The history of CCNO is founded on facing challenges. Last year was no different for our organization. However, our history is equally defined by our perseverance. CCNO rises to every obstacle and our team works together to solve every issue we face. In 2018 we experienced a change in leadership which created a domino effect for several matters needing attention.

With jails and prisons facing the increasing threat of inmates conveying drugs into their facilities, we were lucky enough to be able to purchase a body scanner that was installed in our Intake department. Every inmate is scanned as part of the intake process so we can prevent contraband from making its way into the units.

CCNO successfully completed our first PREA audit in 2018. This required a lot of paperwork, organization, and coordination. The work paid off when we received the word that we had passed. I was extremely proud of our staff for the effort they put into the audit, and the auditor we had made sure to pass along how impressed he was with CCNO and our staff.

To help with employee morale, we held focus groups amongst the security staff to get their ideas on how to improve their daily routines and manage inmates’ behavior. Any officer or supervisor who wanted to participate was able to meet with me and offer their suggestions. There were some really great ideas, and many were implemented.

With new leadership came the need to revisit our organizational chart and make changes that made sense for the facility’s chain of command. I’m pleased to say that all promotions that occurred in 2018 were internal. CCNO has many capable and experienced staff that have great leadership potential, and we’re always excited to help them grow in their careers.

This report is a snapshot of CCNO’s 2018 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 2019,
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

Ryan Mack
Commissioner

Doug Engel
Sheriff

FULTON COUNTY

Jeff Rupp
Commissioner

Roy Miller
Sheriff

WILLIAMS COUNTY

Brian Davis
Commissioner, CCNO Board Chairman

Steve Towns
Sheriff

HENRY COUNTY

Bob Hastedt
Commissioner

Michael Bodenbender
Sheriff

LUCAS COUNTY

Pete Gerken
Commissioner

John Tharp
Sheriff
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.
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 of CCNO’s 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); a familiar task as he once was the SRT Commander. The SRT is used during facility emergencies, which are uncommon, but train regularly to keep their skills sharp.
TOBY BOSTATER, DIRECTOR OF OPERATIONS

Director Bostater’s CCNO career began in 1994, also as a Corrections Officer. He was promoted to a Corrections Supervisor, then to the Training Supervisor, followed by the Manager of Operations. Toby was a military man in his early 20s, which is typically beneficial to people interested in a career in corrections. He’s also obtained an Associate’s in Criminal Justice and a Bachelor’s in Organizational Management. In his current position as the Director of Operations, Toby oversees all of the specialized areas of the jail, including inmate 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 Toby’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. His chain of command includes two commanders, two department supervisors, specialty officers, contract employees, and volunteers.

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.
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. 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 successfully completed the re-accreditation process in May of 2017, with 100% compliance in both mandatory and non-mandatory standards. The next re-accreditation for ACA will be held in May 2020.

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.

Managing the facility’s inspections is also Juli’s responsibility. In 2018, CCNO had the following inspections:

- Williams County Health Department, Annual Full Facility Inspection. No deficiencies noted.
- 2018 Citizen’s Advisory Committee
- Williams County Health Department, Unannounced Kitchen Inspection. No deficiencies noted.
- US Marshal Inspection
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.

**INVESTIGATIONS**

**TODD SNYDER, CCNO INVESTIGATOR**

Using his law enforcement background to conduct investigations at the facility is Todd Snyder. Todd came to CCNO in 2013 after a long career with the Williams County Sheriff’s Office, most recently as a detective. 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. Additionally, Todd 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. Todd presents evidence for/ at administrative hearings and testifies in court in efforts to prosecute offenses incurred at the facility.

Todd 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, Todd’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 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 2018, and some that have been assigned for FY 2019. In 2018, CCNO successfully completed 91% of its objectives.

<table>
<thead>
<tr>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successfully complete Ohio Jail Inspection.</td>
<td>Maintain 100% compliance on all kitchen and facility inspections with no more than two deficiencies to correct.</td>
</tr>
<tr>
<td>Update emergency notification system for employees annually.</td>
<td>Conduct weekly facility inspections.</td>
</tr>
<tr>
<td>Review Fiscal policies.</td>
<td>Develop email program for paychecks.</td>
</tr>
<tr>
<td>Update staffing analysis.</td>
<td>Maintain turnover rate below 20%</td>
</tr>
<tr>
<td>HITT program have 20 participants.</td>
<td>Divert 750 low risk offenders that would have been sentenced to jail.</td>
</tr>
<tr>
<td>Mandatory strong password implementation.</td>
<td>GTL interface.</td>
</tr>
<tr>
<td>Parking lot resurfacing.</td>
<td>Preventative maintenance for all vehicles done quarterly.</td>
</tr>
<tr>
<td>Have 25 inmates take the GED test with 50% passing two or more subjects.</td>
<td>Personal Finance Management - Have 50 inmates participate in the program.</td>
</tr>
<tr>
<td>The number of grievances for the year when divided by the yearly bookings will not exceed 1%</td>
<td>Quarterly emergency drills on each shift and documented on appropriate form.</td>
</tr>
<tr>
<td>Create 1st Line Supervision training program.</td>
<td>Test scores from Corrections Officer academy at 80% or above.</td>
</tr>
</tbody>
</table>

CHARITABLE INVOLVEMENT

Each year CCNO staff vote on which charitable organizations they would like to donate to throughout the year. Each quarter has a designated charity that receives the money donated. In 2018, those charities were the Wounded Warriors Project, Make-A-Wish Foundation of Northwest Ohio, the Ronald McDonald House Charities, and St. Jude Children’s Research Hospital. 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 fourth quarter charity; which in 2018 was St. Jude Children’s Research Hospital. The raffle drew in $3,514.00 at the Christmas Party; raising $1,200 more than 2017!
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, Jon Masser, and Mike Temple. Between the three commanders there are nearly 35 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.

**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.

In 2018, there were 12 SRT members; however there can be up to 20 members. Mike Temple was the SRT Commander for 2018 and team leaders were Jon Masser and Kevin Kinnersley. 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 two bed usage contracts, one with ODRC and the other with the US Marshals. In 2018, there were 485 funded member beds and 173 contracted beds, totaling 658 funded beds. The average daily population for the 2018 was 630; a significant increase from 2017 when the average was 599.

The graph below gives a monthly breakdown of that average population.

![2018 Average Daily Population Graph](image-url)
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.

<table>
<thead>
<tr>
<th></th>
<th>MALES</th>
<th>FEMALES</th>
</tr>
</thead>
<tbody>
<tr>
<td>SENTENCED</td>
<td>40.3</td>
<td>28.4</td>
</tr>
<tr>
<td>PRE-TRIAL</td>
<td>22.1</td>
<td>13.9</td>
</tr>
<tr>
<td>OVERALL</td>
<td>31.9</td>
<td>22.5</td>
</tr>
</tbody>
</table>

ADVANCING CONTRABAND DETECTION

In June of 2018, the purchase of a SOTER RS body scanner was approved. A process began to install and implement the new equipment to help fight conveyance into the facility. The process included policy creation, electrical work, several inspections, and staff training. After months of preparation, the scanner was officially put into action.

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.
While not a sub-division, another task assigned to Ron is the handling of CCNO’s contract with the Ohio Department of Transportation (ODOT) for roadway cleaning. Since 2017, CCNO has partnered with ODOT to utilize inmates to clean trash from roadways in our member counties. Inmates who wish to participate in the ODOT program are screened by classification and must meet certain criteria to be approved. Inmates are supervised by a staff member at a three or four-to-one ratio. All of the supplies needed to complete the task are provided by ODOT. This program has been quite successful with several positive comments being made by the public.

INMATE FOOD SERVICE

Food service is a large operation when needing to provide nutritious, palatable, and attractive meals for an average of 630 people three times per day. Summit Food Service was the vendor CCNO had contracted with until November. Summit, which was ABL prior, was awarded the food service bid beginning in 2017 and meal prices for 2018 were $0.7697 per meal.

In early August of 2018, Summit had submitted their 90-day contract termination notice. Staff immediately began preparing a Request for Proposal for a new food service provider.

With a per meal price of $0.749 and contractual provision for commissary commission, Aramark assumed inmate food and commissary services at the facility in early November.

The food service provider at CCNO also provides meals to the juvenile center based on contract specifications.
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).

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.

There are two Corrections Supervisors per shift that are assigned as Disciplinary Chairpersons for the year. They oversee all rule violation hearings and assign sanctions when an inmate is found guilty. The inmate has the option to appeal their sanction to the Executive Director if they so choose.
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

CCNO maintains its own transportation system which is outlined in the Operating Agreement. The Transportation department is comprised of seven full time Transportation Officers, nearly 10 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 15,396 transports in 2018.

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

Evident in the following chart, the largest transportation reason is court followed by releases, new book-ins, and community public works. The number of transports for court has decreased over the years as a result of the implementation of video arraignment. On average, there are approximately 370 video sessions held per month. In 2018, 4,434 sessions were held for over 30 different agencies.
MAINTENTANCE

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 Department falls under the Operations Chain of Command under Director Bostater.

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.
Independent Studies is an extension of the GED program, and is available to inmates that do not meet the requirements to attend the program in the classroom.

Personal Finance Management aims at teaching inmates practical methods to money management. Inmates directly experience activities on how to budget, use discipline in spending, learning to avoid credit card debt, making an investment in education to increase earning potential over a career, and saving for retirement.

Employability/Career Development teaches inmates how to prepare themselves to find, acquire, and maintain employment. Some important elements that are covered in this course are job etiquette skills, how to fill out an application, creating a cover letter and résumé, employment search, preparation for and interview techniques, and time management.

PROGRAMS & SERVICES COMMAND STAFF

JON DAVIS, 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 Director Bostater with the aid of Commander Jon Davis. Jon has been with CCNO since 2001 when he hired in as a Corrections Officer. In his tenure at the facility, he has also been a Corrections Supervisor and had been assigned as the Property Master as well as a Disciplinary Chair. In 2017, he was promoted to Shift Commander and in late 2018 transitioned to the Commander of Programs & Services. Areas assigned to Commander Davis are inmate education, medical, treatment programs, recreation, laundry, records, and warehouse. Jon 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 are taught by Jami Nathan, CCNO GED Instructor.

Mid-way through 2018, CCNO leadership began looking into options to expand on the education program. Through research, visits to other facilities, and self-assessment three new course offerings were implemented: Independent Studies, Personal Finance Management, and Employability/Career Development. Each course was selected to give as many inmates as possible the chance to improve themselves or gain skills to assist them in successfully reentering their communities upon their release.

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The info to the right summarizes the education program’s statistics for 2018. Leaders at the facility are already looking forward to comparing this info with next year’s accomplishments and seeing the numbers for the new programs grow as they become more established within the jail.

TREATMENT PROGRAMMING

Recovery Services provided substance use treatment disorder programming at CCNO in 2018. Programs offered to inmates were New Beginnings, Women/Men in Trauma Training (WITT/MITT), and Thinking for a Change. Each program separated males and females. Mental health counseling, case management, continuing care, and MAT (Medication Assisted Treatment) were other services provided to CCNO inmates by Recovery Services.

New Beginnings is an intense drug/alcohol treatment and education program. It includes group and individual counseling, education, and referrals to other treatment agencies. Thinking for a Change is a program based on the principle that thinking controls how people act, and that to change the way a person acts, they must take control of their thinking. Inmates build skills to recognize their and others’ thinking patterns, recognize the risks associated with those thoughts and understand how to make better choices. WITT and MITT is an integrated treatment approach designed for high risk inmates who are mentally ill, substance abusing, and victims of trauma.

Program participation is shown to the left by number of inmates who received services.
Aside from program participation, the below information summarizes the impact from other services for inmates. The MAT program uses Vivitrol to help inmates keep clean from opiate use. Continuing care emphasizes relapse prevention, and case management assists in linking inmates with agencies and/or services upon their release. Mental health counseling is an essential service at the facility as we see higher numbers of inmates with mental health diagnoses.

INMATE MEDICAL SERVICES

Medical services for inmates were provided through a contract with Correct Care Solutions (CCS), headquartered in Nashville, Tennessee. Inmates completed 2,498 requests for medical services from nursing staff. The physician provided treatment to inmates at 996 visits in 2018. Health assessments were completed on 2,719 occasions. Inmates had 878 visits with the psychiatrist and 192 visits with the dentist. Throughout the year there were 38 ambulance transports, 103 ER visits, and 18 hospital admissions. Offsite medical appointments totaled 146 for the year. The percentage of inmates on medications in 2018 was 77.4%, with 44.4% of inmates requiring psychotropic medications.

RECREATION, LAUNDRY, RECORDS

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 quarterly and have included free throw, pickle-ball, cornhole, and chess competitions. Inmate recreation is organized by Recreation Officer Lisa Osborne.
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 2018

Chris Kuckuck has been CCNO’s Records Clerk since 2017 although her career at the facility started in 1994. 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 Chris 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, Chris will also assist inmates with paperwork requiring notarization.

4,957
Inmate Requests to Staff in 2018

174,050.25
Credit Hours Worked by Inmates in 2018

285
Inmate Notary Requests in 2018

VOLUNTEERS & RELIGIOUS SERVICES

CCNO boasts a robust volunteer program, with an average of 169 active volunteers per month. By the end of 2018, volunteers had donated 8,649.82 hours of their time and talent to inmates at CCNO. 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. Worship services are offered on a daily basis with an attendance tally of 17,364 for 2018.

Two common programs offered by volunteers are HARC and ACTS. 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. There were 984 inmates that participated in HARC in 2018.
Alcohol Chemical Treatment Series (ACTS) is a faith-based educational approach to drug and alcohol abuse, using visual tools, object lessons and a true recorded testimonial application. A qualified volunteer Christian Prisoners Fellowship instructor teaches an ongoing ACTS curriculum addressing real life situations and providing offenders with positive coping skills in a support group setting. The instructor also offers chaplaincy materials and benefits to the offenders, links the released offenders to a positive support group (a local church) outside the jail and provides care for the inmates’ families. In 2018, ACTS was attended by 961 inmates.
At CCNO there are options available for low risk inmates to maintain or gain employment as well as work for credit time if approved by their sentencing judge. Those programs are work release, Helping Inmates Through Training (HITT), and Community Public Works (CPW).

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.

HITT (Helping Inmates Through Training) is a job placement program in which inmates are employed and paid by area employers and placed on the work release program. Again, participating inmates are required to pay 25 percent of their net pay for jail and court costs. Employer transports inmates to/from work.

In the CPW program, inmates are assigned to perform community service at various sheriff’s departments, parks, municipalities, counties, or non-profit agencies. They receive earned credit time but no pay. CCNO or the supervising agency provides the transportation for the inmates to/from their job site. In 2018, this saved area communities approximately $194,918.40.

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**Community Corrections Program Participation**

- **CPW**: 125
- **HITT**: 17
- **Work Release**: 72

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**FEES COLLECTED IN 2018**

- Court Fees: $2,798.79
- Jail Fees: $41,547.88

**Total Fees**: $44,346.67
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.

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.

Midway through 2018, a mutual decision was made for CCNO to discontinue electronic monitoring services for Toledo Municipal Court (TMC) offenders. Lucas County operates their own EM program, and TMC decided to transition to their services. In the chart below, it is evident by the decrease in average monthly population when the shift occurred.
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.

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 2018, CCNO’s turnover rate was 33.54%. Working directly with inmates can be stressful and mentally exhausting for some people. Paired with an uncommon staffing schedule and overtime potential, the combination of factors can equate to a discouraged employee.

In 2018, management team members collaborated to address staff concerns and make improvements wherever possible. Ultimately the goal was, and continues to be, to increase retention amongst staff. Focus group initiatives, strides in union negotiations, and increased employee recognition were all actions taken to boost morale.
LESLIE VANAUUSDALE, TRAINING SUPERVISOR

Responsible for the training of all staff, including contract staff, is Training Supervisor Leslie VanAusdale. Leslie is one of two employees who were here when CCNO originally opened the doors in 1990. In her tenure with CCNO, she has held positions as a Corrections Officer, Corrections Supervisor, Disciplinary Chair, and Case Manager. For the past 14 years Leslie has held the role of the Training Supervisor at the facility. Her diverse experience at CCNO gives her an educated perspective when developing staff trainings. While she is actively involved in teaching during trainings, she also organizes and schedules the training calendar, sessions, and other instructors. Using standards - from ACA, PREA, and Ohio Minimum Jails - Leslie creates and updates lesson plans to ensure CCNO receive appropriate training. Arising from focus group suggestions, she teamed up with the Shift Commanders to create an in-service training for Supervisors titled ‘First Line Supervision 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.
- **Briefing Training:** recorded PowerPoint presentations given to security staff by Shift Commander or Corrections Supervisor during briefing.
- **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.

### TOTAL TRAINING HOURS FOR CCNO STAFF IN 2018

- **Pre-Service Trainings:** 9 hours
- **Basic Corrections Academies:** 17,163 hours
- **In-Service Trainings:** 5 hours
In 2018, there were seven In-Service Training events averaging 3 hours per event with 520 staff participating. One of the trainings offered was Prison Tours. The training was designed to provide staff with the opportunity to compare the similarities and differences between short and long term incarceration, gain insight to help prepare inmates for their transfer to prison, and learn about program/service options available to inmates at other facilities. Leslie worked with eight other correctional facilities to organize tours for over 100 CCNO staff. The training was very well received by staff, with many returning with ideas or suggestions on what could be implemented at CCNO while others were able to appreciate the daily operations and procedures in place at CCNO.

EMPLOYEE RECOGNITION & ANNIVERSARIES

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 late April, 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. A major contributor to understanding where to begin in this goal was the focus groups. From having the Directors more accessible to all shifts, talking points during union negotiations, and honoring ex-Military staff on Veteran’s Day the push to improve appreciation was realized and remains a priority.

Director Eiden and 2018 Employee of the Year Mike Dobbins
All of the above employees were Employee of the Month recipients, along with one other – Jeff Peoples – who has since resigned. 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. In 2018, a tribute to CCNO military men & women was added to the list.

Years of service anniversaries are celebrated every five years at CCNO. Staff pictured on the next page celebrated tenure milestones in 2018.
2018 ANNIVERSARIES

5 YEARS

JESSE GIBSON
BRENT KAYNE
LARESSA MCCURDY
TONY LAUBER

10 YEARS

CHARLES ABBOTT
KATIE GINTER
RENEE KEBER

15 YEARS

CHARLIE DOAN
AMY FLORY
LISA OSBORNE
KEN ROHRS

20 YEARS

LAUREN KENNEDY
JULI STEINGASS
KIM HINES

25 YEARS

LYNDA ROMERO
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. The 2018 operating and capital budget was $18,018,539.00 with a member per diem of $72.67; a rate that was the same in 2017. 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, Payroll Clerk, and Community Corrections Account Clerk. All financial matters at CCNO are performed and/or overseen by these four individuals.

2018 FISCAL SNAPSHOT

$18,018,539.00
{ ANNUAL BUDGET }

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<th>BUDGETED</th>
<th>ACTUAL</th>
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<td>$72.67</td>
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{ CAPITAL EXPENDITURES }
$766,868.59
CCNO 2018 BUDGETED/EXPENDED COMPARISON

BUDGET INFORMATION & STATS

*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 one grant-funded program (PRC) and the contract with the US Marshals, 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 658 beds funded at the end of 2018.

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

<table>
<thead>
<tr>
<th></th>
<th>BUDGETED</th>
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<tbody>
<tr>
<td>DEFIANCE</td>
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<td>HENRY</td>
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<tr>
<td>TOTAL</td>
<td>$12,864,406.75</td>
<td>$12,235,917.02</td>
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Revenue was received from the Pay-for-Stay program, inmate phone calls/visits, rentals, interest, and other sources. The Pay-for-Stay program aims to place financial responsibility on inmates for the cost of their incarceration. In 2018, $80,433 was collected from inmates through Pay-for-Stay. Inmate phones and visits are contracted with Securus. A percentage of the gross revenue generated from phones and visits is received by CCNO; this totaled $276,192 in 2018.

The capital budget is used for physical improvements to the facility or systems. In 2018, revenue for the capital account was received in the amount of $503,289.22. Several items and projects were purchased in 2018 including a body scanner, bus, roofing project, and parking lot paving. The cost of the projects/purchases equaled $766,868.59.