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Last year was a continued evaluation of how we can improve CCNO. Leaders became more attuned to their roles and the needs of their departments, which facilitates new ideas and discussions of changes. We proceeded to review several more of the jail’s contracts to assess if we were working with the best service providers. During this evaluation we were able to make contractual changes that were beneficial for CCNO and our taxpayers.

One change transpired in 2019 that enveloped many facets of operations: inmate tablets. Including tablets as a part of operations had been a consideration for about a year before we introduced them in our jail. In depth research and a lengthy proposal process ultimately ended with CCNO contracting with GTL to provide this service with a goal of streamlining operations and increasing efficiency.

Tablets have shifted CCNO towards a more paperless system. Requests to staff, grievances, disciplinary appeals, and commissary ordering are all done via tablet. This allows for quicker communication between the inmates and staff and helps with accountability. Also, the inmate handbook and facility policies for the inmates are available on the tablets. This helps keep them updated when there are changes so we’re all on the same page.

Mail scanning is an attractive feature of having tablets. Every correctional facility in the country understands the dangers of contraband coming in through the mail, and we are no exception. Reducing the amount of physical mail entering the units significantly cuts down on that liability.

The law library, a constitutional right afforded to inmates, is available on every tablet in the facility; which increases inmates’ access to these materials. There are also many self-help programs, GED materials, e-books, and even a few local newspaper options provided. The tablets double as phone and video units as well, allowing more communication with family and friends. Overall, they have proven to be a welcome addition to our jail.

This report is a snapshot of CCNO’s 2019 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 2020,
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 - 2019

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.
FACILITY COMPLIANCE

JULI STEINGASS, ACCREDITATION & INSPECTIONS SUPERVISOR
PREA COORDINATOR

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

As a full service jail in Ohio, CCNO is required by law to abide by standards outlined in O.A.C. 5120: 1-8-01 through 18. Minimum jail standards are established and overseen by ODRC through the Bureau of Adult Detention to protect the rights of the inmates. CCNO has achieved certification from the state for years as a fully compliant facility, which continued in 2019 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 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 2019, CCNO had the following inspections:

- Williams County Health Department, Annual Full Facility Inspection. No deficiencies noted.
- Air Quality & Light Level Tests. Full compliance.
- 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.

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 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 2019, and some that have been assigned for FY 2020. In 2019, CCNO successfully completed 89% of its objectives.

<table>
<thead>
<tr>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain 100% compliance on all kitchen and facility inspections with no more than two deficiencies to correct.</td>
<td>Successfully complete US Marshal inspection.</td>
</tr>
<tr>
<td>Conduct weekly facility inspections.</td>
<td>Test emergency notification system for neighbors.</td>
</tr>
<tr>
<td>Develop email program for paychecks.</td>
<td>Accounting System Conversion</td>
</tr>
<tr>
<td>Maintain turnover rate below 20%</td>
<td>Update staffing analysis.</td>
</tr>
<tr>
<td>Divert 750 low risk offenders that would have been sentenced to jail.</td>
<td>Public Works program to have 150 participants.</td>
</tr>
<tr>
<td>Preventative maintenance for all vehicles done quarterly.</td>
<td>Preventative maintenance for refrigerant equipment done quarterly.</td>
</tr>
<tr>
<td>Personal Finance Management - Have 50 inmates participate in the program.</td>
<td>Have 25 inmates earn their GED.</td>
</tr>
<tr>
<td>Quarterly emergency drills on each shift and documented on appropriate form.</td>
<td>The number of instances of force for the year when divided by the yearly bookings will not exceed one percent.</td>
</tr>
<tr>
<td>Test scores from Corrections Officer academy at 80% or above.</td>
<td>Create Volunteer Orientation Self-Paced training program.</td>
</tr>
</tbody>
</table>

### 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. Staff chose CHP Home Care & Hospice of Northwest Ohio to honor a late co-worker. 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 2019, CCNO staff had raised $4,000 for CHP!
SECURITY COMMAND STAFF

The Security department is responsible for the management and supervision of inmates, security shifts, intake of inmates into the facility, movement of inmates throughout the facility, and utilization of the Special Response Team when necessary. The Director of Security oversees this department with the assistance of three shift commanders: Kevin Bloom, 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 2019, there were 15 SRT members; however there can be up to 20 members. Mike Temple was the SRT Commander for 2019 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 2019, there were 437 funded member beds and 213 contracted beds, totaling 650 funded beds. The average daily population for the 2019 was 629; remaining a stable average from 630 in 2018. 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.

<table>
<thead>
<tr>
<th></th>
<th>MALES</th>
<th>FEMALES</th>
</tr>
</thead>
<tbody>
<tr>
<td>SENTENCED</td>
<td>39.72</td>
<td>26.87</td>
</tr>
<tr>
<td>PRE-TRIAL</td>
<td>32.52</td>
<td>17.15</td>
</tr>
</tbody>
</table>

ADVANCING CONTRABAND DETECTION

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.
The Director of Operations oversees the facility’s specialty areas and is assisted by the Commander of Operations, Ron Kuckuck. Ron has been employed at CCNO since 1990 serving as a Corrections Supervisor for most of that time, specializing in the Intake Department. The operations sector of CCNO is multifaceted. Commander Kuckuck manages inmate food service, classification, discipline, transportation, and oversees fingerprinting and DNA collection.

After extensive consideration and research, the facility added inmate tablets to operations in the spring of 2019. CCNO contracts this service with GTL and it encompasses inmate phones, video visitation, and tablets. The tablets are shared by the inmates and allows 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.

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. In 2019, ODOT crews performed 1,760 hours of trash pick-up.

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 as well as providing inmate commissary services. If you use that 630 inmate figure, there would be 1,890 meals prepared daily and 689,850 meals made per year!

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 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.
Classification

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 have access to the Inmate Handbook that contains a list of the rules by which they are to abide. Once assigned to a unit, they may view the Inmate Handbook via a tablet. Some inmates are very well behaved while incarcerated, while others are quite the 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 16,248 transports in 2019.

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 363 video sessions held per month. In 2019, 4,358 sessions were held for over 30 different agencies.
MAINTENANCE

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. Here are some of the projects accomplished in 2019:

- SS Tray Slots installed in ED bottom tier
- Water line replacement in Mezzanine hall
- Water line replacement in Maintenance hall
- Mailroom countertop replacement
- J Unit Observation Room Add-On
- J1 Hall-to-Courtyard door replacement
- J2 Unit wall crack repair
- M Building water heater replacement
- Maintenance hall mag lock installation
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 and Joy Chase, CCNO GED Instructors.

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.

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. In 2019, a total of 89 inmates participated in this course.
The info to the right summarizes the education program’s statistics for 2019.

TREATMENT PROGRAMMING

A Renewed Mind provided substance use treatment disorder programming at CCNO in 2019. Programs offered to inmates were Cognitive Behavioral Interventions for Substance Abuse (CBI-SA), Seeking Safety, and Anger Control. Each program separated males and females. Case management, outreach, and Vivitrol were other services provided to CCNO inmates by A Renewed Mind.

CBI-SA is an evidence-based drug/alcohol treatment and education program. It relies on a cognitive behavioral approach to teach participants strategies for avoiding substance use. Emphasis is on skill building activities to assist with cognitive, social, emotional, and coping skill development. Seeking Safety is an evidence based treatment model that treats the co-occurring diagnoses of PTSD and Substance Use Disorder with an understanding that each diagnosis affects the other. Anger Control allows inmates to learn to manage their anger by identifying triggers as well as gain coping skills to express feelings and needs assertively.

Program participation is shown to the left by inmate attendance through the year.
Aside from program participation, the below information summarizes the impact from other services for inmates. Vivitrol is used to help inmates keep clean from opiate use. Outreach emphasizes relapse prevention, and case management assists in linking inmates with agencies and/or services upon their release.

### INMATE MEDICAL SERVICES

Medical services for inmates were provided through a contract with Southern Health Partners (SHP), headquartered in Tennessee. Inmates completed 5,545 requests for medical services from nursing staff. The physician provided treatment to inmates at 1,565 visits in 2019. Health assessments were completed on 2,775 occasions. Inmates had 812 visits with the psychiatrist, mental health counseling was performed 222 times, and 75 visits were had with the dentist. Throughout the year there were 28 ambulance transports, 52 ER visits, and 11 hospital admissions. Offsite medical appointments totaled 220 for the year. The percentage of inmates on medications in 2019 was 44%, and 25% 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.

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5,475.5
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HOURS OF RECREATION IN 2019
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 2019

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.

VOLUNTEERS & RELIGIOUS SERVICES

CCNO boasts a robust volunteer program, with an average of 140 active volunteers per month. By the end of 2019, volunteers had donated 7,627.88 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 14,599 for 2019.
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 890 inmates that participated in HARC in 2019.

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 2019, ACTS was attended by 551 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 2019, this saved area communities approximately $163,684.80.
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.

The chart below shows the average population of our electronic monitoring participants.
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 2019, CCNO’s turnover rate was 20.71%. Working directly with inmates can be stressful and mentally exhausting for some people.

Management team members collaborated in 2019 to address staff concerns and make improvements wherever possible. Ultimately the goal was, and continues to be, to increase retention amongst staff.
LESLIE VAN AUSDALE, TRAINING SUPERVISOR

Responsible for the training of all staff, including contract staff, is Training Supervisor Leslie Van Ausdale. 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 15 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 Jails—Leslie 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.
- **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.
In 2019, there were four In-Service Training events averaging 3 hours per event with 252 staff participating. Tablet training was one of the events held. This was a major operational adjustment and required all levels of leadership as well as various contract/services staff to participate. Continuing to expand knowledge and expertise of the body scanner amongst security staff was another topic covered in IST with 47 staff receiving training. Bus emergency was a specialty training topic for staff that are active in inmate transportation. Forty-four staff members attended the event. The last In-Service training offered was held in the fall of 2019 and covered three topics: PREA, Workplace Harassment, and a Security Update.

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, 46.7% of those hours were earned in these three trainings. Basic Corrections academies are required to be 148 hours of training. CCNO held three academies onsite, and three officers attended an academy held in Wood County. Officers attend the full training while non-security and contract staff only attend classroom time.

### EMPLOYEE RECOGNITION & ANNIVERSARIES

For decades CCNO has utilized the Team Member 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.

2019 Employee of the Year Andy Gallardo
All of the above employees were Team Member 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. In 2018, a tribute to CCNO military men & women was added to the list, and this was repeated in 2019.

Years of service anniversaries are celebrated every five years at CCNO. Staff pictured on the next page celebrated tenure milestones in 2019.
2019
ANNIVERSARIES

5 YEARS
DEREK DOORBOS
COREY HERENDEEN
JOHN MITCHELL

15 YEARS
TERRI CREIGHTON

20 YEARS
JOEL STEVENS

25 YEARS
TOBY BOSTATER
CHRIS KUCKUCK
CRAIG EIDEN
SALINA HILL
JAMES HANKINS
DOUG MOOR
BETH MILLER
NATE MILLER
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 2019 operating and capital budget was $18,564,593.00 with a member per diem of $72.68; a rate that was close to 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.

2019 FISCAL SNAPSHOT

$18,564,593.00
{ ANNUAL BUDGET }

BUDGETED ACTUAL
$72.68 $70.44
PER DIEM

{ CAPITAL EXPENDITURES }
$382,377.21

Accounts Purchasing Assistant
Kelsey Goebel

Payroll Clerk
Kim Hines

Account Clerk
Karrah Rath
BUDGET INFORMATION & STATS

CCNO 2019 BUDGETED/EXPENDED COMPARISON

<table>
<thead>
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<th>Personnel Services</th>
<th>Fringe Benefits</th>
<th>Contractual Services</th>
<th>Hiring/Training</th>
<th>Information Technology</th>
<th>Legal</th>
<th>Maintenance/Service Contracts</th>
<th>Utilities</th>
<th>Other Services</th>
<th>Insurance Outlay</th>
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<td>Budgeted</td>
<td>8,282,929</td>
<td>4,926,250</td>
<td>3,107,213</td>
<td>58,805</td>
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<tr>
<td>Expended</td>
<td>7,969,437</td>
<td>4,658,274</td>
<td>2,946,474</td>
<td>49,829</td>
<td>364,259</td>
<td>30,206</td>
<td>176,654</td>
<td>624,278</td>
<td>5,773,255</td>
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</table>

*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 650 beds funded at the end of 2019.

The table to the right shows the budgeted vs actual invoice amounts sent to the members.
The capital budget is used for physical improvements to the facility or systems. In 2019, revenue for the capital account was received in the amount of $606,103.89. Several items and projects were purchased in 2019; the largest expense being a security upgrade to the building. The cost of the projects/purchases equaled $382,377.21.