

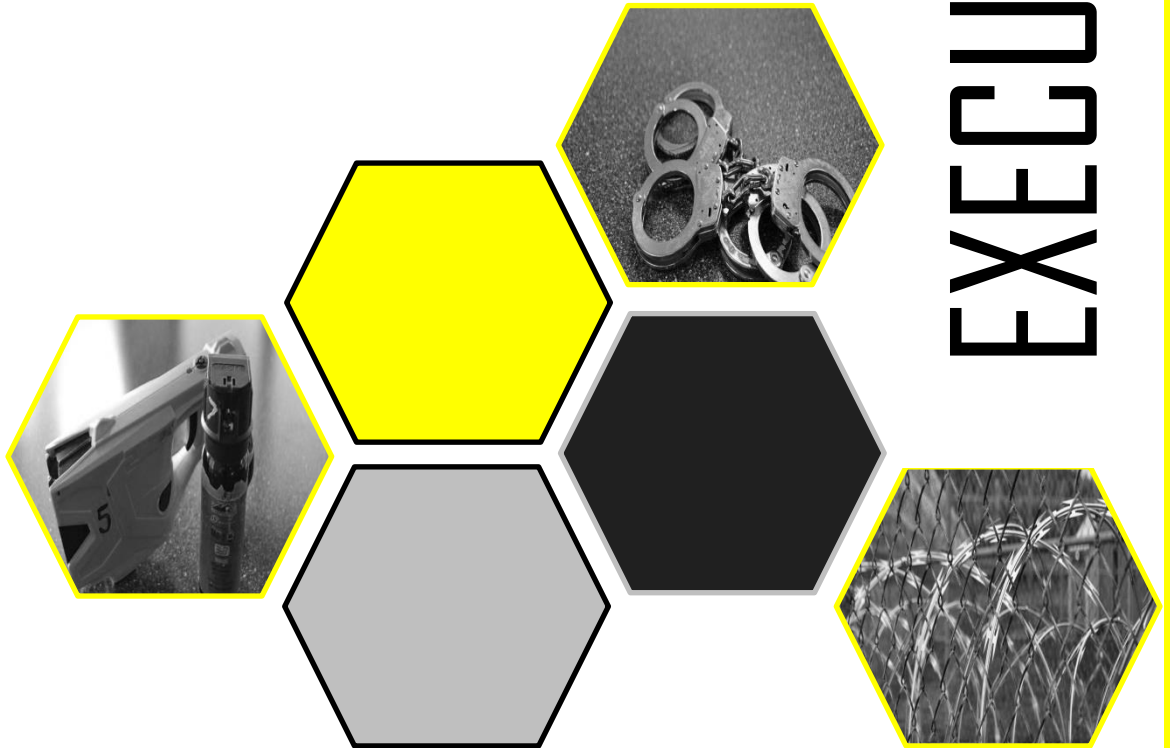


**ANNUAL
REPORT
2023**

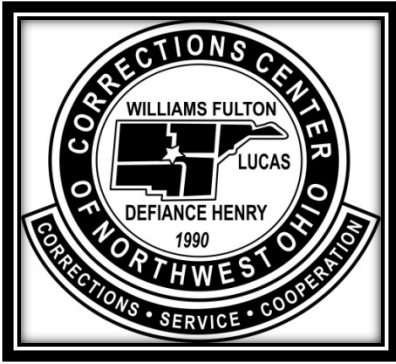
CORRECTIONS CENTER OF NORTHWEST OHIO

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EXECUTIVE SUMMARY



CORRECTIONS COMMISSION OF NORTHWEST OHIO

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I had communicated in 2021 and 2022 that staffing shortages and difficulty hiring were major issues that CCNO faced. Thankfully, 2023 started looking up in that regard. The turnover dropped 8.3% from 2022. Security staff were getting some relief from overtime and we were able to slow down hiring from bi-weekly to once per month. Staffing challenges are not new, but the past few years have been unrivaled in the difficulties of the past.

Public agencies are subject to specific rules for contracted services. In 2023, we had reached our five (5) year maximum contract period for our major services: food, medical, and inmate phones/tablets. The bidding process is in depth and requires many hours of work from several individuals. These three services are a major part of creating a budget, so it's imperative that we do it right every time. We were able to plan ahead and space each bid out so we could give each the appropriate focus. Our work paid off and we secured great contracts for each service.

The best news of 2023 occurred in April. We were visited by Ohio's Governor, Mike DeWine. Governor DeWine brought a large crowd and the announcement of CCNO being awarded \$4.6 million in grant funding! We have had many people visit the jail, but this was by far the biggest public event in CCNO history. The grant funding that CCNO was awarded will allow us to make some necessary adjustments to a couple units in the facility.

This report is a snapshot of CCNO's 2023 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 2024,

MISSION STATEMENT

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

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



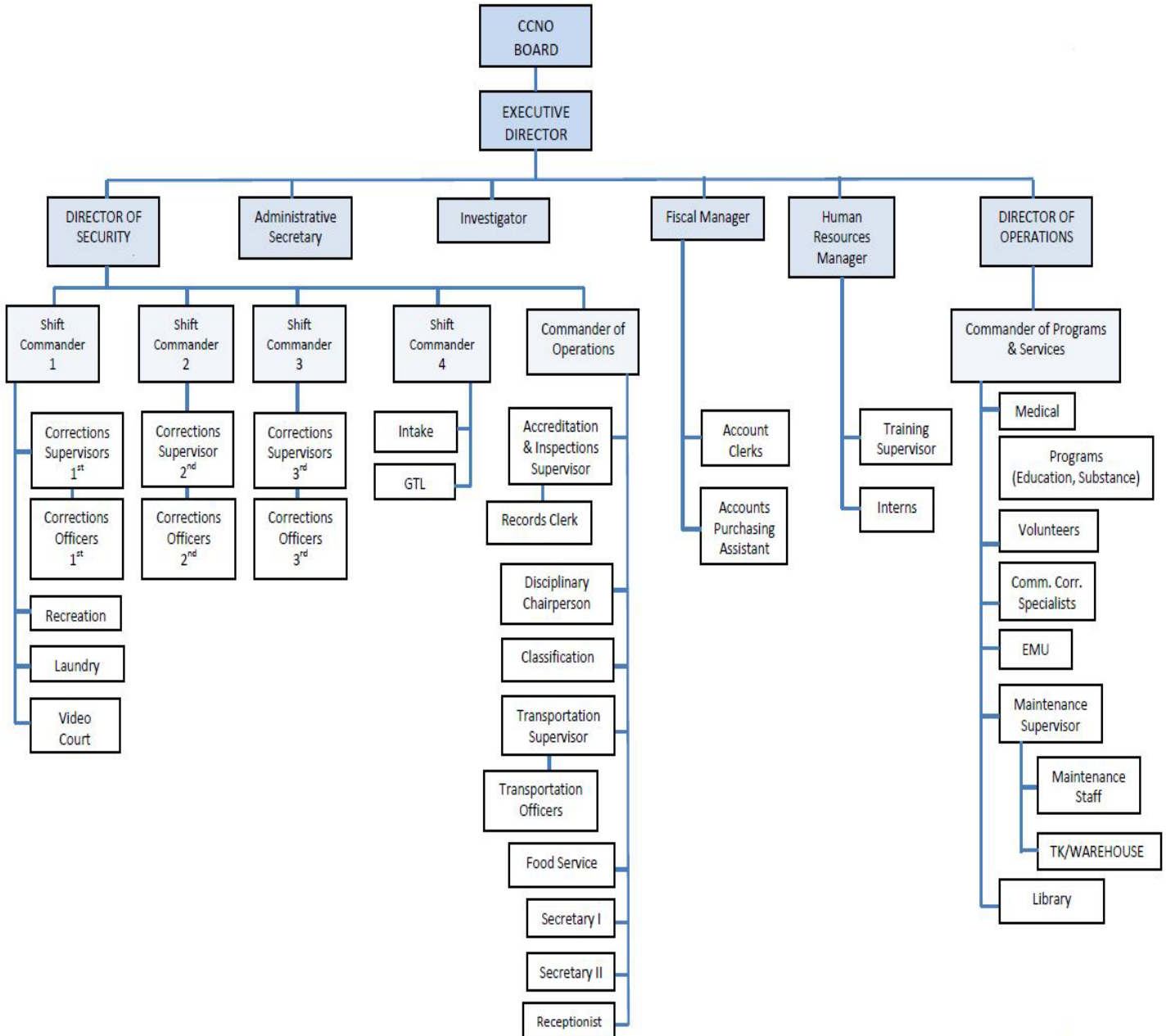
Lewis Hilkert
Commissioner



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



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



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.

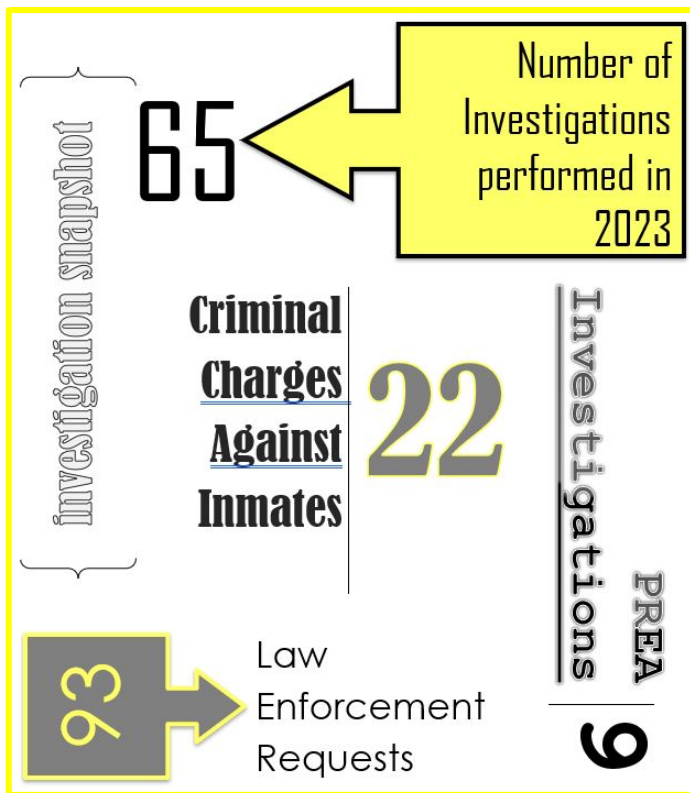
Serving as CCNO's Public Information Officer is another assigned responsibility. In this role, Dunné acts as the liaison for media contacts. Appropriate information sharing and communication is fundamental for public agencies. Preparation and distribution of press releases following CCNO Board meetings,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

INVESTIGATIONS

ANDY COLLERT, CCNO INVESTIGATOR



Using his law enforcement background to conduct investigations at the facility is Andy Collert. Andy came to CCNO in 2023 after an 18-year career in law enforcement. Starting his career at the Montpelier Police Department and then moving on to the Williams County Sheriff's Office, most recently as a Sergeant. 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



Andy 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. Andy presents evidence for/at administrative hearings and testifies in court in efforts to prosecute offenses incurred at the facility.

Andy 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, Andy'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.

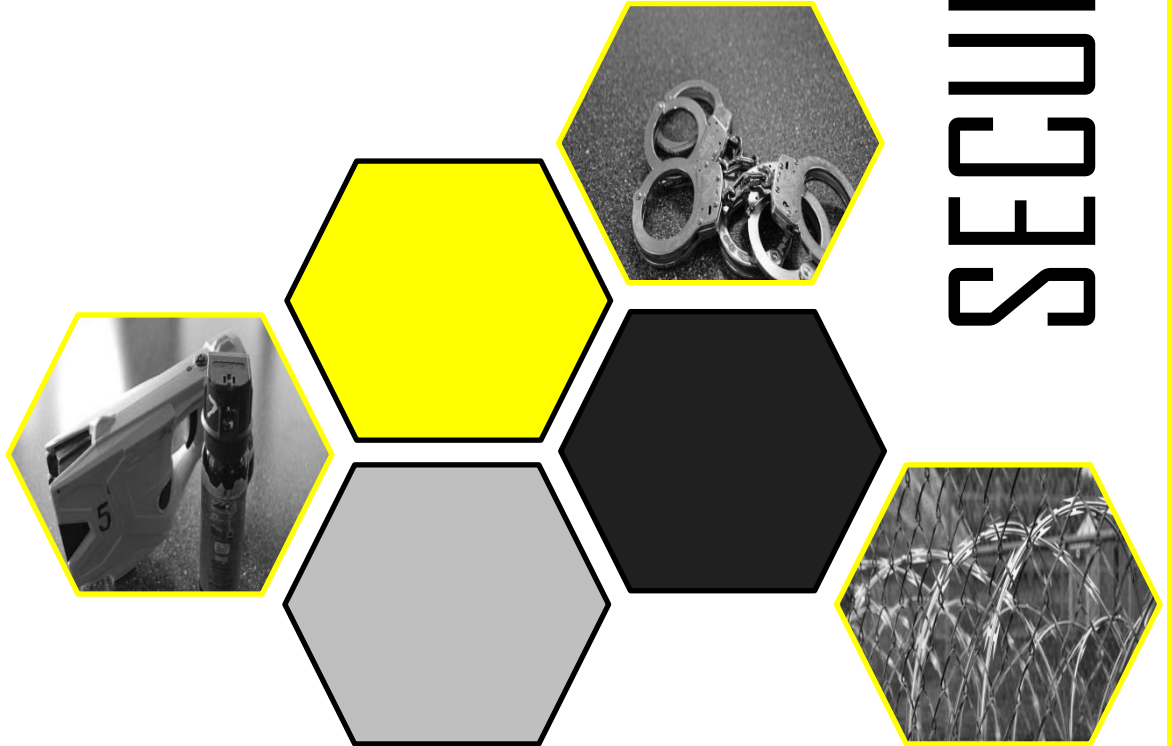
Typically, there are close to 50 objectives in any given year. The following are examples of objectives that were established for 2023, and some that have been assigned for FY 2024. In 2023, CCNO successfully completed 94% of its objectives.

2023	2024
Successfully complete ACA audit.	Successfully complete PREA audit.
Rotate five or more policies for review each week.	Update the Emergency Notification System for employees annually.
Successfully complete the fiscal audit of '21-'22	Successfully complete the 2023 OPERS audit.
Review all Human Resources policies and procedures annually.	Update staffing analysis.
Conduct quarterly kitchen audits.	Conduct weekly Classification Meetings.
Move to Outlook email.	Replace facility switches.
Preventative maintenance for all vehicles done quarterly.	Preventative maintenance for refrigerant equipment done quarterly.
Divert 158 low risk offenders that would have been sentenced to jail.	Maintain participant numbers in the Anger Management program.
Based on promotions, update new Supervisors in TKA basic training.	Complete quarterly emergency drills by all shifts & document on fire/tornado drill forms.
Test scores from Corrections Officer academy average 80% or above.	Maintain all academy instructor certificates.

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 Fort Defiance Humane Society as the 2023 charity recipient. 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 2023, CCNO staff had raised \$3,716 for the Fort Defiance Humane Society!





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: Jon Masser, Clay Walker, and Mike Temple. Between the three commanders there are 40 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 18 Corrections Supervisors and approximately 83 Corrections Officers.



JON MASSER



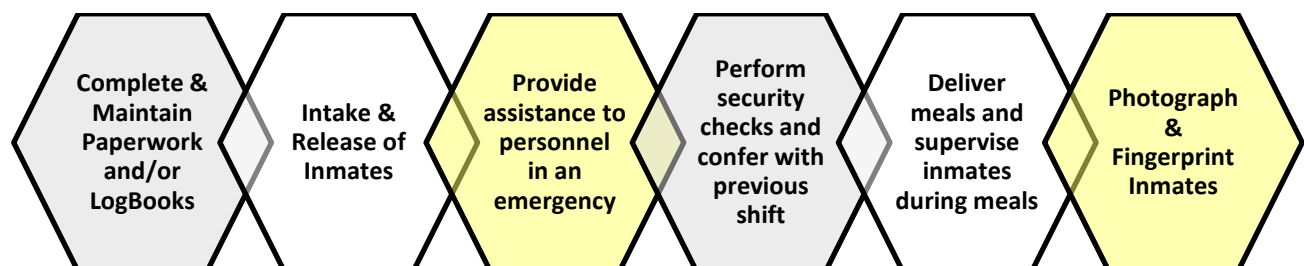
CLAY WALKER



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

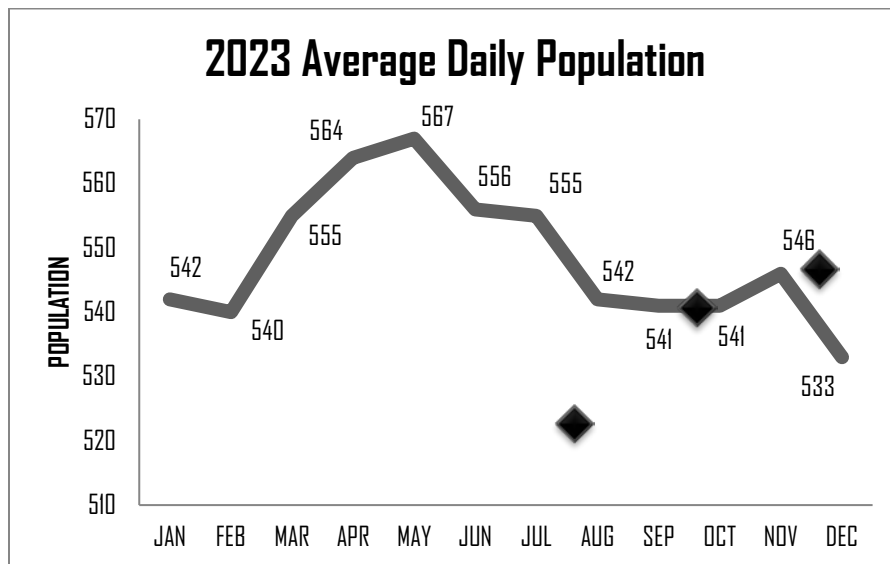
The Special Response Team is established to respond to facility emergencies. The SRT is a team which provides a consistent order of work, organizational structure, and unity of expertise in resolving emergency situations at the CCNO. The SRT is trained in tactical skills and in the use of force. The 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 2023. 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

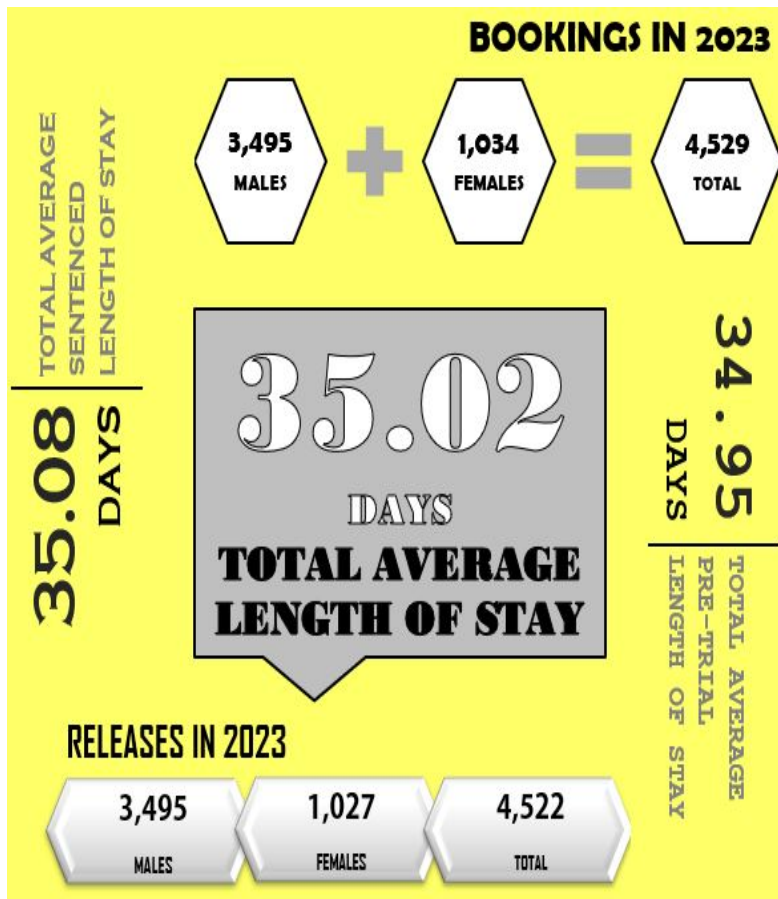
CCNO serves five counties (Defiance, Fulton, Henry, Lucas, and Williams) and has bed usage contracts with the US Marshals and the City of Findlay. In 2023, there were 403 funded member beds and 210 contracted beds, totaling 613 funded beds. The average daily population for the 2023 was 545; showing a slight decrease from the 553 average in 2022. Population dropped early in the pandemic and has continued to remained 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	38	25.92
PRE-TRIAL	39.71	17.22



INTAKE COMMAND STAFF

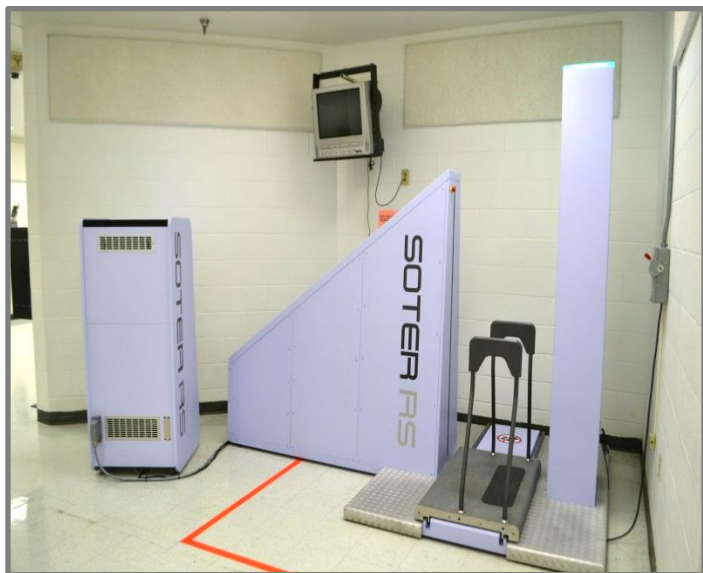


BETH MILLER

CCNO’s Intake Commander, Beth Miller, started her career in 1994 as a Corrections Officer after having served 4 ½ years in the United States Army in the Military Police Division. As an officer, Beth began learning the essential role that the Intake Department plays in CCNO operations. In 2000, she was promoted to Corrections Supervisor. In this position she found herself again supervising the Intake Department and further developing her knowledge of the area. Beth gained another promotion in 2021 to the role of Commander. She’s overseen both security’s shift commander as well as serving as the Intake Commander. Managing the ever-improving technology at the facility has become a large aspect of Beth’s role at CCNO.

After extensive consideration and research, the facility added inmate tablets to operations in the spring of 2019. CCNO contracts this service with ViaPath 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.

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

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.

RECREATION, LAUNDRY, VIDEO COURT



LISA OSBORNE

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.

4,658.25
HOURS OF RECREATION IN 2023

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. That means there are 9,100 hours per year dedicated to laundry services!

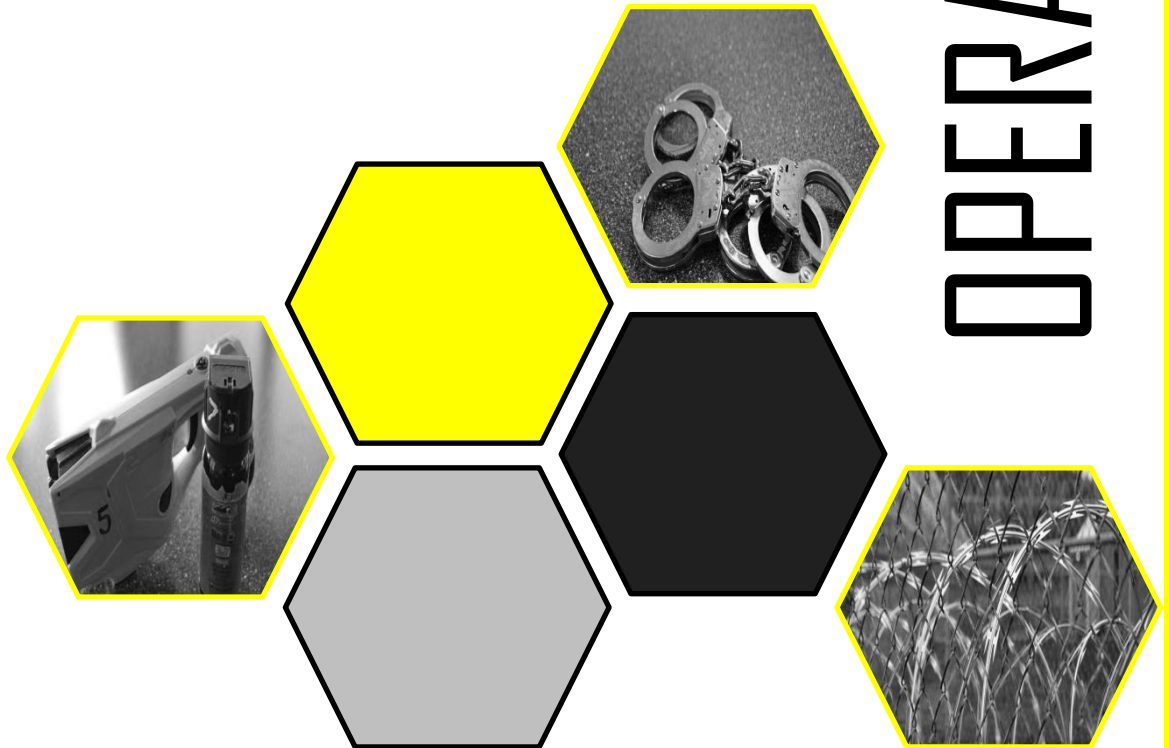


NATE MILLER



BRANDON RHODES

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 2022 a total of 7,808 video sessions were held, but 2023 decreased to 6,841. However, video sessions in 2019 totaled 4,358, significantly lower than the total in 2023, making it clear that the video court renovation was necessary to accommodate such a high volume. These thousands of visits are coordinated by Video Court Officer Brandon Rhodes.



OPERATIONS SUMMARY

OPERATIONS COMMAND STAFF

JULI STEINGASS, COMMANDER OF OPERATIONS

The facility directors oversee the facility's specialty areas and are assisted by the Commander of Operations, Juli Steingass. Juli has been at CCNO since 1995 holding several positions including Corrections Officer, Work Release Specialist, Corrections Supervisor, Shift Commander, and Accreditations & Inspections Supervisor. The operations sector of CCNO is multifaceted. Commander Steingass manages inmate food service, classification, discipline, transportation, inmate records, and accreditation & facility compliance.



INMATE FOOD SERVICE

Food service is a large operation when needing to provide nutritious, palatable, and attractive meals for an average of 545 people three times per day as well as providing inmate commissary services. If you use that 545 inmate figure, there would be 1,635 meals prepared daily and 596,775 meals made per year!

With a 2023 per meal price of \$0.9047 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.

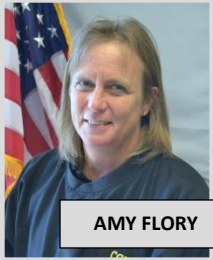
When the schedule allows, Aramark offers ServSafe and In2Work Certification programs to inmates working in the kitchen. In 2023, seven inmates received certification from these programs.

Through the program, inmates are offered three-phased classroom and hands-on training. ServSafe and RISE UP programs are utilized through IN2WORK. ServSafe's purpose is to provide and assess knowledge of basic safe food handling procedures, while RISE UP teaches the importance of supply chains and the flow of goods. After completion, participating inmates could receive certification from the National Restaurant Association and/or the National Retail Federation.



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 three 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.



ARIEL TIRADO

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 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.

FACILITY COMPLIANCE

Responsible for overseeing CCNO's inspections and accreditations is Jamie Jones. Jamie has been at CCNO since 2010. She started as a Corrections Officer, then moved to a Classification Specialist, followed by the Records Clerk, and landed in her current role early in 2023. 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.



JAMIE JONES

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 2023 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 2023 and received re-accreditation, with 100% compliance in both mandatory and non-mandatory standards. The next re-accreditation for ACA will be held in 2026.

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 and will repeat the process in 2024.

Managing the facility's inspections is also Jamie's responsibility. In 2023, 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.



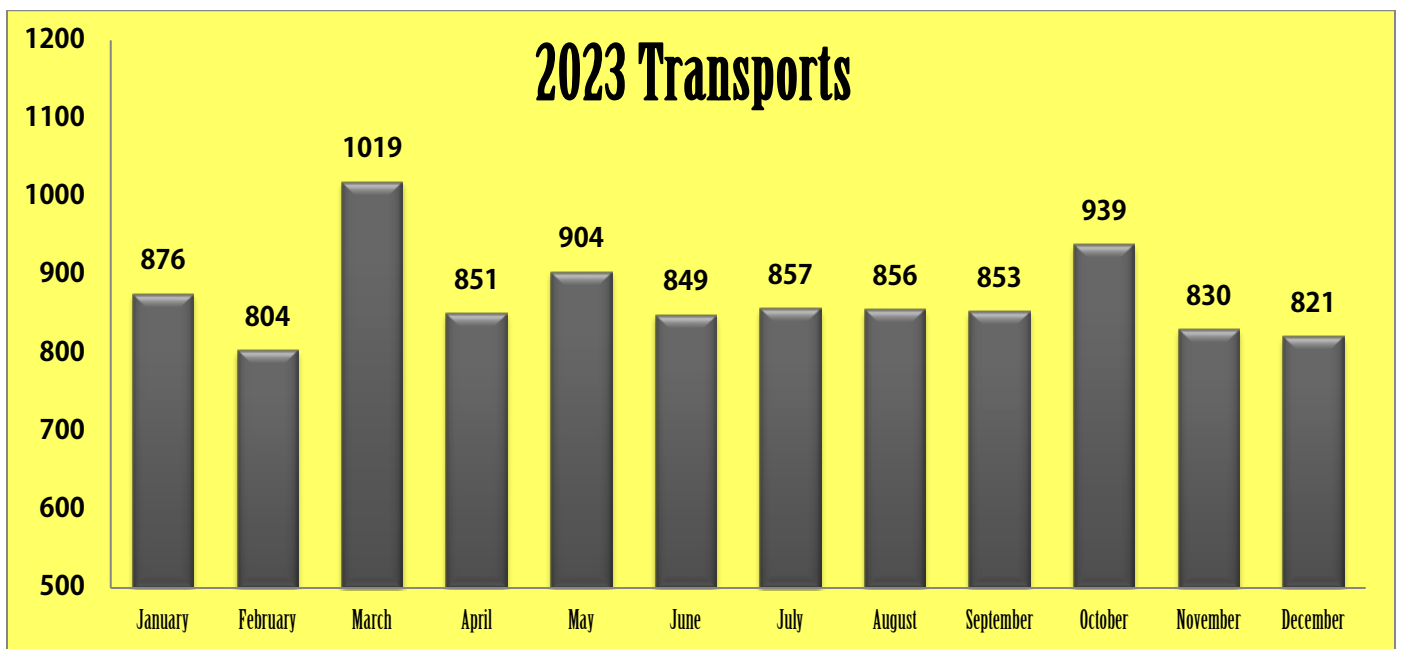
TRANSPORTATION



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, five vans, and three cars. Transportation Officers transport thousands of inmates every year for a variety of purposes including court, medical, prison, treatment facilities, and releases. There was a total of 10,459 transports in 2023. This is an increase of over 400 transports from 2022 totals.

In the following chart you can see the fluctuations from month-to-month throughout 2023.

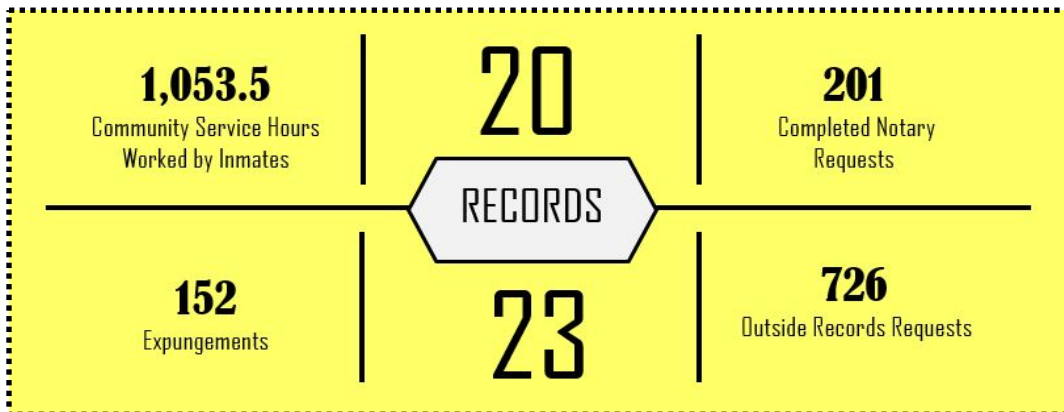


Pictured to the right are a few vehicles in CCNO's Transportation Fleet

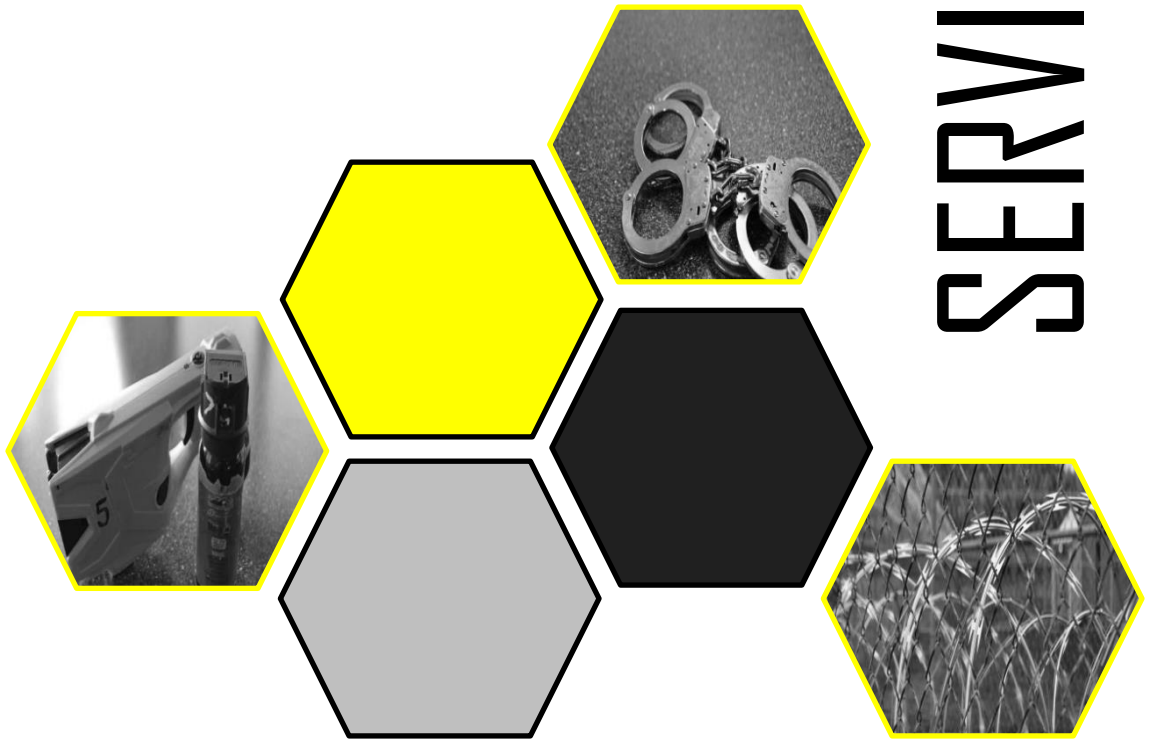


INMATE RECORDS

Kelsy Roesel took on the role of CCNO's Records Clerk in 2023 although her career at the facility started in 2012. 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 Kelsy 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, Kelsy will also assist inmates with paperwork requiring notarization.



INMATE PROGRAMS & SERVICES SUMMARY



PROGRAMS & SERVICES COMMAND STAFF



MARTIN SCHMIDT, COMMANDER OF PROGRAMS & SERVICES

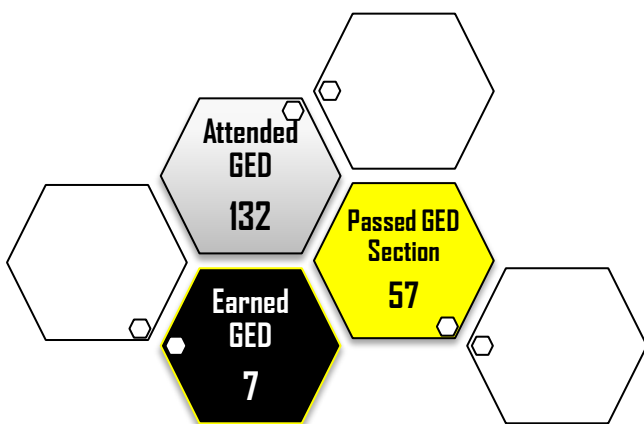
The specialty areas that are available to inmates by request are grouped into the Programs & Services section which is overseen by the directors with the aid of Commander Martin Schmidt. Martin came to CCNO in 2020 to fill the Investigator position after a long career with the Archbold Police Department, having retired as the police chief. In 2023 Martin shifted over to the role of Commander of Programs & Services.

Areas assigned to Commander Schmidt are inmate education, treatment programs, community corrections, medical, and maintenance. Martin is also tasked with managing CCNO's volunteer program.

EDUCATION

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.

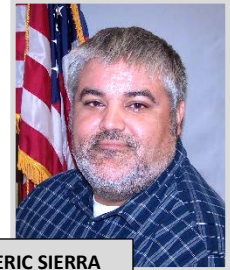
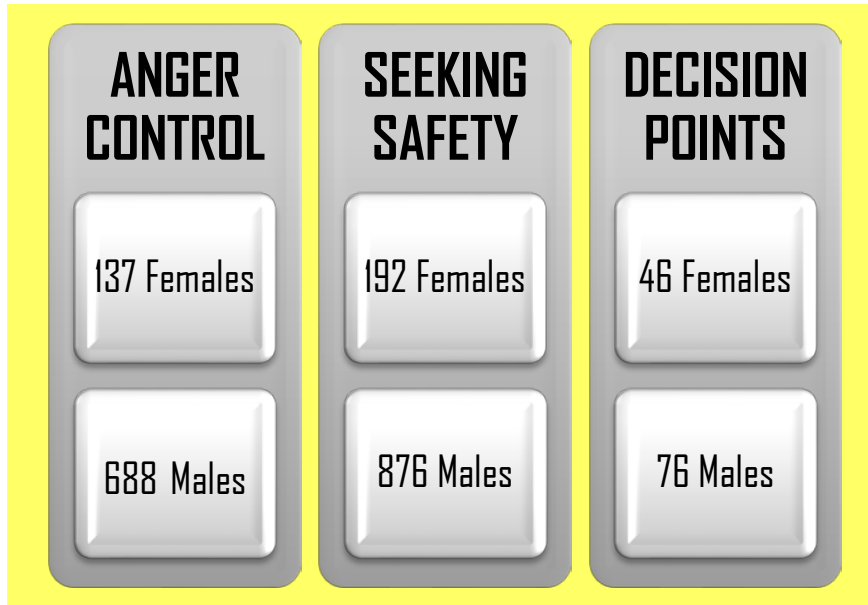
Classes were held through a partnership with Penta Career Center. A part-time instructor would come to the facility and hold classes for inmates. While numbers were lower than normal, CCNO still had inmates acquire their GED or pass sections of the test.



At the end of 2023, CCNO began to offer a new program called Tooling U. This program is designed to help inmates improve their work and leadership skills while also learning about manufacturing processes. With a goal of instilling confidence in their skills and the workforce, Tooling U aims to aid inmates with obtaining employment following incarceration. Two inmates completed and received their certification in 2023, and the instructors are hoping for much higher success rates for 2024.

TREATMENT PROGRAMMING

CCNO employs two social workers who work together to provide programming to the inmate population. Programs offered to inmates were Seeking Safety, Anger Control, and mid-way through the year Decision Points was implemented as well.



ERIC SIERRA



DONICA KLINE

Program participation is shown above by inmate attendance through the year.

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. The new program in 2023, Decision Points, is a cognitive-behavioral intervention based on principles with broad based research support in reducing problematic behavior and recidivism. It addresses the Risk – Need – Responsivity model of correctional interventions.

INMATE MEDICAL SERVICES

Medical services for inmates were provided through a contract with Southern Health Partners (SHP), headquartered in Tennessee, through October. In November, the new medical provider, VitalCore, assumed medical service operations. Inmates completed 2,813 requests for medical services from nursing staff. The provider assessed and treated inmates during 2,361 visits in 2023. Health assessments were completed on 2,101 occasions. Psychiatric NP visits were held 1,739 times and 139 visits were had with the dentist. Throughout the year there were 48 ambulance transports, 116 ER visits, and 21 hospital admissions. Offsite medical appointments totaled 225 for the year. The percentage of inmates on medications in 2023 averaged 65%, and 38% of inmates, on average, required psychotropic medications.

MAINTENANCE



CHARLES VON SEGGERN, MAINTENANCE SUPERVISOR

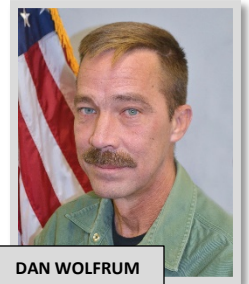
Charles VonSeggern was promoted to Maintenance Supervisor in May 2023. Having started his CCNO career in January of 2023, Charles quickly demonstrated his extensive knowledge base, skill set, and calm-under-pressure leadership. He oversees three maintenance employees who cover two shifts and the Tool Key Warehouse Officer.

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.

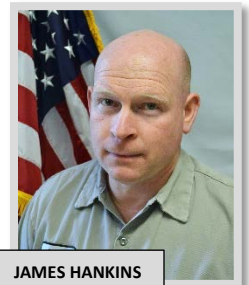
Managing the extensive key system of a correctional facility is an essential task. Officer Jeff Woolace holds that role at CCNO. He also manages inventory of the Warehouse and tools used in the units and kitchen.

Charles 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 2023:

- Installed Electronic Mixing Valves
- Replaced glass in Central
- Epoxied all Showers
- Installed Shower & Stall Doors
- Remodeled Library/Training Room
- Remodeled Director of Security's Office
- Patched and Resealed Maintenance Lot
- Generator Radiator Replacement



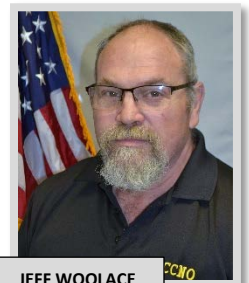
DAN WOLFRUM



JAMES HANKINS



KEN ROHRS



JEFF WOOLACE

COMMUNITY CORRECTIONS

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 2023, a total of 38 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.

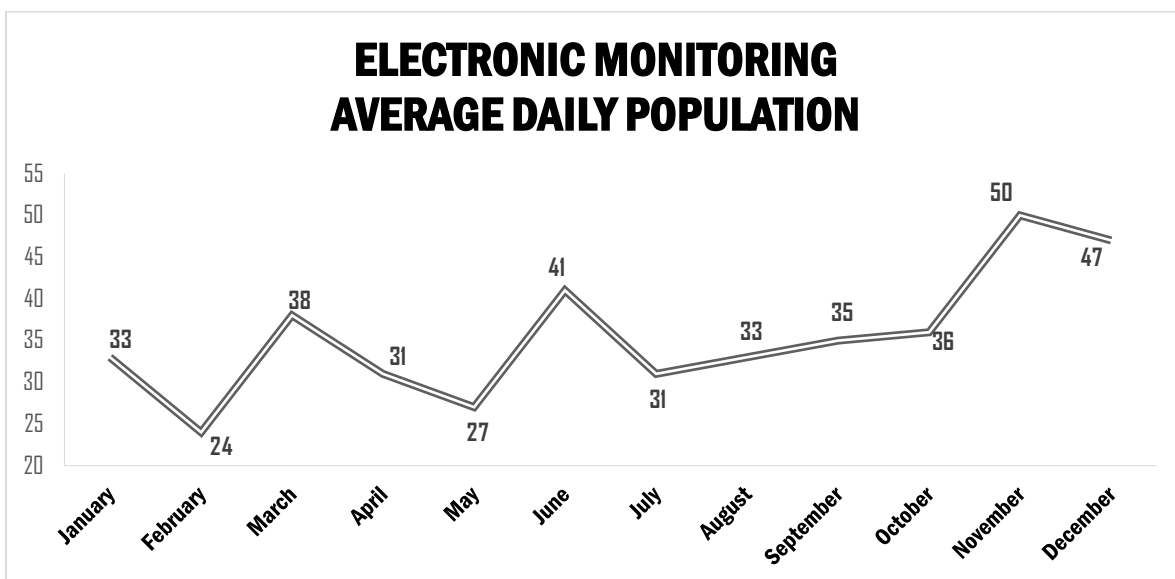
With all three options an ankle bracelet is placed on their ankle and they are supervised while in the community. Offenders can continue working or attend court ordered programs while restricted to home at specified times. All participants must pay to be in the program unless declared indigent by the 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.



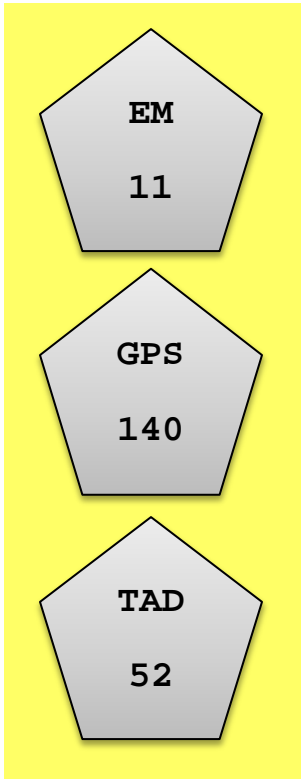
OLIVIA COOPER,
ELECTRONIC MONITORING
SPECIALIST



MIKE DOBBINS,
COMMUNITY CORRECTIONS
SPECIALIST



2023 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.

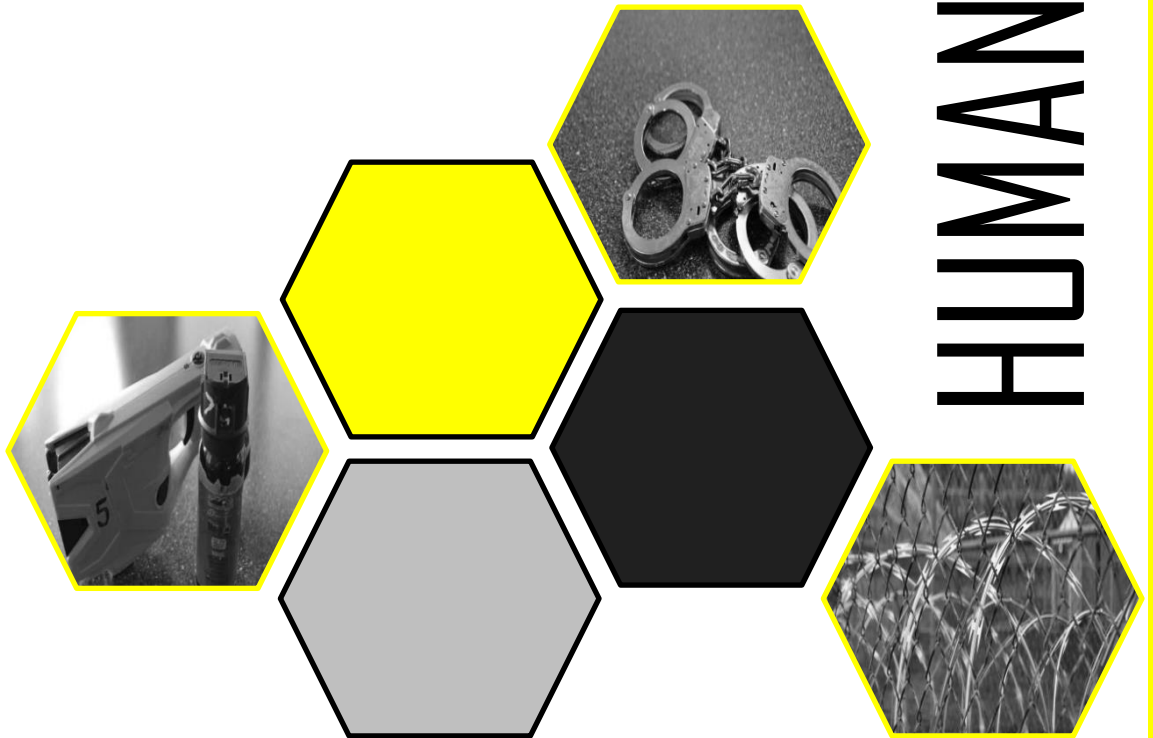
VOLUNTEERS & RELIGIOUS SERVICES

CCNO boasts a robust volunteer program, with an average of 109 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. Hundreds of hours per month are donated to the Volunteer program every month! In fact, in 2023 volunteers provided 3,864.11 hours of religious services.

Aside from volunteers coming in and providing services, there are 155 religious texts or series available on the tablets for the inmates, covering nearly 20 religions/denominations.

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 so many local men and women provide these services to our inmate population.



HUMAN RESOURCES

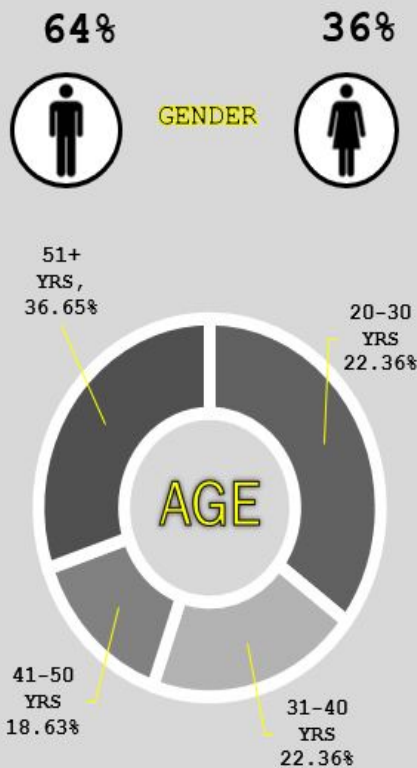
HR MANAGER & STAFFING STATISTICS

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 2023, CCNO's turnover rate was 39.16%. Working directly with inmates can be stressful and mentally exhausting for some people.

Management team members collaborate to address staff concerns and make improvements wherever possible. Ultimately the goal continues to be to increase retention amongst staff.

TRAINING SUPERVISOR & EVENTS



DEREK DOORBOS, 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.

7

PRE-SERVICE
TRAININGS

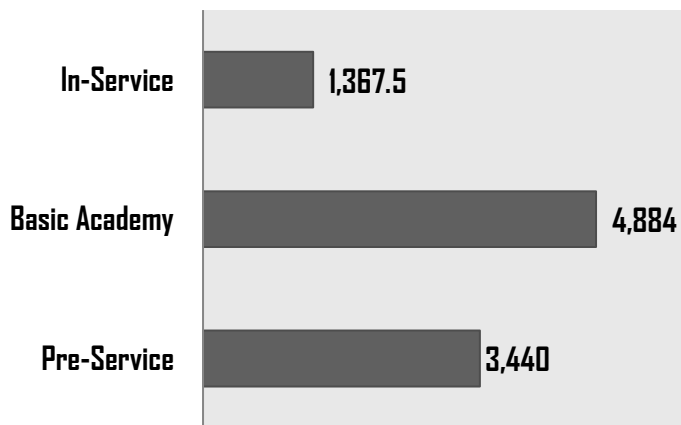
12,650

TOTAL TRAINING
HOURS FOR CCNO
STAFF IN 2023

4

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, 76.6% 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 33 staff. 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 2023, there were several In-Service Training events averaging three (3) hours per event. Topics included "Americans with Disabilities Act and Our Jails: Delivering Service to All with Dignity and Respect", "Central Control", "Officer In-Service Training and PREA", "Supervisor In-Service Training and PREA", "Spark On-Line Training" which reviewed several medical situations, "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 2023.

EMPLOYEE RECOGNITION & ANNIVERSARIES



2023 Employee of the Year Telori Austin

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.



Supervisor
Jon Davis



Officer Michelle
Brackenbury



Supervisor
TeLori Austin



Accreditations &
Inspections Supervisor
Jamie Jones



Officer Casey
Hupenbecker



Transportation
Officer Ben Geren



Officer Jordan
Wolfe



Officer Shane
Thompson



Officer Doug
Speelman



Officer Daniel
Lorenzen

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 2023.

2023 ANNIVERSARIES

5 YEARS



ALEX MICHAEL



COLIN KRICK



JORDAN BOCKELMAN



JAMES McCONKEY



MORGAN FEDDERKE



JAMES HENDERSON

10 YEARS



JESSE GIBSON

15 YEARS



CHARLES ABBOTT



KATIE GINTER



RENEE KEBER

20 YEARS



KEN ROHRS



LISA OSBORNE



AMY FLORY



CHARLIE DOAN

25 YEARS

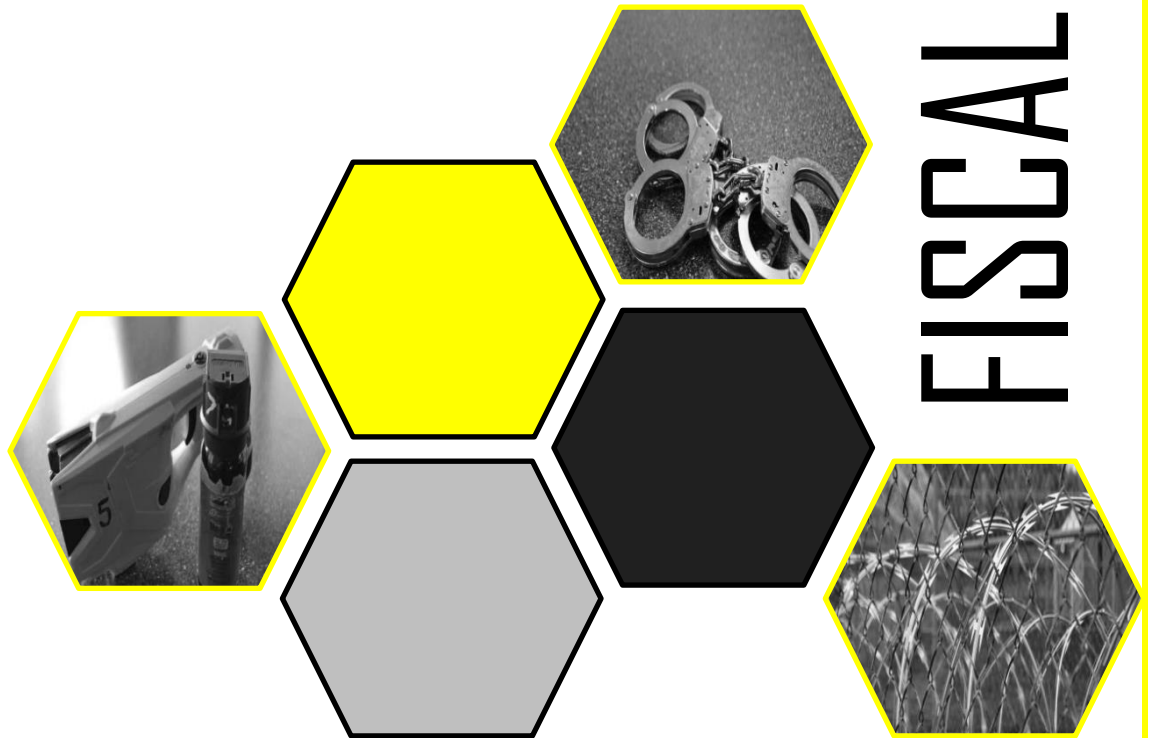


JULI STEINGASS

30 YEARS



KIM HINES



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

2023 FISCAL SNAPSHOT

\$19,596,694.00

{ ANNUAL BUDGET }

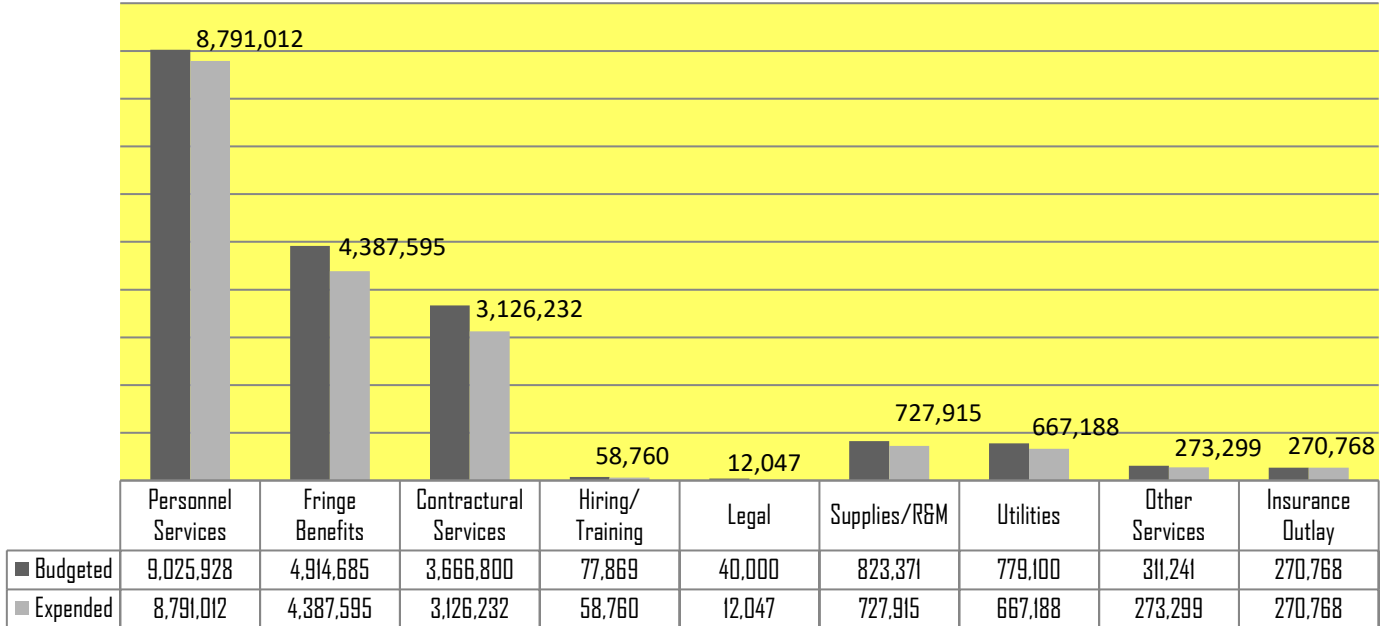
BUDGETED	PER DIEM	ACTUAL
\$69.95		\$67.48

{ CAPITAL EXPENDITURES }

\$181,781.00

BUDGET INFORMATION & STATS

CCNO 2023 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 613 beds funded at the end of 2023.

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

	BUDGETED	ACTUAL
DEFIANCE	\$1,685,120.00	\$1,668,104.39
FULTON	\$1,327,672.00	\$1,231,431.58
HENRY	\$944,688.00	\$910,916.91
LUCAS	\$4,927,700.00	\$4,722,582.05
WILLIAMS	\$1,404,268.00	\$1,383,160.40
TOTAL	\$10,289,448.00	\$9,926,195.33

The capital budget is used for physical improvements to the facility or systems. In 2023, revenue for the capital account was received in the amount of \$222,525. The cost of the projects and/or purchases equaled \$181,781.