwest Ohio it's widely understood that CCNO is jointly owned and operated by five counties. However, this is not the norm in Ohio. CCNO is one of only four regional jails in the state. Most commonly, jails are owned and operated by one single county with the Sheriff holding the responsibility of operating the facility. The Corrections Center of Northwest Ohio and its governing Board operate under the authority granted by Ohio Revised Code §307.93.

**(A) (1) THE BOARDS OF COUNTY COMMISSIONERS OF TWO OR MORE ADJACENT COUNTIES MAY CONTRACT FOR THE JOINT ESTABLISHMENT OF A MULTICOUNTY CORRECTIONAL CENTER**

CCNO was the first regional jail in Ohio, and has maintained successful operations since 1990. Five of the six founding member jurisdictions remain at CCNO; only the municipal member, the City of Toledo, has left membership.

# CCNO BOARD MEMBERS

The Corrections Center of Northwest Ohio is overseen by a commission comprised of two members from each county, one commissioner and the sheriff. In total, there are ten representatives that make up the CCNO Board.

## DEFIANCE COUNTY



**David Kern**  
Commissioner



**Doug Engel**  
Sheriff

## LUCAS COUNTY

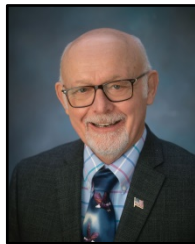


**Pete Gerken**  
Commissioner



**Mike Navarre**  
Sheriff

## HENRY COUNTY



**Bob Hastedt**  
Commissioner,  
CCNO Board  
Chairman



**Michael Bodenbender**  
Sheriff

## FULTON COUNTY



**Jeff Rupp**  
Commissioner



**Roy Miller**  
Sheriff

## WILLIAMS COUNTY



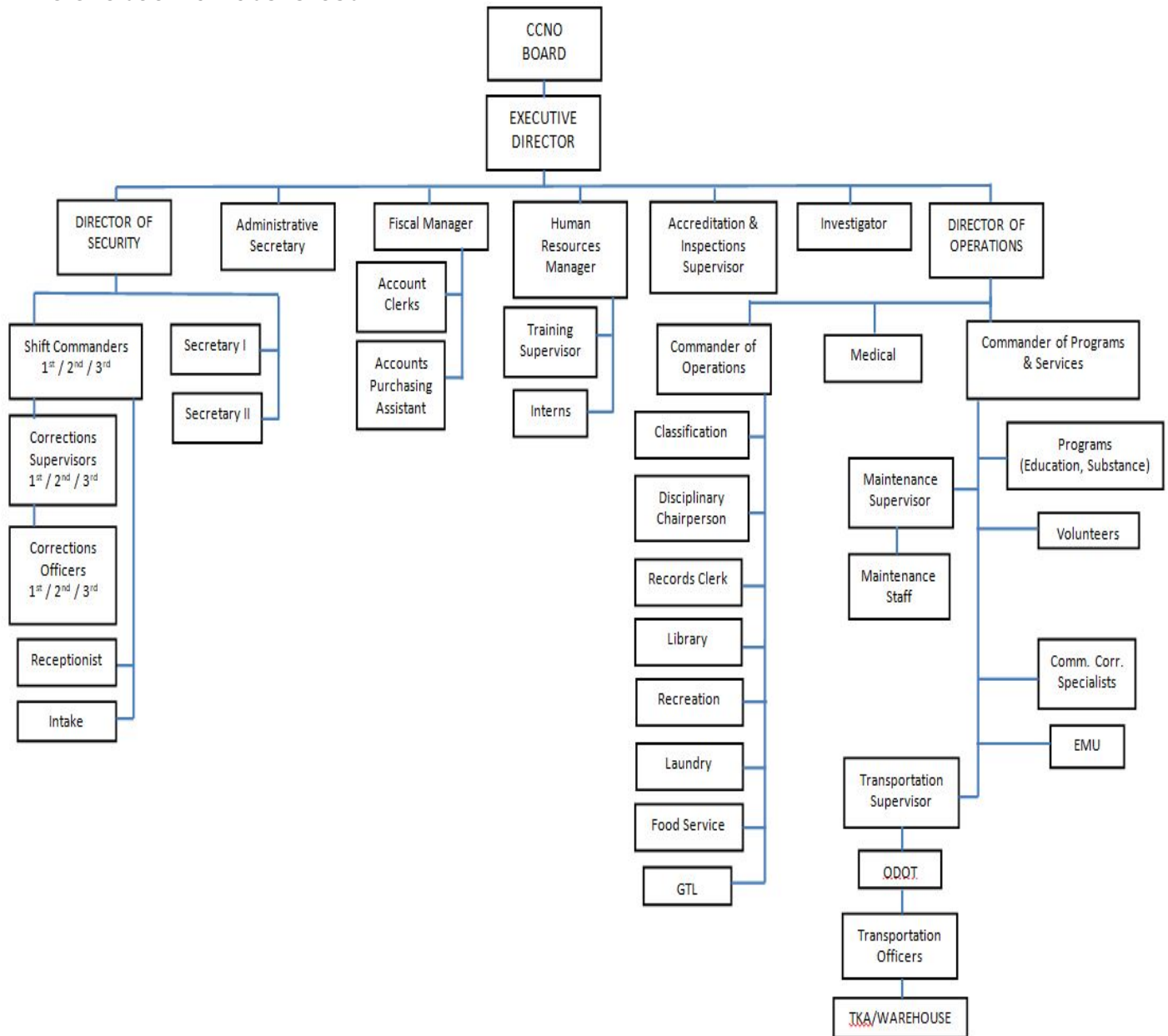
**Lewis Hilkert**  
Commissioner



**Tom Kochert**  
Sheriff

# ORGANIZATIONAL CHART

Similar to other correctional facilities, CCNO operates with a structured chain of command. It's essential for staff to know and understand who to communicate with and the command staff who oversee individual areas.



# FACILITY DIRECTORS

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## **DENNIS SULLIVAN, EXECUTIVE DIRECTOR**

Director Sullivan has been employed at CCNO since it opened in 1990. He started his career as a Corrections Supervisor and was promoted to Shift Commander two years later. In 1995, he was named the Director of Security & Operations, a position he held until receiving the promotion to Executive Director in 2018. Prior to starting a career at CCNO, Dennis received an Associate's degree in Law Enforcement and a Bachelor's in Criminal Justice. He's maintained his law enforcement certification through his years at CCNO

which provides him with a guiding perspective. In his role as the Executive Director, he is responsible for the daily operation of the jail. He is the supervision for management staff and directs special projects. All of CCNO's contracts are negotiated and executed by the Executive Director. Dennis collaborates with other law enforcement and government agencies on behalf of the Commission. Already in his time as the Executive Director, Dennis renegotiated all of the contracts for major inmate services (food, medical, treatment programming, and inmate phone/video visitation); worked with state legislators to amend language in the Ohio Revised Code specific to regional jails; and has actively worked on the creation of an additional observation room to increase security for staff and inmates in two minimum dorms.

## **CRAIG EIDEN, DIRECTOR OF SECURITY**

Director Eiden started at CCNO in 1994 as a Corrections Officer. Craig worked through the security ranks holding positions as a Corrections Supervisor and Shift Commander. Craig received an Associate's degree in Law Enforcement and a Bachelor's in Criminal Justice before starting his tenure at CCNO. As the Director of Security, Craig is responsible for the scheduling, supervising, and evaluation of all CCNO security staff. He plans, assigns, delegates, and coordinates the activities of the Corrections Officers, Supervisors, and Shift Commanders. Craig ensures that security staff are properly executing CCNO's policies and procedures; with that he also reviews policy to be certain it's accurate and appropriate for the work flow of the officers. If changes need made, he initiates the process. With facility security being main priority, Craig also oversees the Special Response Team (SRT). The SRT is used during facility emergencies, which are uncommon, but train regularly to keep their skills sharp.



Following the mid-2022 retirement of CCNO's third Director, Toby Bostater, Directors Sullivan and Eiden worked together to oversee the operations of the specialized areas of the jail, including medical, food service, treatment and educational programming. Gone are the days of chain-gang corrections; nowadays, correctional facilities are expected to offer programs and services to help inmates improve themselves while incarcerated. The operations sector at CCNO is complex and multi-disciplined and it's the director's responsibility is to ensure that inmates are not deprived of their

rights to adequate nutrition and medical aid, and that there are options available to them for self-betterment while they're at CCNO.

## ADMINISTRATIVE SUPPORT

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**DUNNÉ GAMBLER, ADMINISTRATIVE SECRETARY &  
PUBLIC INFORMATION OFFICER**

Administrative support is provided to Director Sullivan by Dunné Gambler, who joined the CCNO team in 2017. Prior to working at CCNO, she was a department secretary at a local medical group. Her role for the facility encompasses a variety of tasks. Dunné takes and processes meeting minutes for several boards and committees, most notably the CCNO Board and Financial Overview Committee.

Report preparation, calendar management, and facility record retention are other key tasks. Dunné is also active in employee engagement and events.

Serving as CCNO's Public Information Officer is another assigned responsibility. In this role, Dunné acts as the liaison for media contacts. Appropriate information sharing and communication is fundamental for public agencies. Preparation and distribution of press releases following CCNO Board meetings, managing media requests, and special interest releases are the most common tasks for her in that role.

# FACILITY COMPLIANCE



## **JULI STEINGASS, ACCREDITATION & INSPECTIONS SUPERVISOR & PREA COORDINATOR**

Responsible for overseeing CCNO's inspections and accreditations is Juli Steingass. Juli has been at CCNO since 1995 holding several positions including Corrections Officer, Work Release Specialist, Corrections Supervisor, and Shift Commander. She has been in her current position since 2010. CCNO is accredited through the Ohio Department of Rehabilitation and Corrections (ODRC) Minimum Jail Standards, American Correctional Association (ACA), and now through the Department of Justice for PREA standards.

As a full service jail in Ohio, CCNO is required by law to abide by standards outlined in O.A.C. 5120: 1-8-01 through 18. Minimum jail standards are established and overseen by ODRC through the Bureau of Adult Detention to protect the rights of the inmates. CCNO has achieved certification from the state for years as a fully compliant facility, which continued in 2022 as we were again found to be fully compliant. To be named a certified jail, a facility must be able to provide satisfactory proof to the jail inspector that they comply with all 'Essential Jail Standards' and 'Important Jail Standards' or successfully achieve ACA accreditation.

CCNO is accredited by the American Correctional Association (ACA). To retain ACA accreditation, CCNO undergoes an audit on all ACA standards every three years. Yearly reports are also forwarded to the ACA to show continued compliance. CCNO was audited in 2020 and received re-accreditation, with 100% compliance in both mandatory and non-mandatory standards. The next re-accreditation for ACA will be held in 2023.

In 2018, the facility had its first PREA (Prison Rape Elimination Act) audit. The preparation process for the audit took months of dedicated work and organization which ultimately led to a successful completion. Like the ACA audit timeframe, PREA audits occur in three year cycles and CCNO received re-accreditation on PREA standards in 2021.

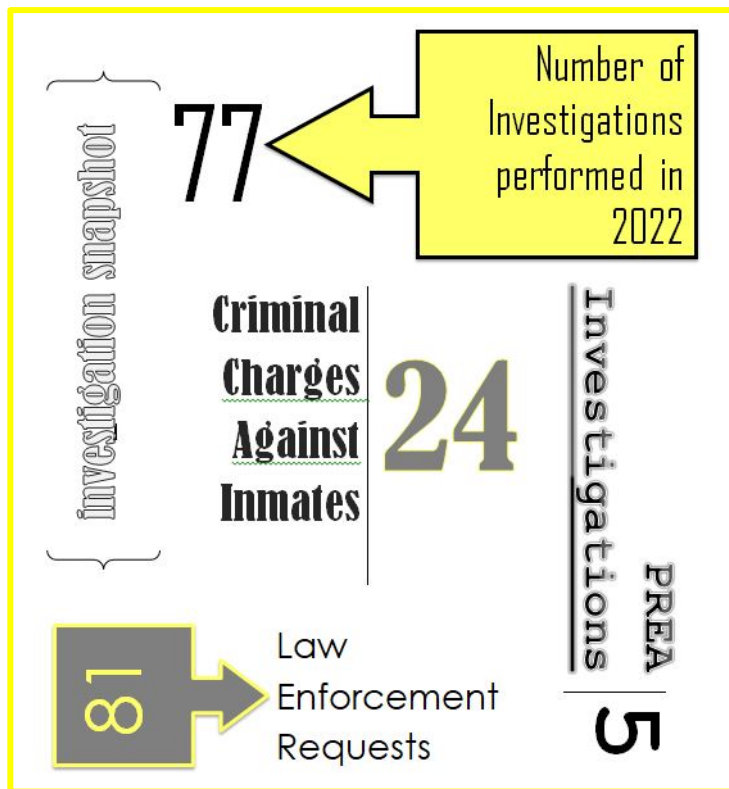
Managing the facility's inspections is also Juli's responsibility. In 2022, CCNO had the following inspections:

- ✓ Minimum Standards for Jails in Ohio. Full compliance.
- ✓ Williams County Health Department, Annual Full Facility and Kitchen Inspection. No deficiencies noted.
- ✓ Williams County Health Department also inspected air quality & light levels. No deficiencies noted.
- ✓ State Fire Marshall. Full compliance.
- ✓ US Marshal Inspection. Full compliance.



## MARTIN SCHMIDT, CCNO INVESTIGATOR

Using his law enforcement background to conduct investigations at the facility is Martin Schmidt. Martin came to CCNO in 2020 after a long career with the Archbold Police Department, most recently as the police chief. At CCNO, he prepares investigations of criminal actions by inmates and provides them to the Williams County Sheriff's office and Prosecutor when necessary. When requested, he assists local law enforcement agencies with their investigations.



Martin investigates internal issues such as PREA allegations and personnel concerns if warranted. He seizes and preserves evidence as well as maintains a chain of custody for contraband. Martin presents evidence for/at administrative hearings and testifies in court in efforts to prosecute offenses incurred at the facility.

Martin provides training to staff on appropriate evidence gathering techniques, and is a knowledgeable resource for facility leadership and command staff regarding investigative technique. As mentioned earlier, Martin's career in law enforcement has proven to be an asset as he has established relationships with criminal justice professionals in a variety of roles and has a deep understanding of the Ohio Revised and Administrative Codes.

## OBJECTIVES

Annually, management team members at CCNO establish measurable goals, internally called objectives, for the facility to aim to meet. Each objective is assigned a person or department to oversee its progress. Throughout the year, updates are sent to the Administrative Secretary for tracking and review by the Executive Director. From time to time, adjustments must be made to the objectives as operational, contractual, or unforeseeable changes occur within the facility.

Typically, there are close to 50 objectives in any given year. The following are examples of objectives that were established for 2022, and some that have been assigned for FY 2023. In 2022, CCNO successfully completed 96% of its objectives.

## 2022

## 2023

Successfully complete Ohio jail inspection.	Successfully complete ACA audit.
Educate & inform the public about correctional issues and CCNO operations through PR.	Rotate five or more policies for review each week.
Accounting system conversion.	Successfully complete the fiscal audit of '21-'22
Update staffing analysis annually.	Review all Human Resources policies and procedures annually.
Conduct weekly sanitation inspections.	Conduct quarterly kitchen audits.
Rollout new GED Testing software.	Move to Outlook email.
Preventative maintenance for refrigerant equipment done quarterly.	Preventative maintenance for all vehicles done quarterly.
Have 5 inmates earn their GED.	Divert 158 low risk offenders that would have been sentenced to jail.
The number of grievances for the year when divided by the yearly bookings will not exceed two percent.	Based on promotions, update new Supervisors in TKA basic training.
All staff receives 16, 24, or 40 hours of training.	Test scores from Corrections Officer academy average 80% or above.

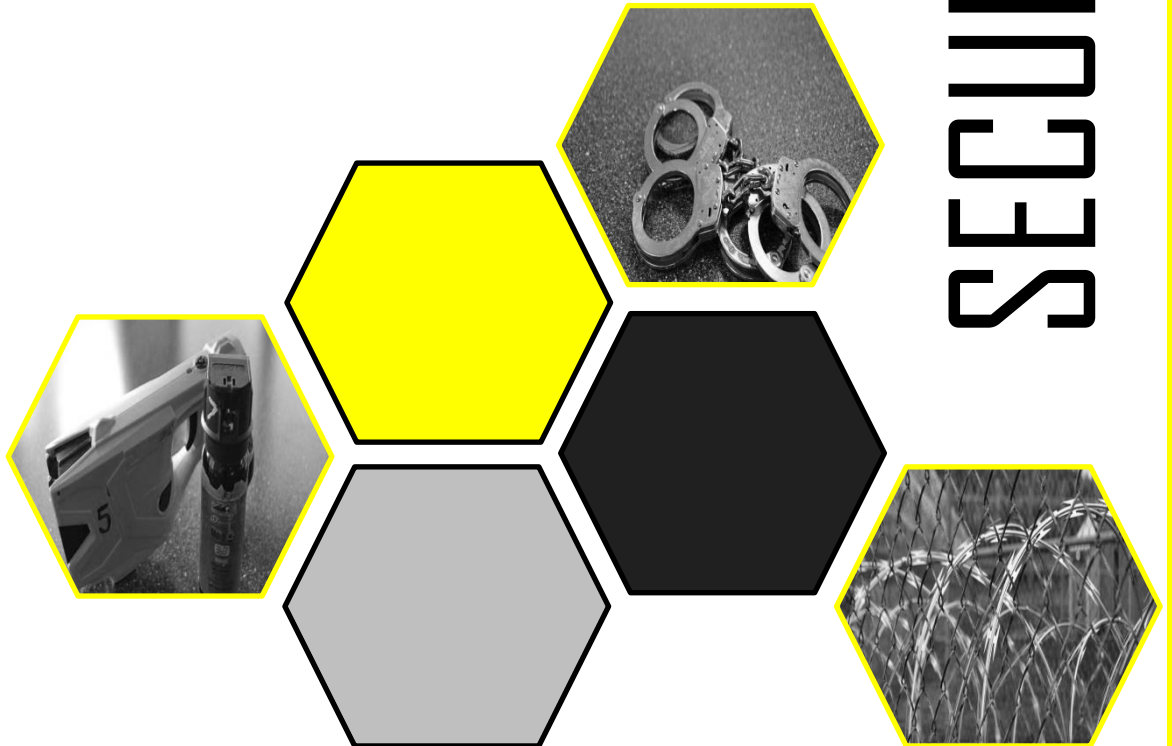
## CHARITABLE INVOLVEMENT

Each year CCNO staff vote on which charitable organizations they would like to donate to throughout the year. A new approach was taken in 2019 and one local organization was selected to receive the fundraising efforts of the facility each year. Staff chose the Liza Clady Memorial Scholarship as the 2022 charity recipient in honor of late co-worker Craig Swary who passed at the beginning of the year. There are monthly dress-down days where staff are able to wear jeans in lieu of their uniform if they donate money, as well as extra days during special events throughout the year. Also, during the annual Christmas Party a charity raffle is held with 100% of money raised being given to the chosen charity.

By the end of 2022, CCNO staff had raised \$4,110 for the Liza Clady Memorial Scholarship!



# SECURITY SUMMARY



# SECURITY COMMAND STAFF

The Security department is responsible for the management and supervision of inmates, security shifts, intake of inmates into the facility, movement of inmates throughout the facility, and utilization of the Special Response Team when necessary. The Director of Security oversees this department with the assistance of three shift commanders: Kevin Bloom, Beth Miller, and Mike Temple. Between the three commanders there are nearly 55 years of correctional experience.

In the broadest sense, it's the responsibility of the Shift Commander to oversee the safe and secure daily operations at the facility for their assigned shift. There is a lot that goes into that responsibility. Commanders provide supervision and work direction to Corrections Officers and Supervisors and ensure that the facility is adequately staffed at all times. They manage post assignments, employee leaves, and monitor overtime for security staff.

Commanders must ensure that security staff are compliant with facility policy and procedure. To improve employee performance, Commanders are expected to provide counseling, performance evaluations, and discipline when necessary. They are responsible for appropriate emergency responses to maintain CCNO's mission.

In the chain of command for security, Commanders oversee 19 Corrections Supervisors and approximately 93 Corrections Officers.

## SHIFT COMMANDERS



JON MASSER



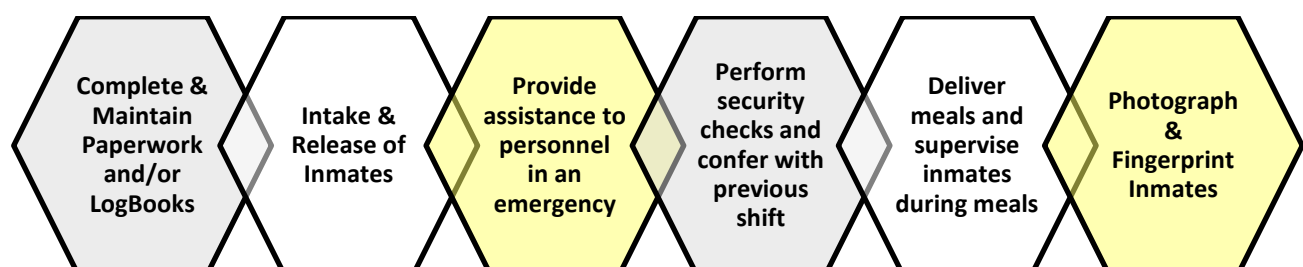
BETH MILLER



MIKE TEMPLE

## DUTIES OF A CORRECTIONS OFFICER

Corrections Officers are responsible for monitoring the safety, security, and care of the inmates at CCNO. Policies and procedures have been developed for job duties including movement and control of inmates to make certain that CCNO is compliant in standards and officers are responsible to follow those procedures. Here are just a few other job duties of an officer:



# SPECIAL RESPONSE TEAM

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The Special Response Team is established to respond to facility emergencies. The SRT is a team which provides a consistent order of work, organizational structure, and unity of expertise in resolving emergency situations at the CCNO. The SRT is trained in tactical skills and in the use of force. The purpose of the team is to contain and control the immediate crisis area or to regain control of the area by force if so directed.

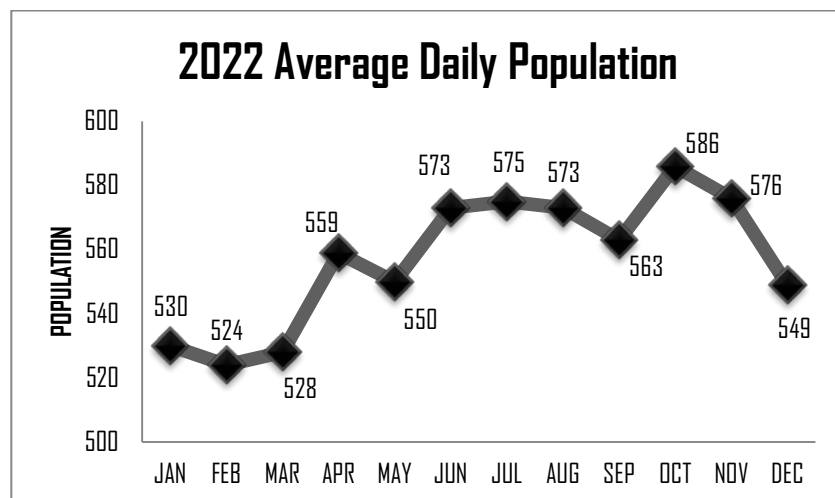
Mike Temple was the SRT Commander for 2022. The team can have up to 20 members and membership on SRT is dependent on eligibility requirements and availability. For some officers, participation on this special team is a career goal.

As a team member, you must complete 40 hours of training every year, 16 of which must be specialized in relation to emergency response. Commonly, four members of the SRT are sent to participate in a mock prison riot for a hands-on learning experience. There's also the Ohio Tactical Officers Association Conference that is held annually in which a couple members attend. There are dozens of course options available during the conference so attendees can select courses that are appropriate for their organization's focus.

## FACILITY STATS

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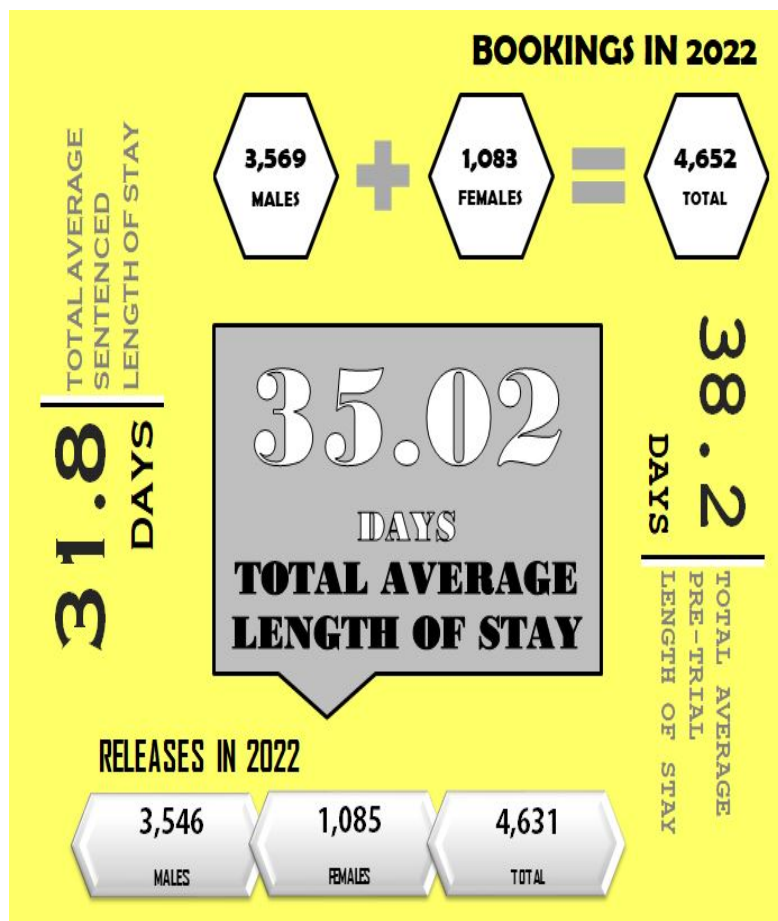
CCNO serves five counties (Defiance, Fulton, Henry, Lucas, and Williams) and has a bed usage contract with the US Marshals. In 2022, there were 397 funded member beds and 183 contracted beds, totaling 580 funded beds. The average daily population for the 2022 was 553; showing a slight increase from the 550 average in 2021. Population dropped early in the pandemic and has continued to remain low. The decreased population has been beneficial to help with staffing levels. The graph below gives a monthly breakdown of that average population.



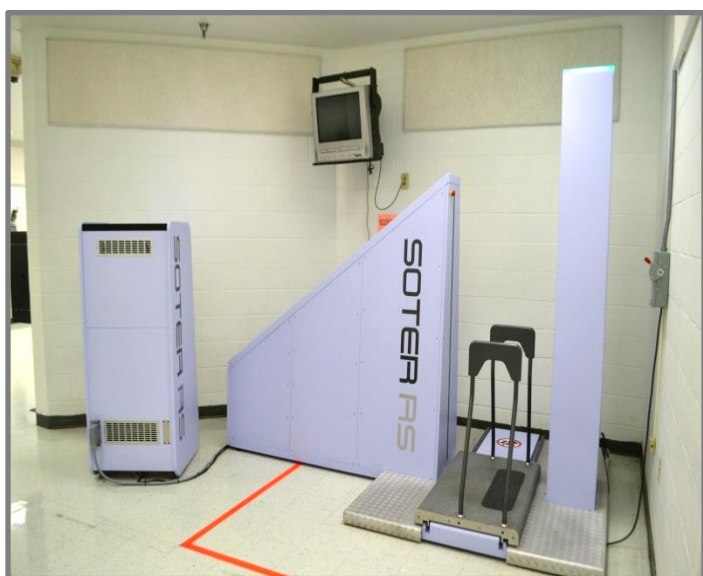
The infographic to the right is a compilation of some of the most common stats we are asked for as a correctional facility. This information is commonly used for national data collection and comparison. CCNO participates in several annual surveys with a purpose of assessing incarceration statistics.

Below is a length of stay comparison, by days, between males and females.

	MALES	FEMALES
SENTENCED	34.01	25.30
PRE-TRIAL	42.78	21.09



## ADVANCING CONTRABAND DETECTION



The body scanner is located in the Intake Department, and all inmates are required to be scanned as part of the booking process.

In 2018, the purchase of a SOTER RS body scanner was approved.

CCNO's mission of safety for inmates and staff was a key driver in the decision to seek and purchase a scanner. With the country facing an opiate epidemic, leadership believed it necessary to take serious steps in preventing potential inmate overdoses and, even more so, halt risk of staff being unknowingly exposed to dangerous drugs brought into the facility.

Since the scanner's installation, there have been increased incidents of drugs and other contraband being found in Intake cells during searches. Inmates getting booked in discard contraband to avoid getting caught with it and subsequently being charged with conveyance.

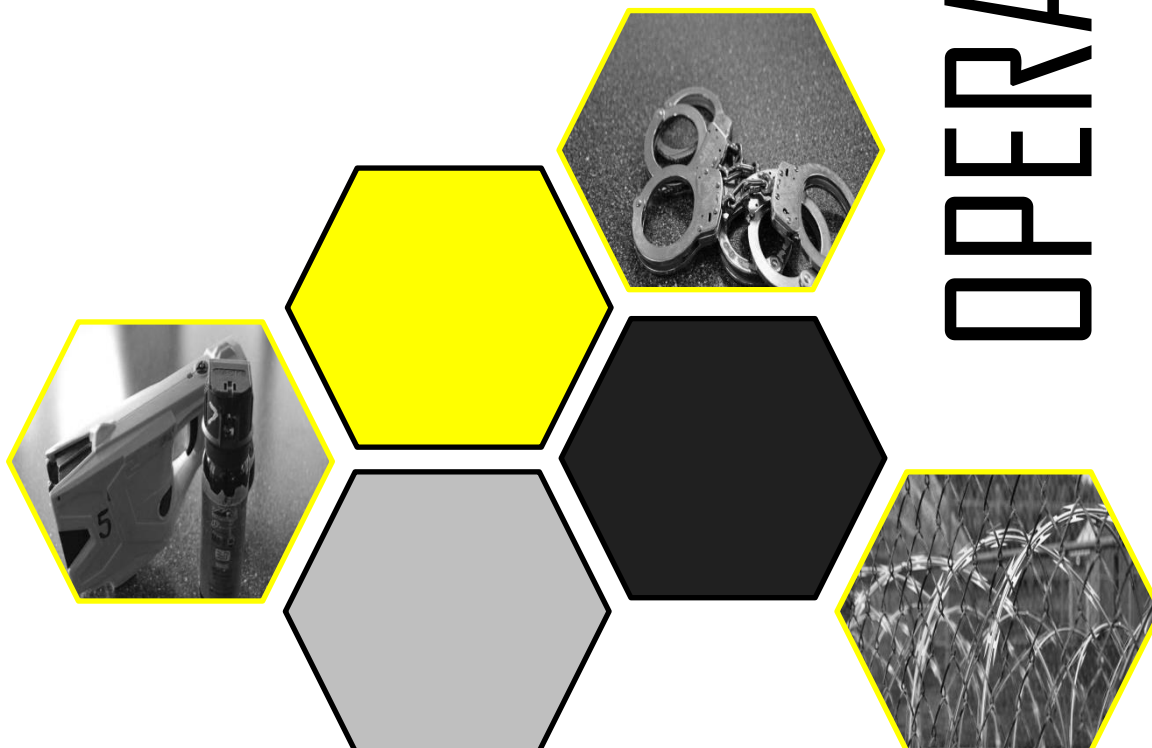
# TECHNOLOGICAL ADVANCEMENTS FOR OPERATIONS

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Early 2020 saw the approval to purchase a RFID system for the security department. By August, the system had been installed and was in use.

The system, radio frequency based, offers many benefits for a correctional agency. Inmate movement tracking allows for any staff to efficiently locate an inmate. The electronic logging provides streamlined options for the various logging requirements and nearly eliminates paper logs. Officers are freed from constant writing in the logs and are able to offer more supervision in the units. Additionally, the system offers higher officer accountability for security round compliance with notifications when rounds are close to being due, or are late, and daily compliance reports allow for issues to be addressed immediately.

CCNO staff adapted to the new technology quickly. Just a month after the RFID system was deployed, CCNO unseated a long-standing top-spot holder for round compliance. This has been a very useful tool to aid in managing the operations of the jail.



# OPERATIONS SUMMARY

# OPERATIONS COMMAND STAFF

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## **JON MASSER, COMMANDER OF OPERATIONS**



The facility directors oversee the facility's specialty areas and are assisted by the Commander of Operations, Jon Masser. Jon has been employed at CCNO since 2011 serving as a Corrections Officer, then a Community Corrections Specialist, followed by a Corrections Supervisor. In 2018 he was promoted to a Shift Commander in security. The operations sector of CCNO is multifaceted. Commander Masser manages inmate food service, classification, discipline, transportation, and oversees fingerprinting and DNA collection.

After extensive consideration and research, the facility added inmate tablets to operations in the spring of 2019. CCNO contracts this service with GTL and it encompasses inmate phones, video visitation, and tablets. The tablets are shared by the inmates and allow them access to library materials, requests to medical and security staff, as well as commissary ordering. Inmates have increased ability to visit with their family and friends as the tablets also work as visitation units.

## **INMATE FOOD SERVICE**

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Food service is a large operation when needing to provide nutritious, palatable, and attractive meals for an average of 553 people three times per day as well as providing inmate commissary services. If you use that 553 inmate figure, there would be 1,659 meals prepared daily and 605,535 meals made per year!

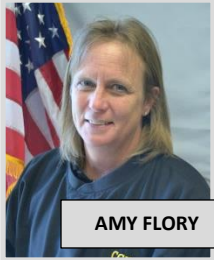
With a 2022 per meal price of \$0.8401 and contractual provision for commissary commission, Aramark provides inmate food and commissary services at the facility since early November of 2018. CCNO utilizes inmate workers to assist with this undertaking to keep food costs low as well as provide inmates the opportunity to learn food preparation skills.

The food service provider at CCNO also provides meals to the juvenile center based on contract specifications; which is approximately 24,090 meals per year.



TINA WEAVER

Classification is an essential element of any correctional facility. A system must be established that specifies the criteria and procedures for determining and changing the classification of inmates. That system determines the level of custody required for each individual inmate, special needs, housing assignment, and participation in programming or work offerings. At CCNO, there are four officers assigned to this responsibility (see pictures to the left).



AMY FLORY

Every inmate goes through a classification process during their initial intake to the facility. The process evaluates mental/emotional stability, escape history, history of assaultive behavior, mental status, sexual aggressiveness or vulnerability, transgender inmates, age, need to keep separate, and past/present institutional behavior problems. Once completing all steps of the initial process, a Classification Specialist assigns an inmate a housing unit. Within a new book-ins first 24 hours they'll meet again with one of the Classification Specialists to ensure they understand their sentence or reason for being held at CCNO.

Each week there is a Classification Team meeting to review housing assignments, programming and work requests, disciplinary sanctions, hazards, keep separates, or inmate-specific concerns. In addition to the Classification Specialists, a Corrections Supervisor, representatives from medical and mental health, and command staff are present during the meeting for discussion to consider several perspectives to make the best decisions for the safety and security of the facility.

## DISCIPLINARY

When inmates are booked into CCNO they are provided with an inmate handbook that contains a list of the rules by which they are to abide. Some inmates are very well behaved while incarcerated, while others are quite opposite. For this reason, there is a disciplinary process that is followed to keep order and control of the facility.

Jon Davis, Corrections Supervisor, is assigned as Disciplinary Chairperson for the facility. He oversees all rule violation hearings and assigns sanctions when an inmate is found guilty. The inmate has the option to appeal their sanction to the Executive Director if they so choose.



JON DAVIS

At a disciplinary hearing, testimony is heard by the staff member issuing the rule violation as well as by the inmate, if they so choose, and evidence is presented for the chairperson to make a determination on innocence or guilt. It is a requirement that the disciplinary chair not have been involved in or have knowledge of the event that they are determining judgement to maintain impartiality. Essentially, a disciplinary hearing is a small trial.

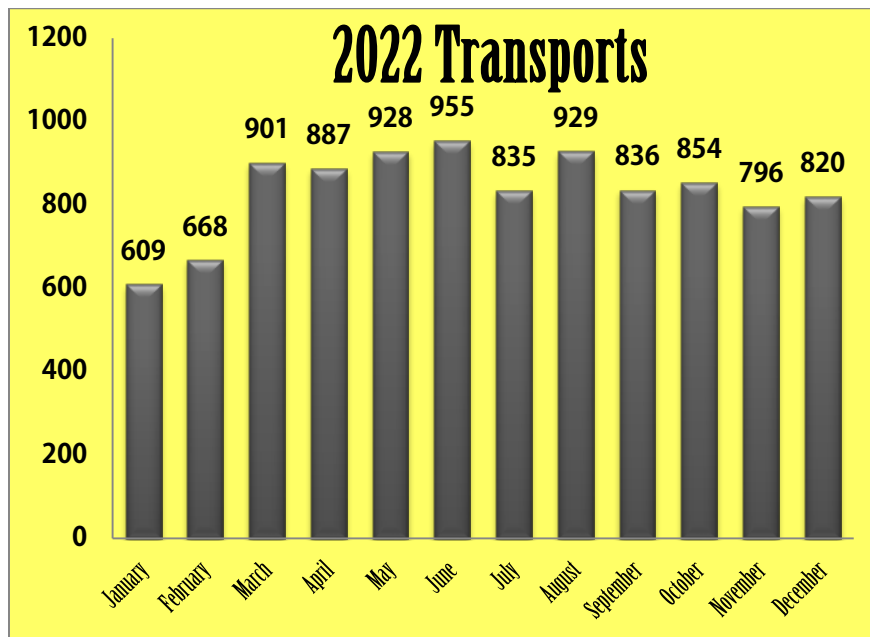
# TRANSPORTATION



DOUG MOOR

CCNO maintains its own transportation system which is outlined in the Operating Agreement. The Transportation department is comprised of both full and part-time Transportation Officers, and Transportation Supervisor Doug Moor. CCNO's inmate transport vehicle fleet includes three buses, three vans, and two cars. Transportation Officers transport thousands of inmates every year for a variety of purposes including court, medical, prison, treatment facilities, and releases. There were a total of 10,018 transports in 2022. This is an increase of over 1,400 transports from 2021 totals, demonstrating that more courts are fully open and functioning following the pandemic shut-downs.

In the following chart you can see the fluctuations from month-to-month throughout 2022.



The pandemic had demanded an operational change regarding video arraignments and proceedings. Court hearings, attorney visits, agency visits, assessments, and more were all held remotely. In 2021 a total of 8,399 video sessions were held, but 2022 decreased to 7,808, continuing to support that shift back to normal operations. However, video sessions in 2019 totaled 4,358, significantly lower than the total in 2022, making it clear that the video court renovation was necessary to accommodate such a high volume.

Pictured to the right are a few vehicles in CCNO's Transportation Fleet



# MAINTENANCE

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## **JOEL STEVENS, MAINTENANCE SUPERVISOR**

Joel Stevens was promoted to Maintenance Supervisor in January 2018. An employee at CCNO since 1999, Joel has worked on the facility for almost two decades and has assumed his responsibilities as the supervisor without hesitation. He oversees four maintenance employees who cover two shifts.

The Maintenance crew is responsible for the upkeep of the facility and grounds. CCNO has nearly 189,000 square feet under roof and preserving the integrity of the structure is imperative. Inmates are used whenever possible to assist with small projects such as painting and buffing floors.

Joel oversees all major construction projects. He manages the contractors, keeps scheduled timelines, organizes the different phases, and ensures that any concerns are communicated and handled in a timely manner. Here are some of the projects accomplished in 2022:

J1 & J2 Fence Addition

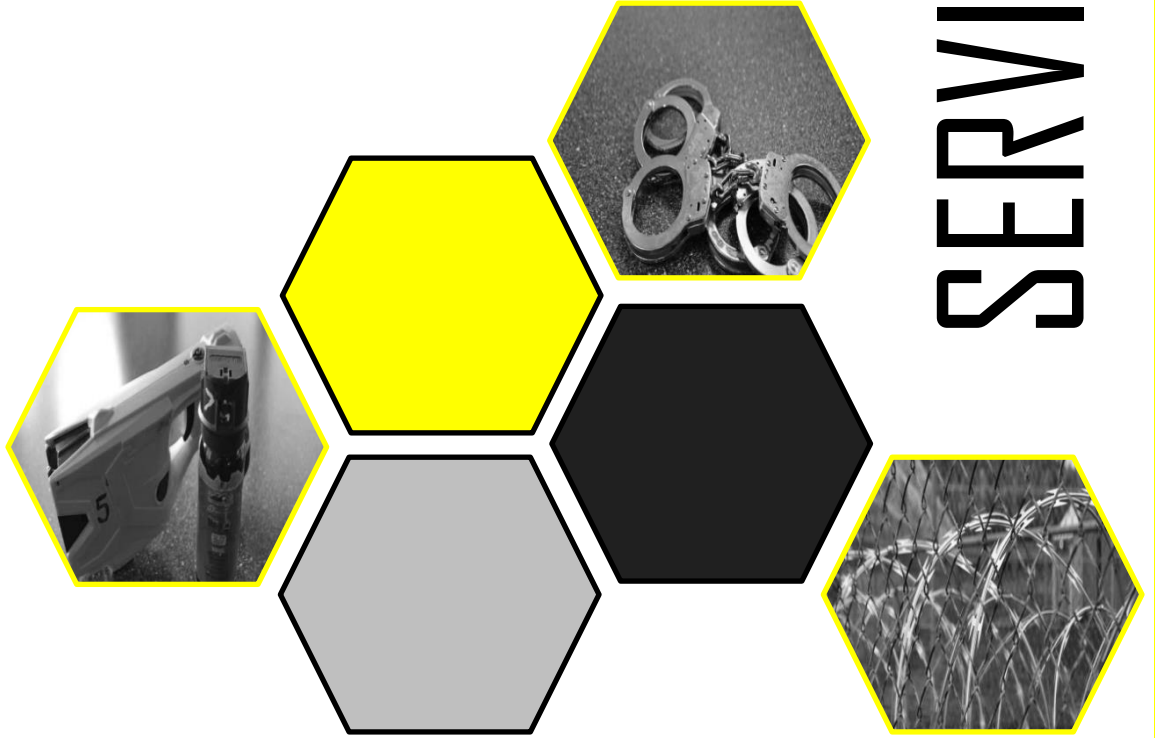
Mezzanine Water Line Replacement

M1 & M2 Toilet, Shower Partitions

Stanley Upgrade

Sewer Lift Station Level Control Upgrade

# INMATE PROGRAMS & SERVICES SUMMARY



# PROGRAMS & SERVICES COMMAND STAFF

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## **CLAY WALKER, COMMANDER OF PROGRAMS & SERVICES**

The specialty areas that are available to inmates by request are grouped into the Programs & Services section which is overseen by the directors with the aid of Commander Clay Walker. Clay has been with CCNO since 2016 when he hired in as a Corrections Officer. In his tenure at the facility, he has also been a Corrections Supervisor and had been a SRT member. In 2021, Clay was promoted to a Commander position.

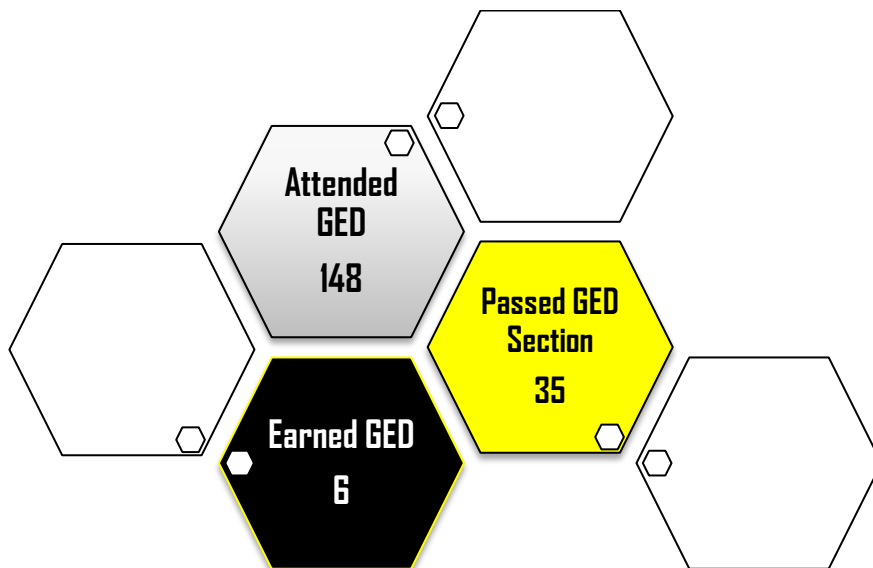
Areas assigned to Commander Walker are inmate education, treatment programs, community corrections, and transportation. Clay is also tasked with managing CCNO's volunteer program.

## EDUCATION

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Inmates are afforded the opportunity to earn their GED while incarcerated at CCNO. This is an ongoing program that inmates attend until they successfully pass all sections of the GED. As a certified testing site, CCNO inmates have the chance twice monthly to test in each of the sections of the program. GED classes cover language arts (reading & writing skills), social studies, science, and mathematics.

Classes were held through a partnership with Penta Career Center. A part-time instructor would come to the facility and hold classes for inmates. While numbers were lower than normal, CCNO still had inmates acquire their GED or pass sections of the test.



# TREATMENT PROGRAMMING

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Midwest Recovery Center provided substance use treatment disorder programming at CCNO in the first half of 2022. Programs offered to inmates were Life in Balance/Seeking Safety, and Anger Control. Each program separated males and females.



Life in Balance/ Seeking Safety is an evidence based treatment model that treats the co-occurring diagnoses of PTSD and Substance Use Disorder with an understanding that each diagnosis affects the other. Anger Control allows inmates to learn to manage their anger by identifying triggers as well as gain coping skills to express feelings and needs assertively.

Program participation is shown to the left by inmate attendance through the year.

Midway through 2022, Midwest Recovery Center provided notice that they needed to terminate the contract as they were struggling with staffing issues. A decision was made to proceed with CCNO directly hiring program staff to provide these services to the inmates. Two social workers were on-boarded by the end of the year and began working together to determine the best options for an incarcerated population.

## INMATE MEDICAL SERVICES

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Medical services for inmates were provided through a contract with Southern Health Partners (SHP), headquartered in Tennessee. Inmates completed 3,786 requests for medical services from nursing staff. The provider assessed and treated inmates during 2,657 visits in 2022. Health assessments were completed on 1,942 occasions. Mental health counseling was performed 5,552 times and 234 visits were had with the dentist. Throughout the year there were 45 ambulance transports, 95 ER visits, and 15 hospital admissions. Offsite medical appointments totaled 321 for the year. The percentage of inmates on medications in 2022 averaged 69%, and 50% of inmates, on average, required psychotropic medications.

# RECREATION, LAUNDRY, RECORDS

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Eligible inmates are offered a minimum of five hours of organized recreation in every security level on a weekly basis. Activities include basketball, volleyball, jogging/walking, ping pong, and board games. There are outside rec areas when weather permits as well as a large gym. Inmates also have access to board games in the units. Tournaments are held at least four times per year and have included free throw, pickle-ball, cornhole, and chess competitions. Inmate recreation is organized by Recreation Officer Lisa Osborne.



LISA OSBORNE

**4,757**  
**HOURS OF RECREATION IN 2022**



NATE MILLER

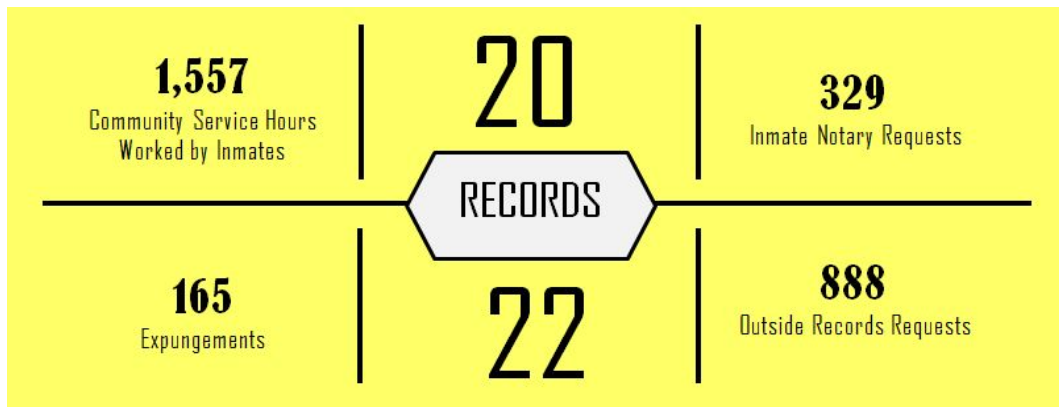
Laundry services are a necessity at CCNO as inmates are not allowed to wear their own clothes. All inmate uniforms, bedding, and towels are cleaned by inmate workers assigned to the laundry department. Officer Nate Miller has overseen the department since 2000. Services run Monday through Friday for seven hours per day, and Nate has five inmate workers managing the facility's laundry.

**9,100**  
**Inmate Worker Hours for  
Laundry Services in 2022**

Jamie Jones took on the role of CCNO's Records Clerk in 2021 although her career at the facility started in 2010. This role for the jail is to manage inmate records. While this encompasses a variety of tasks, the daily duties that require the most time for Jamie are answering requests to staff from inmates; calculating credit for time served for courts, probation officers, and prisons; and calculating and entering earned credit time. As a notary, Jamie will also assist inmates with paperwork requiring notarization.



JAMIE JONES



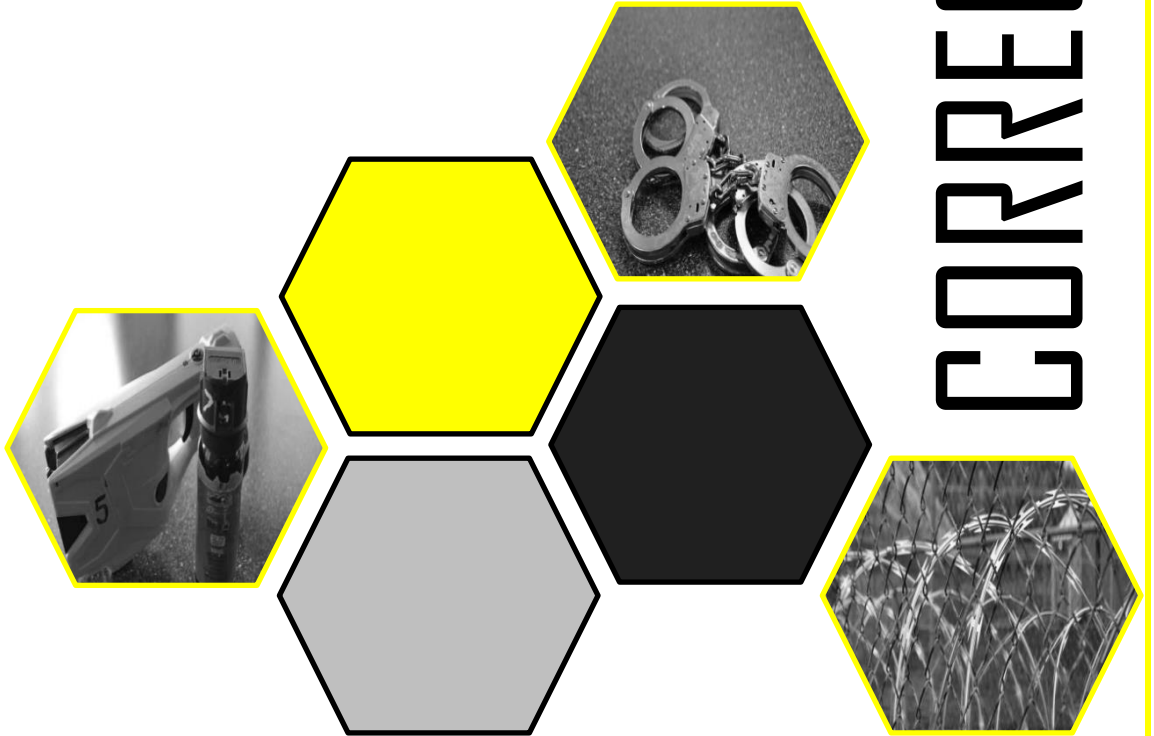
## VOLUNTEERS & RELIGIOUS SERVICES

CCNO boasts a robust volunteer program, with an average of 140 active volunteers per month. Mostly, volunteers provide religious services for the inmates including bible studies; however they will sometimes offer life skills classes. A part-time chaplain, John Cattell, is contracted through REACH Up to help organize the religious services offered to the inmates. Organizing these services is no small undertaking. Fortunately CCNO was able to restart the Volunteer Program in May. All volunteers were re-trained before they could begin holding services. Hundreds of hours per month are donated to the Volunteer program every month!

One common program offered by volunteers is HARC. The HARC (Healing Addictions through a Relationship with Christ) program is a six-week program that discusses how to incorporate Bible study and prayer into an inmate's life. The course also covers a variety of topics to help inmates be successful upon their release. These include: how to find a job, prepare for an interview and be a good employee, getting priorities in line, budgeting & saving money, developing a system to pay weekly bills, picking affordable housing, and learning where and how to shop on a budget.

Volunteers fill a uniquely important role within correctional facilities, and CCNO is pleased to have resumed these services in 2022.

# COMMUNITY CORRECTIONS SUMMARY



# COMMUNITY CORRECTIONS STAFF

At CCNO there are options available for low risk inmates to maintain employment as well as work for credit time if approved by their sentencing judge.

Pre-screened inmates can maintain current employment while serving non-working time at CCNO through the work release program. Participating inmates are required to pay 25 percent of their net pay for jail and court costs and must provide their own transportation to/from work. Throughout 2022, a total of 47 inmates participated in work release.

Additionally, judges have the option to sentence offenders to electronic monitoring (EM) as opposed to incarceration. CCNO offers three types of electronic monitoring: regular electronic monitoring, TAD, or GPS.

With all three options an ankle bracelet is placed on their ankle and they are supervised while in the community. Offenders can continue working or attend court ordered programs while restricted to home at specified times. All participants must pay to be in the program unless declared indigent by the court. GPS tracking allows for an offender's location to be pinged as opposed to regular electronic monitoring which solely detects when they are out of their designated range. TAD monitoring adds an element of alcohol detection through the use of a specially designed ankle bracelet.

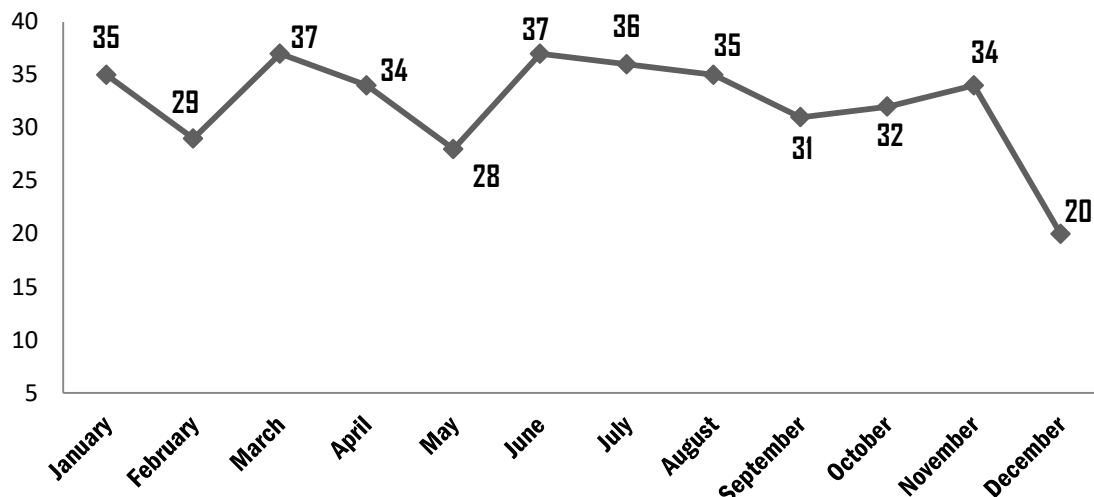


**MIKE DOBBINS,  
COMMUNITY CORRECTIONS  
SPECIALIST**

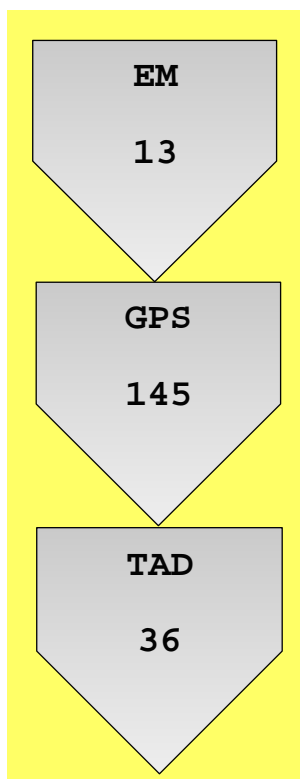


**OLIVIA COOPER,  
ELECTRONIC MONITORING  
SPECIALIST**

## Electronic Monitoring Average Daily Population

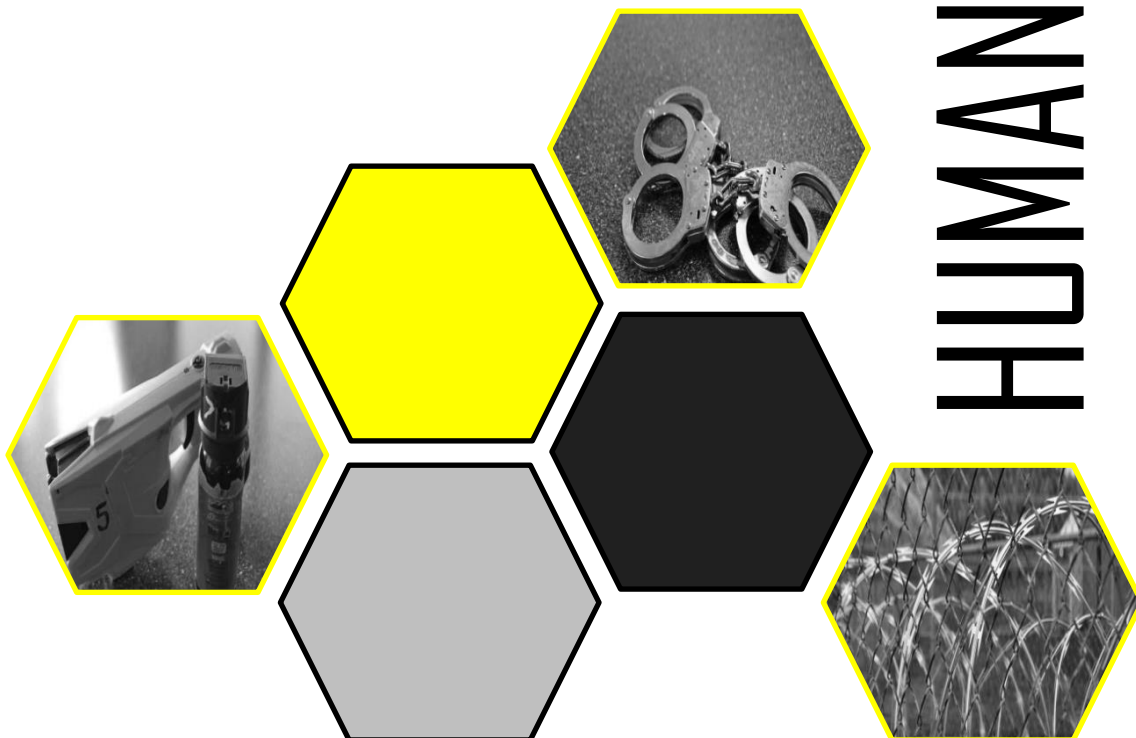


**2022 JAIL DIVERSIONS BY TYPE**



Participants in electronic monitoring are responsible for the fees associated with the equipment they are sentenced to wear. The EM program is funded through grants and the offender equipment payments.

In November of 2020, CCNO cut the cost of electronic monitoring. After a thorough feasibility assessment, top leadership determined it was a viable cost reduction.



# HUMAN RESOURCES

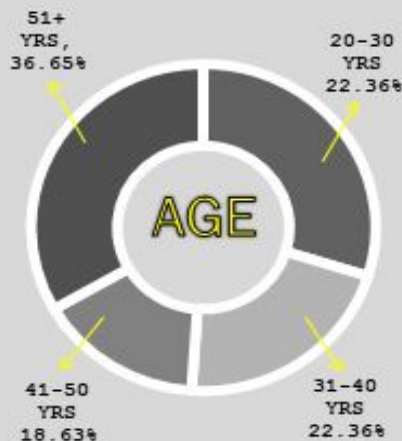
# HR MANAGER & STAFFING STATISTICS

## SALINA HILL, HUMAN RESOURCES MANAGER

Salina Hill has been the Human Resources Manager at CCNO since 1999. With goals for a qualified and diverse workforce in mind, Salina identifies and hires employees who are dedicated to the facility's mission. She recruits employees to join the organization and reviews the hiring process when necessary to make sure that we are effective and efficient.



### CCNO STAFFING DEMOGRAPHICS



The HR Manager is responsible for far more than just hiring. Salina works with consultants and providers to establish a benefit package for CCNO employees. She is very knowledgeable on the different areas of employee benefit administration; coordinating each aspect to include unemployment, worker's compensation, health & life insurance, COBRA, FMLA, military and disability leave. As Corrections Officers and Supervisors are both part of a labor union, Salina represents CCNO at labor management meetings and during the collective bargaining process. Maintaining personnel files, including staff discipline and attendance, are also part of her duties.

Salina advises the Directors on Human Resources issues, and one recurring issue CCNO faces is retention; a common issue faced by correctional institutions. At the end of 2022, CCNO's turnover rate was 47.5%. Working directly with inmates can be stressful and mentally exhausting for some people.

Management team members collaborated in 2018 to address staff concerns and make improvements wherever possible. Ultimately the goal was, and continues to be, to increase retention amongst staff.

# TRAINING SUPERVISOR & EVENTS



## **DEREK DOORNBOS, TRAINING SUPERVISOR**

Responsible for the training of all staff, including contract staff, is Training Supervisor Derek Doornbos. Derek started at CCNO in 2014. In his tenure with CCNO, he has held positions as a Corrections Officer, Corrections Supervisor, Disciplinary Chair, and Community Corrections Specialist. In 2021 Derek took over the role of the Training Supervisor at the facility. His diverse experience at CCNO gives him an educated perspective when developing staff trainings.

While he is actively involved in teaching during trainings, he also organizes and schedules the training calendar, sessions, and other instructors. Using standards -from ACA, PREA, and Ohio Jails -Derek creates and updates lesson plans to ensure CCNO staff receives appropriate training. There are a variety of types of trainings offered at CCNO:

- Pre-Service Training: for new staff (Officers, Non-Security, or Contract).
- OPOTA Basic Corrections Academy: for Corrections Officers within the first 12 months of employment.
- On-the-Job Training: used to train employees who are promoted or accept a new position within the facility; is also a part of the Pre-Service Training for new Officers.
- Monthly Self Training: electronic training for staff who do not participate in shift briefing.
- In-Service Training: trainings that are held on special topics.
- SRT Training: specialized training for SRT team members.
- Certification and Recertification: CPR, AED, and First Aid Certifications as well as LEADS, TASER, and OC.
- Miscellaneous: trainings specific to job duties that are attended by individual employees.

**17**

PRE-SERVICE  
TRAININGS

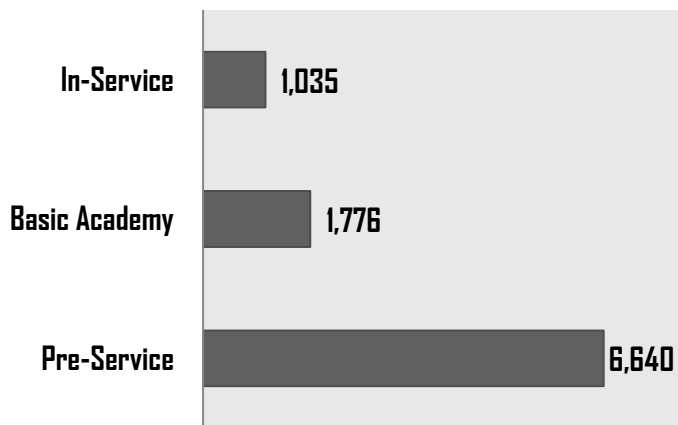
**12,534**

TOTAL TRAINING  
HOURS FOR CCNO  
STAFF IN 2022

**2**

BASIC CORRECTIONS  
ACADEMIES

## Training Hours Completed



The graph to the left highlights the training hours earned for the three largest trainings at CCNO. Of the total training hours accumulated by staff, 75.4% of those hours were earned in these three trainings. Basic Corrections academies are required to be 148 hours of training. CCNO held two academies onsite for 12 staff, and one officer from another jurisdiction. Pre-Service saw a change mid-way through 2018, increasing from 56 to 80 hours. Officers attend the full training while non-security and contract staff only attend classroom time.

In 2022, there were several In-Service Training events averaging 1.7 hours per event. Topics included "Central Control Security", "Central Control", "Emergency Keys", "Evacuation Training", "Fentanyl Search Safety", "Incident Reports & Daily Logs", "Subject Control Techniques", "Transportation and Bus Emergencies", and "Use of Force".

Derek also arranges all On-the-Job training, emergency drills, certifications, Monthly self training, and firearms training. Orientation training is provided for contract staff to gain the first badge level which allows them to begin working; 30 contract staff were able to utilize this option in 2022.

## EMPLOYEE RECOGNITION & ANNIVERSARIES



2022 Employee of the Year Charlie Doan

For decades CCNO has utilized the *Employee of the Month* and *Employee of the Year* method of recognizing and honoring staff who go above and beyond in their job duties. After the leadership shift in April of 2018, facility management staff were challenged to find more ways to show employees recognition and appreciation for their work and dedication. Changes, both large and small, were seen at the facility. From having the Directors more accessible to all shifts, holding shift meetings to discuss facility changes, and getting creative on ways to improve Correctional Employees Week the push to improve appreciation was realized and remains a priority.



Officer  
Adam Villareal



Supervisor  
Jesse Gibson



Supervisor  
Charlie Doan



Officer  
John Grine



Officer  
Bethany Pieper



Supervisor  
John Mitchell



Officer  
Alex Michael

All of the above employees were Employee of the Month recipients. Dozens of other employees were nominated throughout the year for the honor. Nominations are made for a variety of reasons; some for specific events where an employee did something exceptional and other times are simply for having a positive, team-player attitude. Whatever the reason may be, each nominee receives a certificate and pen as a reminder that what they did was appreciated.

Each year there are a few events held at the facility to honor staff or to simply allow employees to enjoy some time together. Correctional Employees & Nurses Week, the CCNO Picnic, and the Christmas Party & Raffle are the typical annual events for staff.

Years of service anniversaries are celebrated every five years at CCNO. Staff pictured on the next page celebrated tenure milestones in 2022.

# 2022 ANNIVERSARIES

**5  
YEARS**



STEVE AELKER



DUNNÉ GAMBLER



JOE HIGGINS



CODY WEIDNER

**10  
YEARS**



MIKE DOBBINS

**15  
YEARS**



KEVIN BLOOM



RHONDA GERKEN

**20  
YEARS**



KIM MANLEY



JEFF SCHAD



MIKE TEMPLE

**25  
YEARS**



MICHELLE BRACKENBURY



JOHN ZIMMANN

**30  
YEARS**



PAM ARMES



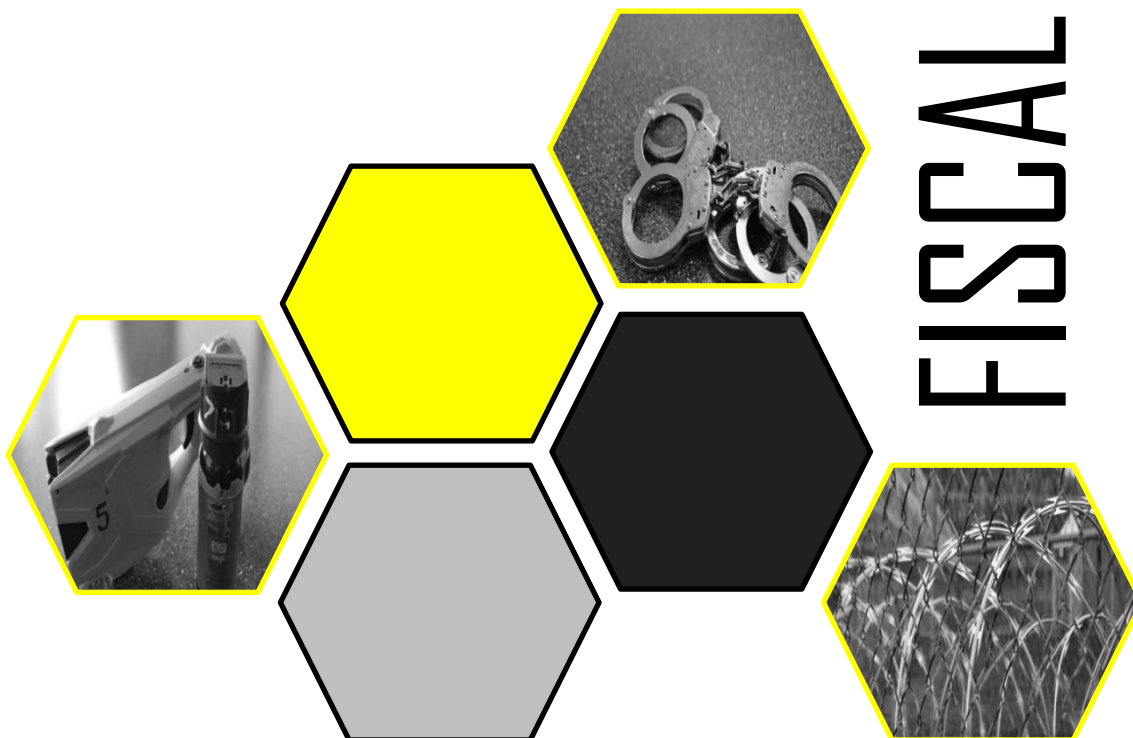
BEN GEREN



MELISSA STEVENS



JEFF WOOLACE



# FISCAL SUMMARY

# FISCAL MANAGER & TEAM



**TONYA JUSTUS, FISCAL MANAGER**

In 2005, Tonya Justus began her career with CCNO as the Fiscal Manager after 16 years of private sector accounting. The Operating Agreement outlines that in this position Tonya “shall receive and disburse all funds of the Commission, prepare all necessary fiscal reports for the Commission, and undertake all other financial transactions necessary to the work of the Commission...” The Fiscal Manager is one of two positions at CCNO directly approved by the Board, the other being the Executive Director.

Using information from a variety of sources, Tonya prepares a budget to be reviewed and approved by the Board. Tonya works closely with the Executive Director to assist with fiscal related matters, research, or investigation. Every two years CCNO is required to have an audit performed in compliance with the Auditor of State. Tonya schedules and assists auditors during the process, and provides the Board with the final report. She also assists with the preparation of grant applications and their supporting documentation.

The Fiscal Department includes the Fiscal Manager, Accounts Purchasing Assistant and Payroll Clerk. All financial matters at CCNO are performed and/or overseen by these three individuals.



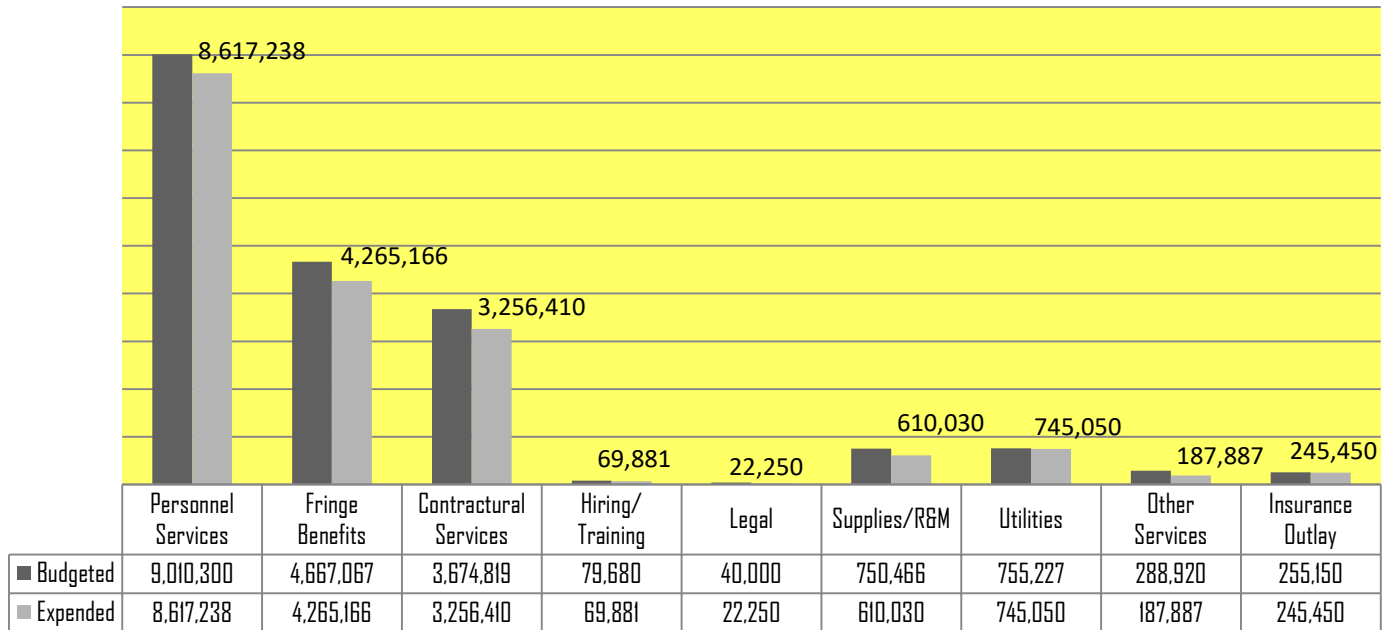
Accounts Purchasing Assistant  
Kelsey Goebel



Payroll Clerk  
Kim Hines



## CCNO 2022 BUDGETED/EXPENDED COMPARISON



\*Amounts are rounded to the nearest dollar.

CCNO is committed to fiscal responsibility for our area taxpayers. As shown in the above graph, the expended amounts are typically less than budgeted. While the graph is only a portion of line items from CCNO's budget, it displays significant savings for the facility.

The five member jurisdictions, along with the US Marshals contract, proportionately share in the cost of operating the Corrections Center based upon the number of beds each is allocated. The bed allocation is reviewed annually based on each member's estimate of beds needed. There were 597 beds funded at the end of 2022.

The table to the right shows the budgeted vs actual invoice amounts sent to the members.

	BUDGETED	ACTUAL
DEFIANCE	\$1,532,396.00	\$1,519,812.21
FULTON	\$1,328,076.00	\$1,287,895.51
HENRY	\$944,980.00	\$914,924.18
LUCAS	\$4,929,212.00	\$4,663,468.45
WILLIAMS	\$1,404,696.00	\$1,381,943.52
TOTAL	\$10,139,360.00	\$9,768,043.87

The capital budget is used for physical improvements to the facility or systems. In 2022, revenue for the capital account was received in the amount of \$55,740.14. The cost of the projects and/or purchases equaled \$194,067.93.