

Ohio Jail Administrator's HANDBOOK

A Handbook for Ohio Jail Administrators
Compiled by
Ohio Jail Administrators



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Introduction

You are a leader in your professional field, community, and in the State of Ohio. You are often faced with new challenges in the field of corrections. This handbook represents a summary of important information that will be helpful to you as a new or existing administrator in a local detention facility. This handbook was designed for sheriffs, jail administrators, and their direct reports or management jail employees. Also county commissioners or administrators can find this handbook helpful.

State Agencies

Ohio Bureau of Adult Detention

See Appendix A - Ohio Administrative Code §5120:1-7-01 Bureau Responsibilities and Authority. (online doc, www.Andersonpublishing.com)

See Appendix B - Map of current breakdown of counties into four (4) regions

See Appendix C - Department of Rehabilitation and Correction flow chart

See Appendix D - Map of prisons

See Website www.drc.state.oh.us/web/bad.htm for a listing of jail addresses and telephone numbers and other the bureau information

See Ohio Revised Code §341.34 Minimum Security Jails

Ohio Department of Rehabilitation and Correction

The Ohio Department of Rehabilitation and Correction (DRC) was established in 1972, separating corrections from the Department of Mental Hygiene and Correction.

On April 14, 1976, by DRC Executive Order 005, the Bureau of Adult Detention Facilities and Services was created to assist local jail managers towards meeting a level of effective and legal jail operations. In 1984, the Bureau of Adult Detention Facilities and Services was renamed the Bureau of Adult Detention (Bureau). The Bureau performs the following tasks:

- Makes on-site inspections of all jails within Ohio. Currently the Bureau conducts annual inspections and specific inspections that are triggered by some significant complaint or incident.
- Provides technical assistance to jail managers concerning a wide range of topics.
- Helps to provide training opportunities to jail managers, key jail staff, and others involved in jail operations and/or construction.
- May certify jails requesting Certification status.
- Provides assistance and per Ohio Administrative Code must approve (before construction) all new jail construction projects and major renovation projects.
- Has the capability of pursuing court intervention to compel jail operations to meet the Minimum Jail Standards. However, the Bureau generally limits this level of enforcement only to those jail conditions where life-safety (or major injury) risks

exists, and situations where a major prisoner classification separation issue exists (e.g. male and female prisoner separation issues and juvenile and adult prisoner separation issues).

History of the Bureau of Adult Detention

Prior to the mid 1960's, local sheriffs and police chiefs operated their jails based on their own philosophies. The general public tended to accept the operating practices set up by most sheriffs and police chiefs. There were no state or federal jail standards for local jail managers to consider in the United States. A lack of adequate recreation, programming, adequate and nutritional meals, medical services, separation between prisoner classifications, and general "quality of life" living conditions within Ohio's jail systems were often contended. Federal and state courts tended to maintain a hands-off philosophy on how jails were operated prior to 1970. During the late 1950's and early 1960's, various Civil Rights groups started making headway with federal judges, asserting that certain segments of our society were being mistreated and their constitutional rights were being violated. Taking advantage of headways being made by other Civil Rights groups, advocates for prisoners' rights started to get the attention of Federal courts. By the mid 1960's, courts started taking more interest in corrections and became more interested in how jail staff were treating their prisoners.

In 1971, the Jones vs. Wittenberg case was a turning point in establishing jail standards and prisoner rights in Ohio. Jones vs. Wittenberg was a federal civil case in Lucas County, where the county jail in Toledo, Ohio was successfully sued on conditions of confinement. In 2005 the Lucas County Jail still has a federally appointed monitor overseeing jail operations and reporting back to the federal court. Concern over jail lawsuits among sheriffs, commissioners, police chiefs, and mayors spread across Ohio. During the early 1970's and into the 1980's a number of Ohio county jails came under federal lawsuits. The general question asked was, "What are the standards that measure the difference between a poorly run jail and that of a properly run jail?"

In 1972, in an effort to address the inadequate jail conditions within Ohio, Ohio Revised Codes 5120.20 and 5120.18 gave the Department of Rehabilitation and Correction (DRC) authority regarding the oversight and inspection of local jails. On April 14, 1976, by DRC Executive Order 005, the Bureau of Adult Detention Facilities and Services was created to assist local jails towards meeting acceptable and legal operations. The Bureau created a 13 member ad hoc advisory board to help develop standards for acceptable Ohio jail operations. The ad hoc advisory board's membership was made up of representatives from the (Ohio) Buckeye State Sheriffs' Association, Ohio Chiefs of Police Association, Ohio Common Pleas Judges Association, County Commissioners' Association of Ohio, Ohio Municipal League and staff from the (Ohio) Department of Rehabilitation and Correction. The ad hoc advisory board was created with two primary goals in mind. (One), the state wanted to clearly show that standards were needed to distinguish between acceptable and unacceptable jail conditions and operational practices, and (two), that state and local government expertise in Ohio were working together to develop the standards.

The Bureau and the ad hoc advisory board worked together to establish standards for Ohio's jails. They researched case laws, reviewed available jail management principles, and identified and examined contemporary standards that might be relevant to jail settings, and considered accreditation standards by the American Correctional Association.

In April 1978, the Bureau of Adult Detention Facilities and Service, through the extensive use of the jail ad hoc advisory board, published Ohio's first "Minimum Standards for Jails in Ohio". The publication was divided into two manuals and three main "jail" categories. The first manual was entitled "Minimum Standards for Jails in Ohio" and covered all jails that routinely incarcerated prisoners longer than seventy-two (72) hours, and the second manual was entitled "Minimum Standards for Jails in Ohio (Temporary Holding Facilities)", these standards covered those jails that routinely incarcerated prisoners less than seventy-two (72) hours, and those jails that routinely incarcerated prisoners less than four (4) hours. Implementation of these standards within Ohio's local jail systems were to be fully incorporated within a three year period.

Revised standards were published in January 1981. These standards were written for three jail classifications: jails which routinely incarcerate prisoners over 72 hours; less than 72 hours (or 96 hours if a weekend was involved) and, less than four hours. Senate Bill 23 made major changes in establishing legislative requirements for meeting standards; including, addressing staffing needs of jails, defining judges' responsibilities in relationship to jail operations, and re-defining the DRC's responsibilities in monitoring and inspecting jail conditions.

In 1983, acting under Executive Order 005 (1976) the Bureau developed and published the Planning Approval Process for Local Adult Detention Facilities. This manual became a resource to be utilized for establishing structural requirements for jail facilities. These requirements addressed how well the jail structures were meeting the Minimum Jail Standards for Jails in Ohio. E.g. "reasonable space" for housed prisoners and prisoners in holding cells were defined. The Planning Approval Process for Local Adult Detention Facilities contained structural requirements for square footage, etc. The earlier approval process consisted of seven phases addressing preliminary plans for building jails, expanded into approving the specifications of products and components of the new jail, and ended with the Bureau approving the policies and procedures for operating the new jail. The current process has five phases that cover the same issues.

In 1983, the Jail Construction Funding Program was launched; whereby, selected new jail projects started receiving state capital fund grant assistance. Since 1983, there has been nearly \$213 million grants awarded to various county and city jail projects. In 1983, there were a reported 7,934 full service jail beds. By 2003, full service jail beds in Ohio had jumped to 19,415.

In 1984, the Bureau was renamed the Bureau of Adult Detention, and by Executive Order 84-1, the earlier jail ad hoc committee became the Ohio Jail Advisory Board, and

was given more involvement as an advisory resource for the Bureau. The new Ohio Jail Advisory Board was made up of voting members representing the Buckeye State Sheriffs Association, the Ohio Association of Chiefs of Police, Ohio Judicial Conference, Ohio Prosecuting Attorneys Association, County Commissioners Association of Ohio, Ohio Municipal League, Ohio Senate and the Ohio House of Representatives. Ex Officio (non-voting members) of the board included representatives from the Ohio Township Association, the Department of Rehabilitation and Correction, State Fire Marshall, and extra representatives of the above voting board contemporaries with the exception of the Ohio Senate and House of Representatives.

In 1990, Ohio's first regional jail opened for operation; the Corrections Center of Northwest Ohio (CCNO). CCNO serves Defiance, Fulton, Henry, Lucas and Williams counties and the City of Toledo. Currently, Ohio has four regional jails; CCNO; the Southeastern Ohio Regional Jail (Athens, Hocking, Morgan and Perry counties / 1998) (and later Vinton County); the Multi-County Correctional Center (Marion and Hardin counties / 1999); and, the Tri-County Regional Jail (Madison, Champaign, and Union counties / 2002).

In 1991, through Amended Substitute Senate Bill No. 131, a new jail classification was established; the Minimum Security Misdemeanant Jail (MSMJ). The new jail classification was recognized as an economic option to the typical structural requirements necessary for more traditional jails, and this jail classification was limited to incarcerating only sentenced traffic offenders and sentenced misdemeanants, who were serving sentences for non-violent offenses. Because of the limitations of only being able to house sentenced misdemeanor prisoners and only prisoners sentenced for non-violent crimes, many of the earlier Minimum Security Jails have been converted to Full-Service Jails. This allows the jail managers to also house non-sentenced prisoners and allows the jail managers to be more in-charge of identifying minimum risk factors of prisoners for housing eligibility.

In 1998, Minimum Security Misdemeanant Jails became Minimum Security Jails, as prisoners with fourth and fifth degree felony convictions of non-violent crimes became eligible prisoner classifications. In 2004, four major jail classifications were identified; Full Service Jails (routinely prisoners are incarcerated over 5 days), Minimum Security Jails, Five-Day Jails, and Twelve Hour Jails (Eight Hour Jails became Twelve Hour Jails in January 2003).

The *Minimum Jail Standards for Jails in Ohio* continue to periodically be updated, revised and republished. The latest revision was in January 2003. Revisions are not set by any time frame. As new case law mandate changes or approved new trends take hold, the standards are revised.

In January 1995, a new classification of detention facility was recognized; the Temporary Holding Facility, often referred to by its initials "THF". The THF does not fall under ORC jail standards, rather, it is a detention facility that falls short of actually being a "jail", but continues to come under the supervision responsibilities of the Bureau.

THF's originally started out with a three-hour holding time, and on January 2002, the holding time was extended to six-hours. THF's are generally associated with cities, townships, and village police departments, where 'fresh arrests' are temporarily detained only for booking purposes and then the charged person is either released on some type of bond, or is transported to an actual jail facility.

In 1996, the Bureau implemented a 'Bureau Certification' program for Full-Service Jails. The Lake County Jail became the first jail certified by the Bureau. Presently, six jails are certified by the Bureau as substantially meeting all the Minimum Jail Standards for Full-Service Jails. They are: Lake County Jail, Wood County Jail, Solon City Jail, Warren County Jail, Medina County Jail, and the Corrections Center of Northwest Ohio (CCNO). Also, in 1996, through House Bill 748, which legislated \$250,000.00 to the project, the Bureau oversaw a program to develop a "proto-type" full-service jail construction drawing packet. Today, a majority of Ohio's new full-service jail projects incorporate into their jail drawings a significant amount of the basic jail 'foot-print' drawings, that are identified within the 'proto-type' design jail.

In 1978, there were three inspector positions, to cover all 88 Ohio counties, and the earlier positions were known as "Criminal Justice Specialists". Since 1981, four inspectors cover the 88 counties, and their official title is "Jail Inspector." Today, each jail inspector is responsible for a "Region". These Regions are the Northern, Eastern, Central and Western Regions.

The Bureau staff currently consists of an Administrator, an Administrative Assistant, a Word Processor (secretary role) and four (4) jail inspectors. A part-time Facility Project Planner assists the Bureau on construction projects; this person's primary DRC position is with the Construction, Activation, and Maintenance section.

In 2001, the Bureau began providing an annual training event to help facilitate networking between Ohio's jail systems. This event is called the annual Jail Administrators Conference. This conference typically is held during the fall of each year.

Currently the Bureau oversees 218 jails (92 Full Service, 13 Minimum Security, 92 Five-Day, and 20 Twelve-Hour), and 132 Temporary Holding Facilities, for a total of 350 jails and THF's. While new matching state grants have been suspended, new jail projects continue to be in various planning and construction stages.

In addition to reviewing new jail designs and major construction projects, currently the Bureau conducts annual jail inspections for 218 jails, reviews self-audits of 132 Temporary Holding Facilities, sponsors a number of training events for jail managers each year, completes special assignments each year e.g. periodically facilitating updating of the Minimum Jail Standards and Construction Criteria, sponsors quarterly Ohio Jail Advisory Board meetings, and provides numerous and various technical assistance to a wide variety of requestors (e.g. jail complaints, OMJS interpretations, construction issues, etc.)

The Bureau does not have direct control authority or responsibilities for operating any jails. The Bureau routinely emphasizes improved programming aimed at encouraging and assisting prisoners to become better prepared for their return back into their communities. Programming can include: receiving a GED, counseling to control and hopefully eliminate alcohol and/or drug use problems, and various “life skills” classes that are specific to a wide range of interests (e.g. how to apply for a job, how to prepare and present one’s self at a job interview, anger management, etc.). The Bureau emphasizes improved services in the medical and mental health care of prisoners. Re-entry goals are basic foundation blocks of the Minimum Jail Standards and Construction Criteria. As these standards and criteria are improved upon, the overall ‘well being’ of prisoners in Ohio’s jails is improved upon. Successful jail programming, jail services and general prisoner living conditions help to stabilize those persons who have stepped outside the norm of expected community behavior and have become jail prisoners. Programming provides these same prisoners with the opportunities to improve upon their social skills, employment potential, and general understanding and acceptance of expected behavior.

Starting in 2005, the Bureau’s annual jail inspections of all Ohio’s jails will emphasize a wider and more revealing “quality-of-life” evaluation for each jail being inspected.

Bureau of Adult Detention’s Planning Approval Process

See OAC 5120:1-7-01(G)

The Bureau’s Planning Approval Process is a state required approval process whenever building or constructing a new jail, adding on to an existing jail, or making major renovations to an existing jail. The Planning Approval Process is a five (5) phase system. It is very important to contact the Bureau to start the approval process, or at least determine if a renovation will need to go through the approval process. On occasion, jails have been constructed without going through the Bureau’s approval process, and before the Bureau could approve the project, considerable and costly changes had to be made. The Planning Approval Process is set up in the following basic plan:

Phase 1 Operational Policy and Scenarios, and Schematic Design.

This phase is an effort to:

- Have the jurisdiction paying for the jail identify what they hope to get out of the new jail or major renovation,
- Have the architect who is planning the jail project, to layout a plan that meets the jurisdiction’s jail goals; or, establish early on if cut backs are needed,

- Allows the Bureau to determine if the jurisdiction's goals are headed in the right direction, and if in the Bureau's opinion the architect is planning for expected jail goals.

Phase 2 Design Development.

This phase is an effort to refine the architectural drawings evolving out of Phase 1.

Phase 3 Construction Documents.

This phase is an effort to ensure that the jurisdiction building or renovating the jail, and the architect planning for the new construction or major renovation are in agreement with expected operational costs, and construction costs, and that all the elements of the construction meets with the Bureau's Construction Criteria for building a proper jail. Upon approval of Phase 3, the project can be bid out.

Phase 4 Construction Alterations.

Often times, Phase 4 is not needed. Phase 4 comes into play when either the jurisdiction or the architect decides to make a significant change or alteration in the earlier approved Phase 3 or Construction Documents. The Bureau will then need to examine the proposed change or alteration and approve it as meeting the Bureau's Construction Criteria.

Phase 5 Transition Program.

This phase is an effort to ensure that the jurisdiction is prepared with staff, and policies and procedures, and that the completed facility was built to Phase 3 and Phase 4 approvals; prior to actually opening up the jail.

Note: Prior to getting too far along with a construction project plan, contact the Bureau and let them know of the plan. The Bureau will provide you with a Planning Approval Process Workbook and a Construction Criteria Manual, and they will meet with you, and the other jail planners, to go over the Planning Approval Process.

Adult Parole Authority

See Appendix C for DRC flowchart

See Appendix E for a map of the Adult Parole Authority regions

See ORC 5120:1-3

The Adult Parole Authority (APA) was created in 1965. The APA is comprised of the Parole Board and Field Supervision Services (e.g. Parole Officers, State Probation

Officers, etc.). For additional information access their web site at www.drc.state.oh.us/web/apa.htm.

Jail Advisory Board

“See OAC 5120:1-7-04 Jail Advisory Board”

The Ohio Jail Advisory Board was originally created in 1976 as a 13 member ‘ad hoc advisory committee’ to assist the newly created Bureau with creating Ohio’s first *Minimum Jail Standards*. In 1984, the ad hoc committee became the Ohio Jail Advisory Board and the board was given more involvement in advising the Bureau on most problems or issues the Bureau needed assistance with. The Board was very instrumental in helping identify which jail projects received State funding during the available capital grant funding years. The Ohio Jail Advisory Board is still active and continues to meet in Columbus quarterly, on the first Thursday of the month (March, June, September, and December).

Ohio Jail Statistics

Ohio jail statistics can be found at www.drc.state.oh.us/web/bad.htm. Reference to a Department of Rehabilitation and Correction (DRC) website is given to gain access to the Bureau’s Annual Jail Reports and other DRC Reports.

Office of Supportive Services/Central Pharmacy Program

See ORC 5119.16

2150 West Broad Street
Columbus, Ohio 43223-1200

The Office of Supportive Services (OSS) is a “not-for-profit” agency and receives no legislatively appropriated general revenue funds. OSS can work with local jails to provide the following goods and services; procurement and distribution of food, pharmaceutical drugs, and medical supplies. OSS can provide consultative services regarding these goods and services. OSS may be able to assist with other goods and services upon request. OSS has five (5) traditional services:

1. Central Pharmacy Inpatient. OSS can provide competitive pricing for dispensing pharmacy drugs to a jail’s medical program. Services includes: the daily dispensing of medication orders and the daily delivery of doctor drug orders. If interested, contact Denise Dean at 614-752-0176 or deanmd@mh.state.oh.us
2. Central Pharmacy Outpatient. OSS can provide competitive pricing for psychotropic needs of indigent outpatients (including jailed offenders) through community mental health agencies. Jails need to work through their local

community mental health agency to take advantage of this service. If interested, contact Patrick Mascaro at 614-752-0159 or mascarop@mh.state.oh.us

3. Pharmacy Service Center. OSS can act as a pharmacy, purchasing, storage, repackaging, and distribution of prescription medications and as a pharmacy be available to provide drug information services and consultative services related to prescription and over-the-counter medications. If interested, contact Gretchen Weaver at 614-752-0133 or weaverg@mh.state.oh.us
4. Central Warehouse. OSS can purchase, store, and distribute competitively priced canned, dry, and frozen food and housekeeping items to jails. They are active in competitive bidding of products and term contracts. They may be able to deliver the products straight to the jail, but this will need to be agreed upon. If interested, contact Leonard Mills at 614-752-0116 or millsl@mhmail.mh.state.oh.us
5. Transportation. OSS can provide for the transportation of mail, pharmacy, laboratory, and office products; as well as laboratory specimens. If interested, contact Leonard Mills at 614-752-0116 or millsl@mhmail.mh.state.oh.us

Grant Assistance

Ohio Revised Code § 181.52 establishes the Ohio Office Criminal Justice Services (OCJS) as the lead criminal justice planning agency for the state. The OCJS serves agencies and communities committed to reducing and preventing crime across Ohio. The OCJS is organized into four areas: grants administration; research, planning and development; the Family Violence Prevention Center and justice technology. For more information access their web site at www.ocjs.state.oh.us.

State Auditor's Office

Jails should handle their prisoner funds per public accounting standards as adopted by the Auditor of the State of Ohio. The State Auditor's Office *County Sheriff's Manual for the State of Ohio* outlines audit procedures that should be followed in a jail. Their web site is www.auditor.state.oh.us. Their manual also addresses the Inmate Fund Account, Commissary Fund Account, Jail Register, Records to be Maintained and other Record Keeping Responsibilities. More information on Commissary Fund Accounts can be found at the State Auditors website in Bulletin 97-011, July 2, 1997.

Correctional Institution Inspection Committee

Correctional Institution Inspection Committee (C.I.I.C.)
Riffe Center, 8th Floor
77 South High Street
Columbus, Ohio 43215
(614) 466-6649

See Website: www.ciic.state.oh.us
See ORC 103.71 through 103.74

The Correctional Institution Inspection Committee is a legislative committee that was established on November 9, 1977. The Committee provides oversight to Ohio's prison system. The Committee has recently provided oversight to Ohio's Juvenile Detention Services. The Committee on occasion gets reviews and investigates incidents, allegations, programs, practices, and operations initiated by complaints from local jail prisoners, or the public, regarding local jail conditions or incidents.

The Committee consists of four (4) members from the Ohio Senate, and four (4) members from the Ohio House of Representatives. Two Republican and two Democrat members make up the membership.

Jail Accreditation

Jail Accreditation Agencies

Accreditation promotes quality and constitutionally sound operations. To become accredited through any of the following agencies, the jail will go through the following five general steps:

1. Sheriff and/or Jail Administrator decision to become accredited.
2. Contact and sign a contract for accreditation from the accrediting agency.
3. Pay an accreditation fee (BAD accreditation is a free service).
4. Conduct a self-evaluation audit and correct any identified shortcomings.
5. Successfully undergo a standards compliance audit from the accreditation agency. The audit usually lasts two to three days with two to three outside inspectors.

The following four accreditation agencies are involved in accrediting Ohio jails:

1. Commission on Accreditation for Law Enforcement Agencies (CALEA)
See Website: www.calea.org

CALEA
10302 Eaton Place, Suite 100
Fairfax, Virginia 22030-2215
(800) 368-3757

CALEA came into existence in 1979, through the working professional partnership of the International Association of Chiefs of Police (IACP), the National Sheriffs Association (NSA), the National Organization of Black Law Enforcement Executives (NOBLE), and the Police Executive Research Forum (PERF).

2. National Commission on Correctional Health Care (NCCHC)
See Website: www.ncchc.org

NCCHC
1145 W. Diversey Pkwy
Chicago, Il 60614
(773) 880-1460

NCCHC is a nationally recognized correctional health care accreditation agency, which was established in 1981 to promote high standards in correctional health care.

3. American Correctional Association (ACA)
See Website: www.aca.org

ACA
4380 Forbes Blvd.
Lanham, Md 20706-4322
(301) 918-1800

Founded in 1870, as the National Prison Association, later becoming the American Correctional Association (ACA) is the oldest and largest international correctional association in the world. The ACA requires compliance with standards to reduce civil liability and promotes competent and consistent operation of jails.

4. Ohio Bureau of Adult Detention (BAD)
See Website: www.drc.state.oh.us/web/bad/htm

BAD
1030 Alum Creek Drive
Columbus, Ohio 43209
(614) 752-1066

The Bureau currently limits its accreditation program to Ohio Full-Service and Minimum Security Jails. The Bureau's certification program started in 1996. This process requires compliance with all Ohio minimum jail standards.

Ohio Minimum Jail Standard Topics of Interest

INSPECTIONS THAT JAIL STAFF ARE EXPECTED TO CONDUCT:

Daily 1-8-05 (A) (2): Sanitary inspection of whole jail; especially checking toilets, urinals, sinks, shower areas, food service and laundry.

- Weekly -03 (10) (a): Contraband inspections of some of the prisoner housing units; leading to all prisoner housing units being inspected at least once a month.
- Monthly -03 (B) (10) (b): Contraband inspection of whole jail.
(c): Security inspection of whole jail.
- 05 (D): Vermin/insect/rodent inspection of whole jail. Infestation treatment must be by a licensed exterminator; monthly inspections can be by jail staff.
- 09 (Q): Inventory/inspection of all emergency medical supplies and equipment.
- Quarterly -03 (A) (6): Testing (inspection) of equipment necessary to maintain utilities, communications, security, and emergency fire protection.
- Annual -05 (C): Health Department inspection.
-05 (K): State Fire Marshall inspection.

SIGNATURES/APPROVALS NEEDED FROM OUTSIDE SOURCES; AS WELL AS IN-HOUSE NEEDS:

- 1-8-01 (B) (3): Physician approval prior to accepting unconscious prisoner into booking/intake.
- (9)(b): Prisoner approval of personal property inventory during booking/intake. Witness of another staff person should prisoner refuse to sign.
- (10): Prosecutor approval of booking strip search/body cavity search P&P. (also see: 1-8-03, B, 3). Note: In lieu of signature, original – official letterhead document from the prosecutor’s office can be accepted.
- (13): Prisoner attesting to fact that they received a copy of the jail rules, or had the jail rules explained to them.
- (18): Prisoner or receiving Transfer Agent, signs for receipt of prisoner’s personal property.
- 02 (A): (Order) of judge, sentencing a prisoner to a Minimum Security Jail.
- 03 (B) (3): Prosecutor approval of strip search/body cavity search P&P outside intake/booking activities. Note: In lieu of signature, original – official letterhead document from the prosecutor’s office can be accepted.
- 05 (L): Local fire official approving the written jail fire safety plan.
- 09 (B): Approval of the jail physician of the medical P&P and all revisions.

- 10 (C): Annual approval of the jail menu by a qualified nutritionist or registered dietician.
- 12 (B) (1): Approval by the jail administrator (designee) of any prisoner penalty exceeding suspension of rights or disciplinary isolation for more than 120 hours.
- (3): Approval by the jail administrator (designee) of any prisoner held in disciplinary isolation longer than 30 days.
- 14 (B) (2): Approval of a prisoner waiving their right to a disciplinary hearing.
- (6): Approval of a prisoner waiving their minimum of 24 hours to prepare for a disciplinary hearing.

Jail Capacities

Jail capacities include: (1) rated capacity, (2) construction capacity, (3) actual capacity, and (4) operational capacity.

Rated Capacity is the recommended or approved capacity limitation of the jail, as recognized by some lawful authority. For the Bureau, their recommended capacity determination is based on a number of issues; including, square feet per prisoner, total square feet, total prisoner counts, and number of showers, toilets, and wash basins and available supervising staff. Examples, the fire code may establish a limited or rated capacity for the jail, and the Bureau may have a different recommended or rated capacity for the jail.

Construction Capacity is the constructed number of beds or individual prisoner living spaces planned for during the construction of the initial jail. The construction capacity typically is identified by the number of 'hard beds' initially built into the prisoner units; unless, the initial construction project had a built in internal prisoner expansion plan. In this pre-planning concept, the necessary square footage was provided and necessary hygiene fixtures for additional prisoners were initially built in. This future expansion concept allows for additional "construction capacity" type bunks to later be added; and so, the "construction capacity" can increase, as long as it doesn't extend beyond the planned or future planned housing capacity identified during the planning and construction of the jail.

Actual Capacity, as designated by the operating authority, is the actual number of prisoners being confined. This capacity takes into account the construction capacity, plus any additional built in 'hard beds' or 'temporary bedding arrangements' (e.g. portable plastic bunk shells, and prisoners forced to sleep on mattresses placed directly on the floor) added to the total count.

Operational Capacity is the planned maximum number of prisoners in the facility that provides the jail management with sufficient 'empty bed spaces' so that prisoners can be properly classified and placed in the proper classified housing unit. Jail management

can reclassify prisoners and move them to different housing locations, without disrupting the overall normal prisoner housing arrangements. Typically, the “operational capacity” is identified as between 90% and 95% of the rated capacity. **JAIL MANAGERS ARE ENCOURAGED TO INCORPORATE THIS CAPACITY STYLE OF HOUSING WHENEVER POSSIBLE.**

EXAMPLE: A jail is built with 100 single sized cells; however, 10 of the cells are double bunked with built-in over/under bunk beds, for a total of 110 bunks. Over the weekend, a group of protesters are arrested and the jail is forced to put up 20 temporary cots in the gym, pending court appearances for the protesters. All the beds are full. The Bureau’s rated capacity of the jail is 100 (because the cells are ‘single prisoner’ sized), the construction capacity of the jail is 110, the actual capacity of the jail is 130 (construction capacity plus the 20 military cots), and the operational capacity of the jail is around 102 (around 93% of the constructed capacity).

National Institute of Corrections

The National Institute of Corrections (NIC), a division of the Justice Department, is a valuable resource for jails. NIC provides training, on-site technical assistance, information, and policy and procedure development support to corrections agencies and professionals.

NIC also has a web site which provides online access to materials, hosts a network for corrections practitioners, and offers links to corrections-related web sites. The web site address is www.nicic.org.

NIC has online courses for corrections staff which are self-paced. These courses are typically free of charge to trainees and their agencies.

NIC has numerous publications available to the Corrections practitioner such as: Developing and Revising Detention Facility Policy and Procedures, Staffing Analysis - A Workbook for Jails, Jail Resource Issues – What Every Funding Authority Needs to Know, How to Collect and Analyze Data – A Manual for Sheriffs and Jail Administrators, Objective Classification Systems – A Guide for Jail Administrators and numerous other publications.

Jail Management

Leadership

Good correctional management is based in one’s leadership, management skills, and correctional experience at managing critical correctional issues; i.e. emergencies, personnel, budget, security operations, public relations, being proactive versus reactive and having good policy and procedures.

To lead, you must be concerned with the ethical/moral development of your organization and employees. Your decisions, communications, and behavior must reflect this. It is imperative to know state statutes, federal and state requirements, and board and agency policies in order to do what is right for the right reason.

Vision allows managers to steer their organization rather than simply run it. Vision is required for direction and change. It allows one to begin with the end in mind. Leaders must be able to “paint a picture” for others verbally and in written communication. Effective managers can create and influence employee vision.

To lead others, you must be courageous. You must have:

- The courage to make correct decisions that may be unpopular;
- The courage to lead during a crisis;
- The courage to give an employee feedback when appropriate;
- The courage to give staff all the credit for organizational successes; and,
- The courage to accept responsibility for organizational failure.

Your energy level lifts you and your employees’ performance. A physically fit leader provides the necessary stamina to make quality decisions from the day’s beginning to its end. In times of emergency and crisis, stamina will enable you to make decisions for several days with minimal sleep if necessary.

The success of any leader is in the success of their subordinates. It is a leader’s responsibility to ensure each employee’s success. The organization will reach its potential as employees see their own successes.

Quality training, strengthened by supervision, policy, and employee feedback empowers staff. In turn, the management team can trust their employees’ performance and the decisions left up to them.

Supervision should be based on the competency level required of any given skill or task. Supervisors must provide feedback that is behavior specific toward the task. An employee may be exceptional at one task and poor at another. This employee needs and deserves to know where he/she is exceptional and where he/she requires improvement. This is an obligation of management. Sometimes it’s not what you have to say to a person but how you say it that matters most when giving feedback.

Every employee should be made accountable and responsible for their behavior. Errors in judgment or misconduct should be confronted and corrected.

You must convince employees that you care about them. Employees must believe that you appreciate their contribution and the work they do. Recognition of special events in your employees’ lives and work will help confirm that you care about them.

Paperwork associated with any executive position can be voluminous and difficult to put off. However, your employees must come first. Paperwork can be delegated, but “peoplework” can not.

Policy and practices should be concerned with efficiency, cost effectiveness, quality, and with desired outputs in mind. We need to focus on our agency outputs, whether it’s paying for a service or releasing a law abiding citizen.

Mission

Each organization has a mission which should be clearly stated. The mission provides direction from the Sheriff, Chief of Police, or agency head that clarifies the purpose as to why employees must continue to perform their duties on a daily basis. The idea of a mission statement is to provide a purpose to its employees and purpose to the organization. The mission statement should be a short, concise statement reflecting your agency’s and community’s needs and goals. A mission statement should give all employees an understanding of how their job contributes to the mission and how they might accomplish that mission through their jobs.

As a leader in your organization you need to establish, know, understand, communicate, and demonstrate the mission statement. Most Sheriffs, Chiefs of Police, or county agencies have mission statements. It is important for you to develop a mission statement that is specific to your local detention facility.

Goals are broad statements that specify how the mission is to be met. These goals generally remain constant throughout the life of your organization. It should give specific people in your organization direction. The jail’s objectives are specific measurable statements that tell how the work plan is to be followed. Meeting specific objectives through general goals and the mission statement will give you and your employee’s direction. It is important that you work with your Sheriff, Chief of Police, or agency head to develop and formulate the mission statement, goals, and objectives.

Your employees are a valuable source of information. Your employees will best support these concepts if they are involved in establishing them. The best way for your employees to know the mission, goals, and objectives is for you to ask them, “what the mission, goals, and objectives are”. You should display your mission statement and ask your employees to recite it to you and have them explain how their jobs contribute to it. This will give your organization a singular focus and give your employees a sense of direction.

Code of Ethics

The State of Ohio and the Buckeye State Sheriff’s Association each has a code of ethics. You should personalize these into your own code of ethics policy. It is important that the jail have its own code of ethics policy because of the unique circumstances

prisoners present concerning ethical decisions and employee conduct. This should work in conjunction with your agency's overall Code of Ethics.

Topics in a code of ethics policy should include:

1. Demonstrate the highest standards of integrity and service in all public activities and to promote public confidence, understanding and trust in the corrections field.
2. Serve the public, employees, and prisoners with respect, concern, courtesy, and responsiveness.
3. Demonstrate loyalty to and support for your agency head.
4. Accept nothing for personal profit or gain for performance of official duties other than the compensation that is due you by law.
5. Avoid any interest or activity that is in conflict with your official duties of which could prove detrimental to agency relationships with other organizations or the public.
6. Support and promote employment and programs that assure affirmative action, equal employment opportunity, and prevent discrimination of any kind.
7. Avoid all forms of discrimination, sexual harassment, sexual misconduct, fraud, and mismanagement of public funds.
8. Strive for professional excellence and encourage professional development of co-workers.
9. Approach our duties with positive attitudes, open communication, creativity, dedication, compassion, and understanding.
10. Respect and protect the privileged information to which we have access in the course of official duties.
11. Accept the responsibility to be aware of the emerging issues and to administer the public's business with competence, fairness, impartiality, efficiency, and effectiveness.
12. Support processes which focus on providing quality services and offer continuous improvement.

Public Trust

One of the ways we keep the public's trust is to keep them informed. We do this through press releases, honest and open investigations, open operations, and by keeping local government leaders informed. It is important that you keep the Sheriff, Chief of Police, County Commissioners, City Administrators, etc. informed about the activities in the jail, both positive and negative.

Be responsive for requests for information. Periodically submit positive articles to your local newspaper and civic organizations. Prepare presentations that are a general overview of operations and provide interesting statistics. This will help promote your organization and inform the public.

Plan special events such as annual open houses, personally participate in local cultural and social events, and establish a citizen's advisory or resource board of notable or influential citizens. It is important that the jail/local detention facility become a contributing partner in the community. Create a positive perception about corrections.

Teamwork

Employees need an open door policy. They should feel they have access to you. A good manager will listen and bring that person and problem/suggestion back into the chain of command. Otherwise, middle managers and first line supervisors or officers may not be effective. They may make up their own reasons for doing something and may be counter productive to the planned direction of the jail operation.

Teamwork in a correctional setting is critical. It could mean the difference between life and death. As their leader, you must be committed to your employees. You have to be their role model for commitment to the organization. You must encourage teamwork. If you complain about who you work with, your employees will sense a permission to do the same. Be positive.

Your responsibilities to your employees are to:

1. Provide a safe, secure, and a healthy working environment.
2. Provide equitable pay, benefits, employee disciplinary procedures, employee grievance procedures, and training opportunities.
3. Recruit, maintain, and promote employees in an open, accountable manner regardless of sex, race, age, religion, disability, or sexual orientation.
4. Acknowledge each individual as a professional and recognize that each individual contributes to the quality of the agency.
5. Provide opportunities for personal and professional growth for all employees to include training or education.
6. Ensure job functions and performance expectations are clear and understood.
7. Provide employees with information and feedback, and develop systems to ensure these lines of communication stay open.
8. Ensure open communication throughout your facility.
9. Empower your employees to participate as partners in solving problems, improving services, and developing policies.
10. Most importantly, you must convince your employees that you care about them and are concerned about their welfare. You need to get to know your employees as individuals not just their position or title. Take time to find out what you can do to convince them that you care about them. All employees want to do a good job and be recognized for the contributions they make to the agency. Ask your employees for their help and treat your employees as though you need them because you do. Your jail will not operate effectively and efficiently without employees that care about you and their jobs.

Policy and Procedures

Definitions as stated in the Minimum Standards for Jails in Ohio:

POLICY: A statement that reflects the philosophy of the organization, and defines the purpose for which the action is taken.

PROCEDURE: Provides a detailed description of how a policy is to be accomplished detailing the steps to be taken, the order in which they will be carried out, and by whom.

The policy and procedure manual is a guide that demonstrates the correct and lawful procedures for jail staff to perform his/her everyday duties. The manual is to be used to follow established practices consistently to protect the officer, as well as, the facility against lawsuits.

It is recommended you consult with your Sheriff, Chief of Police, Prosecutor, or Common Pleas Judge as to who will be the approving authority for any and all new policy and procedures.

A good policy and procedures manual is not to be used as a tool to inflict punishment against an officer, but rather, a form of guidance for those officers to do the job correctly. Granted, the policy and procedure is also a tool for such discipline, but should only be utilized as such, when the employee chooses not to perform his/her duties as instructed.

Staff Issues

Staffing Analysis

It is advantageous to your facility to complete a staffing analysis as soon as possible prior to opening a new facility and then annually thereafter. The National Institute of Corrections (NIC) can provide detailed steps needed in the process as well as formulas to determine required staff. The data collected and the formulas will help you to determine the appropriate amount of staff needed for your individual facility. This process will also help you justify your budgets with the full-time employees.

If you are completing a Staffing Analysis on an existing facility, you will need to compile data from the past three (3) years in order to establish averages. You need to identify peak prisoner movement times. You will establish which posts require relief coverage, and how many hours per day staff are required for each post. You will be required to calculate how many hours each staff member was away from their post (sick time, vacation, training, suspension, bereavement, personal, off without pay, and any other type of leave). The above data will be used to establish how many full-time equivalent (FTE) staff are needed to fill each staff position.

The NIC website is www.nicic.org. Instructions for completing a Staffing Analysis can be found at www.nicic.org/Library/016827. If the internet is inaccessible, you can contact NIC at 1-800-877-1461.

Being Proactive

In the corrections environment, it is important to address problems before they occur. This can be done by visiting the jail on a regular basis and having contact with staff and prisoners. If you ask them what is wrong or what needs improvement normally both corrections staff and prisoners will tell you. If you utilize their expertise, you can more effectively address many issues. Waiting for a crisis to occur only allows you to be unprepared to correct it.

Personally reviewing activity logs, prisoner disciplinary actions, grievances, and inspection reports will keep you apprised of activities in the jail. It is important that issues are timely addressed and corrected where necessary, to prevent crises from occurring. Crises can be either operational emergencies or physical plant problems.

Facility Climate

Experienced observation can recognize prisoner trends, racial tension, cliques, and gang activity. Observing prisoner movement within a housing unit, yard, dining room, or recreation area will tell you the climate of your jail. You will be able to recognize the prisoner leaders, the players, the followers, and those that simply want to make the best of a bad situation. Poor sanitation, racism, unprofessional comments, showing favoritism, and being inconsistent will cause tension within the prisoner population.

Handling Employee Discipline Problems

All discipline should be designed to correct inappropriate behavior and ensure that it does not happen again. It should be corrective rather than punitive in nature. Employee discipline should be firm, fair, and consistent. Know your personnel policy and collective bargaining contract to ensure all personnel decisions are made according to the policy and contract. Be aware that employee discipline problems may be related to an employee needing assistance or training. Referral to an employee assistance program should be made as appropriate. If you are unsure how to handle a specific situation ask for help from your supervisor or human resource unit if available.

Some issues may be training related; you can assess this by observing your employee's performance. In corrections, we are required to log and record daily operations. Begin by reviewing the logs and the items your staff record and write down. You will be able to assess them while watching them and reading about their activities. The operations of your jail will naturally perform better by improving the performance of your employees.

Staff Commitment to Prisoners

Staff role modeling is one of the best program delivery system in corrections. Staff communications must be respectful, decent, honest, and genuine. Staff must understand the prisoner “fear – hate” response that is frequently manifested in violence and vulgarity. Prisoners’ “captive status” magnifies their perception of need or importance. Line staff must have access to prisoner information and know the prisoners they are supervising.

You have responsibilities to the prisoners under your care.

1. Offer humane levels of supervision and confinement based upon professional standards. In the state of Ohio, the *Minimum Jail Standards* can be found at www.drc.state.oh.us/web/bad.htm. There is a link on this page for the minimum jail standards that apply to full service/minimum security jails, five day jails, 12-hour holding jails and temporary holding facilities guidelines and requirements.
2. Promote law abiding behavior by providing prisoners the opportunity to acquire social, educational, family, and vocational skills that are available through quality programming and services. Many times this can be done through working with a variety of local community agencies. Providing prisoners with programming reduces their idleness and allows prisoners to assess and take inventory of their life during their incarceration. Frequently, prisoners are very introspective during incarceration. It is up to you to take advantage of this introspective mindset. This can be accomplished by using volunteers, if funding is not available for programming staff, or contracting out services.
3. Offer a climate of fairness, safety, helpfulness, consistency, and courtesy at all times. Your employees are role models to your prisoners.
4. Treat all prisoners as the human beings they are. Ask yourself how you would want to be treated if you were a prisoner. Discourage staff from referring to prisoners in harsh or negative terms; such as dirtballs, scumbags, etc.
5. The grievance process is critical in managing prisoner complaints. Open, honest communication between prisoners and staff begins with a sound procedure for the filing of complaints from the prisoner population. Prisoners have the right to file grievances and it is your responsibility to make sure that they are listened to and appropriately investigated. Some grievances will address life safety issues or basic rights (medical, food, abuse, mail). When this occurs, they must be corrected promptly. On occasion, grievances may be frivolous or untrue. A good investigation will clear the air and if false allegations are made this can be addressed with the prisoner. Every filed grievance should result in some problems being corrected. Grievances and complaints are to be embraced and dealt with, and not be avoided or covered up. Indifference to grievances will create a myriad of ripple effect problems. The prisoner grievance process must

be perceived as fair, timely, and providing resolution. Informal resolutions at the lowest level by line staff must be encouraged. Recurring grievance issues of merit should be corrected through supervision involvement or procedural changes. Most notably, if grievances are not addressed they can lead to lawsuits and personal liability on your part. For liability reasons you need to inform prisoners of the grievance process and document that they are informed. As the jail administrator, you have the responsibility to assure the grievance process is working properly.

Employee Personal Relationships with Prisoners

Local detention facilities have to closely monitor employee's personal relationships with prisoners. Frequently, people are arrested and bonded out the next day or they may be placed in the local detention facility. Many prisoners are from your community and most will return to your community. It is important that staff maintain professional relationships with prisoners and ex-prisoners. It is recommended that you have a policy that addresses personal relationships with prisoners, such as buying and selling items, trading, bartering, or dating current or ex-prisoners. Nothing can destroy a career faster than an inappropriate relationship with a prisoner while incarcerated or soon after their release. Unfortunately many prisoners are recidivist prisoners and they return to the jail population. With that in mind, inappropriate relationships or relationships that occur outside the facility may cause future problems when an employee's partner is re-incarcerated. It is recommended that reports be written when a prisoner enters a facility where a pre-existing employee relationship is present. **Staff sexual contact or sexual conduct with a prisoner is sexual battery, a third degree felony in Ohio, regardless if the act was consensual.**

Communication

1. Staff must know prisoners risks, i.e., screening codes, institutional history, cliques, and gangs.
2. Staff must have access to prisoner information and facility operations to make good decisions.
3. Prisoners must be informed of expectations through an orientation process and prisoner handbook.
4. A prisoner's captive status magnifies the importance of their needs. Recognize aches, pains, and loneliness. Understand and recognize addiction and withdrawal situations.
5. IPC skills are at least 75% of what we do. Each interaction between prisoner and staff is for better or worse.
6. Be the helper, not the helpee. Understand the difference.
7. Staff is always vulnerable to prisoner manipulation. Watch for staff who are in emotional distress and may be more vulnerable to prison manipulation.
8. Be a positive role model.

Chain of Command

You are in charge of the jail. Jails and corrections traditionally are of a paramilitary nature. Chains of command are respected and expected. If you identify a problem, put it back in the chain of command. Hopefully this problem can be addressed at the lowest level, i.e., Corrections Officer or Sergeant. If you are solving all your staff's problems they are not learning from their mistakes and similar future problems will continue to be forwarded to you. Identify problems and put them at the right level in the chain of command for review and corrective measures.

You can develop internal audit systems based on your policies and procedures that are influenced by the Minimum Jail Standards in Ohio. If you develop a checklist you can better verify your employee's performance. If you find them noncompliant, instruct them on how to correct their performance.

It is important that the people who report directly to you understand the jail mission, your expectations, and jail policies and procedures. You must know your own policy and procedures and require that those reporting directly to you follow them. If people in the chain of command are asking you policy questions, suggest that they read the policy and come back to you with the answer. The chain of command works best when people make correct decisions at the lowest level. When that occurs, support can come from the top down. It is always best when you are in the facility and you can compliment staff on the good jobs that they are actually doing. You will know by the level of work output that jail staff performs each day, the effectiveness of your chain of command.

Staff Confusion and Apathy

Some staff do not understand their role or are uncertain of their role in the organization. While some don't care, most do care, but don't know what to do to change. All the above reasons indicate you have dropped the ball. Keep staff focused on mission, job duties, and their expected contributions. Security needs to be the focus for all jail disciplines; not just for security and operations.

Management of Prisoners

Employees must be firm with policy and behavior controls, while at the same time being fair. Effective supervision of prisoners from the agency head down to the line staff determines this. Each interpersonal exchange between staff and prisoner affects the facility climate. Staff must present themselves as non-threatening and non-judgmental. When the prisoner talks to a staff member, staff must listen, respond and assist with problem-solving skills. Each contact between staff and prisoner is for better or for worse.

You demonstrate the appropriate management of prisoners by setting good and effective standards, policies and procedures. You must exhibit and reinforce positive

interactions between employees and prisoners. What you do and the actions you take to address prisoner treatment and discipline will foster similar actions by your employees. You set the tone for how prisoners are going to be treated in your facility.

The best way to let prisoners and staff both know that you care about them and that they are important is to be visible in the jail. Every week you need to be in the jail and talk with employees and prisoners. Staff and prisoners alike will be monitoring your interactions, looking for your strengths and weaknesses. It is important for you to visit the housing units and program areas on a weekly basis. Be available for questions. It is important for you to inspect the cleanliness and safety of the jail. You may have a designated person to formally inspect the jail, but staff and prisoners alike will believe your eye is the most important one in addressing problems. When you are visible you are available to staff and prisoners. When you are visible you are observing issues and addressing them. When you are visible you are problem solving. Being visible in the correctional facility is critical.

Cameras

Cameras are an important part of security. Improved surveillance can occur with the use of several camera monitors being located at one monitoring site. If you have camera monitors, they must be watched. Cameras should be used on the outside perimeter of the facility and in all hallways. While cameras can be used in housing units, they can not be set to view prisoner privacy areas (e.g. shower areas, and toilets). Jails should have CCTV cameras. In addition to CCTV cameras, jails should also have a Polaroid or digital camera available to take photos of critical incidents in the jail. A video camera is also another good tool to utilize when there are major incidents in the jail especially incidents involving the ERT team.

As an important note: CCTVs have limited monitoring capabilities. CCTV should not be used as sole monitoring of areas that need staff supervision. Staff supervision capabilities far outweigh CCTV's limited monitoring capabilities.

Prisoner Classification

The Minimum Standards for Jails in Ohio defines prisoner classification as a system or process for determining the needs and requirements of prisoners and for assigning them to housing units and programs. Elements of this determination include the following:

1. Security level. You will want to take into consideration the prisoner's current and past charge(s) and convictions. See ORC 2901.01 (9) – "Offenses of Violence." Is the person pre-trial or convicted, do they have felony or misdemeanor charges?
2. Work assignments. Is the prisoner on work release per the courts? Is he/she a jail/facility prisoner worker or a community service worker?

3. Special treatment services. How old is the prisoner? Does he/she have a communicable disease? How well will he/she adapt to general population? Do they have special medical needs?
4. Allowance or denial of certain privileges. Has the prisoner committed a crime while incarcerated? Has he/she violated a rule?
5. Other information that is available.

Suicide Prevention

The rate of suicides in jails is anywhere from 9 to 16 times greater¹ than that of the non-incarcerated population. As a result, corrections facilities must always screen prisoners entering the facility for any tendency they may have toward taking their own life. Initially this is accomplished by a mental health screening form that is reviewed with the prisoner by medical staff, or by the preliminary health screening form, which must include mental health questions, that is reviewed with the prison by health-trained staff. It is very important for all staff to continue looking for possible suicide clues the entire time that prisoners are incarcerated. Annual training on suicide screening and prevention must be a part of each facility's training schedule.

In the *Minimum Jail Standards*, the Bureau specifies that "The jail shall have a plan for identifying and responding to suicidal prisoners. The plan components shall include: (1) Identification, (2) Training, (3) Assessment, (4) Monitoring [of suicidal prisoners at varying intervals not to exceed ten (10) minutes], (5) Referral, (6) Communication, (7) Intervention, and (8) Notification."

Corrections Officers need to be constantly aware of the emotional status of all prisoners, at all times, and staff should immediately report to their supervisor any behavior that might indicate that a prisoner is considering taking their own life or harming themselves.

Additional information on jail suicide prevention standards can be found on the BAD website at www.drc.state.oh.us/web/bad.htm.

Use of Force

The *Minimum Jail Standards* provide appropriate definitions and recommended levels of force. Your definition of force and force continuum must be supported by the top of your chain of command, and be consistent with available equipment and training techniques. The minimum amount of force necessary to control the situation is usually the best option.

Reports must be required whenever force is used. Each use of force should have an after action review that includes the questions "what happened", "could this have been

1. Statistics from the Ohio Peace Officer Training Academy curriculum for Corrections Basic Training.

prevented”, “was policy and procedure followed”, “was anybody injured,” “could any improvements be made in policies and procedures,” “does discipline or corrective action need to occur or are commendations or recognition appropriate.”

Each use of force should be analyzed by those involved and critiqued by you. When force is determined to be excessive or better techniques or technology could have been used, corrective action must be taken. Staff need to learn from their mistakes so the same mistakes are not repeated. Malicious uses of force cannot be tolerated and a strong message must come from the top to prevent a reoccurrence. If excessive force is not addressed by the chain of command, it will normally continue and will likely escalate.

Today, a variety of technologies exist that can complement any continuum of force, i.e. pepper spray, electronic stun devices, restraining chairs, less than lethal munitions, etc. Such technologies should be thoroughly reviewed, researched, and discussed with local legal authorities before implementation. Many technologies are very helpful at preventing or reducing staff and prisoner injuries. Effective use of technologies takes a great deal of training or certification to include the practice of using it in forceful training situations. Staff are best trained when they are allowed to practice their training in a controlled environment. Videotaping live incidents and later reviewing the incidents is another useful tool in improving staff performance. Identifying areas that need improvement after reviewing video can lead to effective re-training.

Prisoner Discipline Procedures

Prisoner discipline procedures must be objective, reflect corrective discipline, show fairness, and provide due process. Sanctions should be reflective of the offense and a deterrent to future misconduct. Staff must consistently enforce the rules. Prisoner disciplinary procedures should document this. Incident reports and testimony should be in sufficient detail. Unbiased investigations, fair hearings, and meaningful appeal responses legitimize prisoner discipline systems. Pre-hearing detention is allowable to protect staff, prisoners, and the facility. Segregating prisoners without proper cause is considered abuse. Monitor the use of your lock up cells.

Support Services for Prisoners

Prisoner Services and Privileges

Prisoner services and privileges should meet prisoner basic needs; i.e. medical, food, laundry, library, mental health. Prisoner programming efforts should reflect the end product, that being the prisoner becoming a law abiding citizen. Prisoners’ inner controls should be maximized through the use of jobs, programs, privileges, and time credits if possible. Incentive based prisoner behavior systems tend to be more rewarding.

Prisoners must be informed of facility expectations during the orientation process. Facility leadership must ensure that the prisoner orientation process occurs.

Prisoner Health care

Prisoners must have access to quality health care. The medical staff professionals must be appropriately licensed or certified. Prisoners must have timely access to medical care. The prisoner's quality of life is affected by their quality of health care. Health care includes physical, mental, and dental health. Many facilities contract with a local doctor and provide EMT's or Paramedics officers or other contract full-time health professionals locally or through a medical service company.

Prisoner Food Service

Prisoner food service must provide palatable, visually pleasing, and balanced meals in a clean environment. Medical and religious diets must be recognized and provided. The quality of meals is always of concern and is constantly being monitored by the prisoner population. Sufficient supervision must be provided during meals. Your food service area must be inspected by your local health department no less than annually. While many jails opt to run their own kitchens, others will bid their food service out to a food vendor.

Jail Commissary

Prisoners in a jail can purchase food, personal hygiene, and other items based on a list of available jail commissary. Money is deposited into a prisoner's account and, in turn, prisoners may purchase commissary items, drawing on the funds in their account. Prisoners on restriction status may purchase only personal hygiene items and mail supplies. The purchase of commissary items by prisoners in a jail is a privilege not a right. There should be limits of the amount of commissary to be purchased. Bartering between prisoners regarding their commissary should be prohibited.

Under *Minimum Jail Standards* 5120:1-8-11 (D), "The facility shall provide prisoners with hygiene articles and mail supplies."

Jail officials must make available sufficient writing instruments (pencils or pens), paper, envelopes, and postage to enable indigent prisoners, who so choose, to mail at least two (2) letters per week. In addition to providing writing materials, the facility must ensure that prisoners are provided with necessary hygiene articles. Initially the jail administration must ensure that prisoners are provided soap, toothbrush, toothpaste, and for female prisoners, needed feminine hygiene items. After initial processing, jail officials may allow prisoners to possess sufficient money on an account to purchase items from commissary supplies. The jail must provide all prisoners with basic hygiene items. Prisoners who are not indigent may be required to purchase their basic hygiene items from commissary supplies. Prisoner rules must notify prisoners that basic hygiene items are available upon request. If the prisoner has funds in their account, the

costs of the basic hygiene items can be charged against the prisoner's account, or a negative account can be entered. Practices must be supported by written policy and procedure, and written notification to prisoners.

If a jail commissary is established, the Sheriff or corrections commission in charge of operating the jail shall establish a commissary fund. The management of funds in the commissary fund shall be strictly controlled in accordance with procedures adopted by the Auditor of the State. Commissary fund revenue over and above operating costs and reserve shall be considered profits. All profits from the commissary fund shall be used to purchase supplies and equipment for the benefit of persons incarcerated in the jail. The jail shall adopt rules and regulations for the operation of any commissary fund it establishes. You can reach the Ohio Auditor of State at www.auditor.state.oh.us or contact them at 1-800-282-0370. You can refer to bulletin 97-011 July 2, 1997.

Prisoner Telephone Use

All prisoners should have equal and adequate access to a telephone to maintain community ties and contact with legal counsel. Telephone systems can consist of charge-a-call, local in-house dialed calls, or both. Prisoner access times and length of calls for telephone usage should be set and posted. Prisoner calls to legal counsel that must be dialed for them should be done in a reasonable timely manner.

Prisoner telephone use (with the exception of calls to legal counsel) may be suspended for disciplinary reasons. Reasonable privacy should be afforded to prisoners when they are making calls and if telephone lines are taped, prisoners and outside telephone users must be notified. Manually dialed calls for prisoners should be documented. In the event of a facility emergency situation, prisoner telephone calls should be ended.

A prisoner telephone system (PTS) is an integral part of a well run correctional facility. An advanced PTS can provide substantial investigative intelligence regarding criminal activity both inside and outside the walls. This intelligence can prove to be invaluable in the areas of staff safety and community safety. Additionally, a PTS can provide a stable cash flow to the facility as a result of various revenue sharing programs offered by the PTS vendor.

A PTS is a computer based calling system that offers various levels of reports and control that are tailored to your facility's individual needs. Other advanced PTS solutions include the ability to provide remote investigative intelligence to officers on the streets along with the ability to integrate to other computer systems for added operational efficiencies (i.e. booking systems, commissary systems, criminal records, etc). Not all PTS vendors have equal capabilities. It is important to research all options that are of interest and value to your facility. The telecommunications industry is rapidly changing as telephone companies abandon hard-wired facilities and migrate to internet based telephone services. For this reason, it is important to have a relationship with a PTS vendor who maintains their own research and development, and who understands the correctional community.

Whenever recorded prisoner communication systems are employed, legal review and approval should be obtained and documented to file.

Regarding physical placement and facility requirements, it is important to involve the PTS vendor as early as possible during the planning stages of a new jail or expansion project. Telephones should always remain in plain sight of supervising staff, not be too close to a doorway for security reasons, and not be too close to alternate noise sources such as TV's and showers. Current ADA requirements should also be adhered to regarding height and access to telephone equipment. Handset cable length should be as short as possible for safety reasons.

Prisoner Rights

Every effort should be made to provide prisoners with a clean, safe, assault free, and harassment free environment. Prisoner civil rights must be guarded. Corporal punishment is never acceptable.

Prisoners have the right to be provided: adequate food, light, sanitation, temperature control, ventilation, proper clothing, phone calls, visitation, attorney visits, practice chosen religion, medical care, board games, television and commissary. Prisoners also have the right to fair disciplinary procedures. Fundamental rights cannot be suspended for disciplinary action. See the Ohio Minimum Standards glossary for a definition of fundamental rights.

Volunteers

Volunteers should be utilized to provide services to employees or prisoners in areas of need that are a serious challenge for employed staff to provide. Volunteers can be used to complement current duties or perform duties that might have been postponed or never performed at all. Expansion of a volunteer program will broaden citizen involvement in corrections. This will provide the public with understanding and hopefully they will then support your facility. Volunteers and paid staff should be partners in ensuring security is always maintained. Background checks should be done on volunteers prior to their working in the jail.

Work Release and School Release

Work release and school release are privileges in which prisoners may be permitted to return to the community each day in order to work or go to school. All offenders participating on a work release program are required under Ohio Revised Code 5147.29 to surrender their paychecks, pay stubs, and any cash received as payment of labor to a designated work release administrator who oversees the program. The presiding judge of a jurisdiction will determine the amount of money that is to be forfeited as payment for room and board costs; not to exceed the facility's actual per diem cost.

An offender must receive court approval and approval of jail management in order to be allowed to participate on work release. All jails should develop policy and procedures outlining the rules and regulations governing their work release program. All offenders should review and abide by the rules of work or school release (as outlined in a behavioral contract). Lastly, all work release accounting procedures will be followed in accordance with the Ohio Auditor of State.

Staff Training

You need to encourage staff development...Using outside resources when appropriate. You can develop a large network of agencies that work together to enhance your training plan. Develop and use your own staff as instructors who can conduct the majority of your departmental training. When developing training and the individual lesson plans, liability for the organization is of the utmost importance. You need written lesson plans, training tests to document comprehension, and certified instructors in required topics. This will improve staff performance, while significantly reducing your liability and the liability of the agency.

The training plan is made up of several components to assure training requirements are met for security, administration, support service, contract staff, and volunteers. Training components include employee pre-service orientation; which provides technical skills, corrections concepts, along with job specific training. During this training you have the opportunity to provide new employees with your institutional philosophy, introduce policy and procedure, explain vital legal issues, and expose them to other vital topics in the business of corrections.

Correction Officers are required to attend a 136-hour Ohio Peace Officer Training Academy approved Basic Correction Officers Academy within their first year of service, and 24 hours of in-service training each subsequent year of employment addressing specific job assignments and/or jail related issues. There are many forms of training that can be incorporated into your in-service training plan. Training in jail policies and procedures must occur within 60 days of employment. Besides the basic CO training and in-service training requirements, new jail administrators, and supervising staff must receive the following training within 6 months of assignment.

Forty (40) hours of training on the legal aspects of jail management, managerial principals, labor relations, and records/information management. Of particular concern, due to time frames, administrators and supervisors must receive training in, jail policies and procedures prior to assignment to jail duties.

Training options include in-service training which allows for extensive instruction in new or revised policy and procedure, (i.e., self-defense, suicide prevention, emergency procedures, etc.). On-the-job training (OJT) is conducted under the direct supervision of a senior staff member or Supervisor. OJT is developed to provide practical experience combined with relevant instructions in tasks necessary to perform job duties. Training conducted during briefing can be utilized for necessary policy review and

allows for the opportunity to address relevant job specific information. Self training programs can be made available to those staff members who do not attend shift briefing, but who also need policy review and updated job specific information. In this training, the staff member reviews a recorded version of the training and completes a small test to show their comprehension of the information. This can be self-paced and does not require classroom time.

An annual training plan should provide adequate training in skills necessary to carry out the daily operations of the facility. The training plan will update staff with innovations in correctional technology and other topics that are relevant to the continuing upgrade of working skills necessary to maintain a high level of professionalism and proficiency of operations. Quality staff development and training programs are planned, coordinated, and supervised by a designated training officer. An employee training committee can meet quarterly to develop, review progress, resolve problems, and adjust the plan to meet your agency's needs. Other training resources include www.corrections.com, www.oaja.com, and www.edc.gov/nchstp.com.

A vital part of any successful training program is to have a staff person assigned to manage the staff training program. Allow this officer sufficient time and resources to seek out, provide and document worthwhile training for all jail staff.

Prisoner Training

Corrections Learning Network

See: <http://cln.esd101.net>

4202 S. Regal Street
Spokane, WA 99223
1-800-531-4288

The Corrections Learning Network is administered by Educational Service District 101, operator of the STEP Star network. This Network is a distance learning initiative, providing interactive instructional programming for the nation's correctional facilities. In 1999, the Network was awarded a grant from the U.S. Department of Education to develop and distribute instruction to correctional facilities. The Network can sell the jail the necessary reception equipment (including the decoder) and then provide free (scheduled) programming; or for a fee covering mailing and handling, the Network can loan the jail programming tapes, to be used over the jail's own teaching equipment (e.g. VCR/TV); allowing the jail the opportunity to purchase for their own library any tapes they like. The typical programming tape costs around \$20.00 per tape. Programming can be directed at either or both, prisoners and/or jail staff. Examples of prisoner programming are GED and transition type learning (e.g. anger management, how to seek employment opportunities, etc.).

If interested, the jail manager can contact Anne Charles (Project Director), at (800) 531-4288 Ext. 2767.

Physical Plant Issues

Physical Plant

The physical plant must meet life safety codes, health codes and Minimum Jail Standards; and American Correctional Association (ACA) standards (if pursuing ACA accreditation). To be effective, preventative maintenance programs must be ongoing. The physical plant should be constructed and maintained in a manner to prevent vandalism, control group disturbances, and control and extinguish fire and smoke.

A broken window that is not repaired normally leads to more broken windows. This is also true in the jail setting with broken plumbing, or electrical problems. If a problem is allowed to continue it will only get worse and can eventually lead to a crisis. So, it is often best to correct physical problems while they are relatively simple problems.

Sanitation

Sanitation is probably the most difficult task in operating a correctional environment. Sanitation goals should be based on what the facility looked like when it was new. Sanitation must be monitored through active supervision via supervisors and administrators. Floors, vents, corners, showers, etc. must be kept in like new condition. Quality sanitation also prevents physical plant deterioration. Employees deserve to work in a clean healthy environment. Prisoners deserve to live in a clean healthy environment. Proper sanitation will help ensure prisoners' "quality of life" living conditions. Corrections staff must require quality cleaning from prisoner workers. Checklists and inspection forms help line staff stay on top of sanitation issues.

Security Issues

Effective Security and Control

1. Control prisoner movement throughout the entire facility.
2. A sound perimeter security includes effective working relationships between walls, cameras, and fences.
3. The prisoner population must be divided into controllable groups and there must be a reasonable prisoner/officer ratio in housing units.
4. Have easily observable areas. All areas of the jail where prisoners are located or can enter must be readily visible by staff.
5. Increase staffs' knowledge through training on effective supervision techniques, use of force, hostage negotiations techniques, emergency scenarios, etc.

6. Maximum supervision upon booking prisoners is very important. Observe incoming prisoners for suicidal tendencies, mental health concerns, language problems, and assaultive tendencies.
7. Effective searches of packages, boxes, purses, and/or briefcases that are entering into the facility is appropriate and necessary for effective security precautions.

Management of a Secure Facility

1. Maximize on prisoner's inner controls through programs, privileges, jobs, and security classification. Create incentive based programs.
2. Appropriate staff to prisoner ratio per post. An annual post/staff analysis is helpful.
3. Correctional supervisors and officers must maintain control of housing units.
4. Frequent supervision by management, by walking around through the jail is essential. Managers must not only be able to talk the talk, but must be able to walk the walk.
5. Recruit qualified staff. Don't take short cuts on screening and hiring.
6. Provide effective staff training programs, i.e., pre-service, in-service, specialty training, OJT. Remember to provide training on the minimum jail standards.
7. Be compliant with life safety and fire codes. Do weekly inspections that include corrective actions by trained staff.
8. Be compliant with the Minimum Jail Standards. Include the standard goals in policy and do periodic audits to assure policy compliance.
9. Be sensitive to prisoner responses of unsafe conditions.
10. Be sensitive to staff notices of unsafe working conditions.
11. Be aware that scared prisoners act out and assault others. Be aware of "Fear-Hate" complaints from prisoners.
12. The physical plant should be built to reduce vandalism and officers must enforce all vandalism rules. Ensure timely repairs, include painting at least every three years; annually or as needed in bathrooms and showers.
13. Provide the following basic prisoner needs:
 - a. Telephone access. Ensure access, is fair, and any restrictions are

appropriate for overall good jail operations.

- b. Visiting. Be consistent. Try to provide prisoners with pleasant visitation experiences. Always assume that contraband may be present and maybe trying to be passed into the jail. Take all reasonable precautions to ensure contraband is not introduced into the jail.
 - c. Television viewing. Staff should control volume and channel selection.
 - d. Commissary access. Provide good products at reasonable prices.
 - e. Attractive, nutritional, palatable meals. Assure sanitation and health codes are being complied with. Ensure that food service staff and inmate workers are clean.
 - f. Security of personal property. Prevent loss and theft.
 - g. Shower access should be daily unless restricted. Keep these spaces clean, and inspect areas frequently following high use times to assure cleanliness is maintained.
 - h. Encourage exercise outside of the dayroom. Keep exercise equipment and supplies in good repair.
 - i. Employment (meaningful work). Prisoner work assignments should be based on skill, security assessment and level of participation. Avoid using pretrial prisoners as trusty/worker.
 - j. Privacy/territory. Be understanding of prisoner lack of control and respect their needs for modesty as much as can be allowed, without jeopardizing security.
 - k. Allow prisoners to practice their religion while at the same time ensuring that appropriate security and safety precautions are being maintained.
14. Assure there is an administrative appeal system for discipline and grievances. Due process is about fairness.
15. Just and fair disciplinary procedures. No stacking charges, no retaliation.
16. Seek out and eliminate causes of collective violence. Review all claims of assaults; prisoner on prisoner and prisoner on staff. Monitor gang activity.

Security Doors: Fail-Safe vs. Fail Secure

It is very important for jail managers and their staff to have an awareness of which jail doors are fail-safe and which are fail-secure. Fail-safe doors are those doors having electric locking mechanisms, in which the electric current “locks” the door. Should the supply of electric current to the door “fail” to exist, then the door automatically becomes “safe”, or unlocked. Fail-secure doors are the opposite; these doors have electric locking mechanisms, in which if the electric current “fails” to exist, the doors become “secured”, or locked.

While most jails have a main electric supply line and some form of emergency backup electric supply line (e.g. backup generator), it is conceivable that both electric supply sources could fail during the same time frame. During this unplanned period, the jail doors will automatically become either “safe / or unlocked”, or “secure / locked”. Key back up systems must be available.

For “fail-safe” doors, staff must be aware that contained prisoners behind these doors can suddenly emerge into the adjacent common area. Staff need to be aware of which doors are fail-safe and which are fail-secure and know what the prisoner risk levels are behind each door. Also, during emergency situations, where the electricity has ceased to properly operate the doors, “fail-secure” doors must now be opened by manual keys. Emergency keys must be available.

Maximum security cell doors, doors leading to dayrooms, control rooms, and the interlocking security perimeter doors are sometimes identified as “fail-secure” doors. Should all the electricity cease to exist, then these doors will automatically become ‘locked’ and manual keys will need to be used to gain access through these doors. This precaution is taken to control maximum security prisoners, the main control/command station of the jail, and to control actual ingress and exits through the jail’s outer security perimeter. Remaining doors, such as medical, general housing, services (food, commissary, etc.) and programming space doors are left to the jail planners to decide. Decisions typically take into consideration when deciding which doors should be fail safe or fail secure include: the number of prisoners involved, the number of staff involved, the types of prisoners involved, the security or safety importance of the space being serviced by the door (example medical supplies), etc.

Key Control

Effective key control starts with the planning of a jail. A good security perimeter is necessary to enclose the internal jail operations. The keys to the security perimeter should never be the same pattern as keys of any internal key. Actual perimeter keys should not routinely enter into a jail. A security perimeter key inside the jail allows the person holding the key to bypass most or all the security precautions that were painstakingly planned into the security of the jail. Unfortunately, some jail staff will try to maintain a perimeter key on their person. As a good rule of thumb, outside keys (including the security perimeter key) should not routinely be taken into the jail, and

internal keys should seldom be taken outside the security perimeter. This helps to prevent security vestibule keys from being used by escaping prisoners, and it helps prevent any inside jail keys from being lost outside the jail and possibly falling into the wrong hands.

Backup keys should periodically be exchanged with working key sets. If this exchange does not periodically occur, it is likely that the locking mechanisms and the working key sets will wear down together. This leaves the backup keys, which have never, or very infrequently been used, to no longer properly fit the 'worn out' locking mechanism. The backup key once worked, but because it wasn't rotated into the working key set, it became useless. Key systems are systems that include the management of all the keys. Key sign in/out systems and daily inventories are important.

Emergency keys should be easily recognized from other keys. When emergency keys are similar to one another, they must be made distinguishable (notches or engraving, etc.). Emergency key sets should not be made cumbersome by having additional keys that are not needed for emergency purposes. Emergency key sets should be composed of as many "master" or "sub-master" keys as possible, to cut down on the number of keys on the set. Typically, the fewer the emergency keys on an emergency key set, the better the emergency response capability. When distinguishing emergency keys, remember that color codes are only good when you can visually see them. In fire emergencies, when there is ample smoke and staff may be wearing SCBA face shields, colors on keys may become unclear or indistinguishable from similar colored keys (e.g. orange and red may look very similar, blue and dark green may look very similar). In addition to color codes, some form of touch distinction is often advisable. Touch distinctions can be provided by the keys themselves. Some keys may be larger than others; some may have teeth on one side versus others with teeth on both sides of the key, or other noticeable physical differences. When these physical differences are not sufficient, then notches or welded beads on the keys may be beneficial.

Jails typically have four different key sets. (1), a working key set that is used on some normal basis for everyday operations; (2), a backup key set that is typically used temporarily to replace broken or missing keys from the working key set(s); (3), extra or key blank sets that are used to replace backup keys; and, (4), emergency key sets that are used for emergency purposes. Emergency keys typically come in two categories: internal key sets, used to manage emergency movement within the jail; and external key sets, used to breach the security perimeter doors and includes all the keys of the internal key sets. Usually, the external emergency key set is accessible to local responding fire department personnel. Because of the jail's security concerns over these emergency keys, a 'Knox Box' or similar security precaution is agreed upon between the jail management and the local fire department. Responding fire officials can access the secure "Knox Box", obtain the keys and continue on with their emergency mission.

Key control is important in running a proper jail. Too often, keys become lost, no one is certain where they are, and who has access to certain keys. Unnecessary keys located on emergency key sets can hinder effective emergency access to the critical keys.

Transportation of Prisoners

It is imperative that all prisoner transports be conducted in a safe, secure, efficient, and professional manner. Transporting staff must be aware of their surroundings at all times.

Staff must review the prisoners' file and look for indications of friends or family living near the transportation route and the personality traits of the prisoner. These traits include: history of escape, violence, mental disorders, and medical problems. Required transport documents must be checked for completeness, legality (necessary signatures on warrants and court orders), and accurate prisoner identification.

Staff must pre-check all restraining devices to ensure they are functioning correctly. Prisoners should be restrained with handcuffs, shackles, and belly chains. Prisoners should never have advance notice that they are being transported outside the facility, and once they are notified their access to a telephone use should be denied.

The transport vehicle is a vital tool for transport staff and should be inspected for contraband and damage and an inspection checklist should be used before and after each use.

Escape Techniques and Issues

Cameras are helpful in addressing existing blind spots in the physical plant. Windows, doors, locks, fences, gates with pad locks, bars, etc. should be physically checked weekly. Prisoners spend 24 hours per day looking for staff and physical plant weaknesses. When they find weaknesses they exploit them. Nearly all escapes are preventable based on hindsight. With that in mind, staff carelessness and uncorrected maintenance problems can foster escape attempts.

Prisoner classification is the foundation upon which effective security policy and escape prevention occurs. A prisoner's past history can be a key to their future behavior. A history of eluding police, escapes from correctional facilities in the last ten years, military AWOLS, and absconding probation or parole are red flags.

Escape prevention plans must be available that cover not only possible escapes but also emergencies that may occur during transport. These plans should be concise, easy to understand, and assign clear responsibilities. Staff should be familiar with these plans and drill on them yearly. These drills should involve all staff members possible and can be accomplished physically or through paper exercises of hypothetical situations. Feedback from staff is vital if the escape prevention plan is to be successful. Accountability of prisoners at all times and controlled prisoner movements are imperative. Controlling contraband is a continuous priority and failure to do so allows a

prisoner the tools to escape or make an attempt to escape. Prisoners can spend weeks or months watching staff members, looking for a weak point to use to their advantage. Staff must be attuned to the jail atmosphere, use positive reinforcement along with discipline, document any problems, and maintain open, and effective communication between prisoners and staff.

Hostage Situation Response

When a hostage situation occurs, staff must immediately isolate and contain the hostage takers and victims. Do not allow a moving perimeter. Post a perimeter around the scene. Stabilize the scene as quickly as possible. This minimizes destruction of property, injuries and loss of life. Your goal should be the safe release of all hostages and the return of all hostage takers to their cells.

Skilled negotiators should be used once the incident area is stabilized. These negotiators should be someone that the hostage takers feel they can trust. Negotiators should not be in charge of the shift or the administrators. Persons in authority should be responsible for managing the entire crisis, operations of the unaffected areas of the correctional facility, and direct negotiations.

A response plan should include having a check list for key personnel. Mock drills should occur as part of the training.

Emergency and Disaster Planning

A manager's initial response in a crisis sets the tone for his/her agency's response to the crisis. Planning for emergencies and their resolution is paramount. All employees must be a part of recognizing, managing, and resolving emergencies. Employees/unit roles should be explicit in policy and then discussed in training. Periodic drills are important to insure correct responses are taken. Local law enforcement, civil defense, and local emergency response organizations should be included in plans and drills.

All jails in Ohio must have emergency and disaster plans in place and developed so they are available when needed. The term "emergency" as used in a plan means a set of circumstances, which demand immediate actions to protect life, preserve public health or essential management services, and to protect property; a "disaster" means the situation is beyond the capabilities of the responding organization or jurisdiction. An "emergency" or "disaster" may also be proclaimed by a city, the executive (sheriff or jail administrator), or the governor as authorized by local or state statute.

Your basic plan involving facility "emergencies" or "disasters" should address the following elements. Direction and control, public information, administration, staff training and education, transportation, telecommunications/warning, public works/engineering, fire fighting, information analysis/planning, mass care, resource support, health/medical, search and rescue, hazardous materials, food and water,

energy, military support to civil authorities, recovery/restoration, law enforcement, damage assessment, and prisoner evacuation/movement.

Some agencies and organizations which your jail should establish working relationships with include the following: American Red Cross, Salvation Army, local hospitals, Ohio National Guard, local EMA/Homeland Security Office, local health department, local mental health board and service providers, local public utility providers, city and county engineering departments, local grocery stores and food vendors, local law enforcement and fire departments, the Bureau, and private contractors doing business with the jail.

For more information contact the Ohio Emergency Management Agency, 2855 West Dublin-Granville Road, Columbus, Ohio 43235-2206 or call 614-889-7150, Fax 614-889-7183 or e-mail <http://ema.ohio.gov>.

Documentation/Record Keeping

Having a sound records management system helps to protect a jail from litigation and ensures regulation compliance. Records management involves a variety of record types such as paper, computer, magnetic tape, microfilm, and imaging, just to name a few.

Chapter 149 of the Ohio Revised Code is the law that sets forth requirements affecting the management of records maintained by public agencies. The Ohio Historical Society acts as the archives administrator for the state and its political subdivisions.

Jail Administrators should set up a records retention policy and appoint a staff member as their records management person. The policy developed should be in compliance with Chapter 149 of the Ohio Revised Code and the Ohio Sunshine Laws.

A manual called "An Ohio Sunshine Laws Update" is made available in March of each year from the State Attorney General's office. This is a valuable resource as it discusses what is considered a public record. The manual can be accessed from the internet at www.ag.state.oh.us/site_map/sunshine_laws.htm.

The Ohio Historical Society has a manual that has forms in it that are very helpful in setting up a record system. The forms can also be accessed at www.ohiohistory.org/resource/lgr/forms.html. The State Auditor's Office also has AOS Technical Bulletins available that date back to 1995.

The staff person appointed to record archiving should set up a "current inventory of the records maintained," a "schedule of records retention and disposition" and "written record and document management guidelines." This person will be responsible for record retention and ensuring the proper records are purged at the proper times.

Prisoner records are a valuable source of information; therefore, a case record should be maintained for every prisoner taken into the custody of your facility.

Legal Issues

Administrators are encouraged to subscribe to available newsletters, periodicals, etc. that review current case law and liability issues.

Prison Rape Elimination Act (PREA)

See: Bureau of Justice Statistics Status Report (February 5, 2004): "Implementing the Prison Rape Elimination Act of 2003".

NOTE: THIS ACT INCLUDES ALL (FEDERAL, STATE, AND LOCAL) PRISONS, JAILS, LOCKUPS, ETC. DON'T LET THE WORD "PRISON" CONFUSE YOU.

President George W. Bush signed into law the Prison Rape Elimination Act of 2003 (P.L. 108-79), on September 4, 2003. Both the US House of Representatives and the US Senate had earlier unanimously passed the bill leading to this law.

PREA establishes as a goal, "zero tolerance" for any prisoner being sexually assaulted by any other prisoner, or by any facility staff person. PREA can be broken down into the following:

Prison: Any structural confinement arrangement. This includes prisons, jails, lockups, and probably includes prisoners being transported in cruisers, vans, buses, etc.

Rape: The definition of "rape" for PREA has hinted at being more than the typical definition of "rape", which can be found in most state definitions. The latest known official definition is close to being: "The act of forcible carnal knowledge, oral sodomy, sexual assault with an object, or sexual fondling of a victim." However, in Ohio, it is strongly suggested that in addition to the above definition of rape, that for purposes of making a jail's overall sexual abuse an even more effective PREA driven goal, that jail managers consider the following definitions and related discussions the driving force for their policies and procedures. The suggested, expanded "rape" definition is:

"Any physical sexual misconduct; including physical threats of sexual abuse, unwanted sexual touching, or unwanted sex acts by any prisoner or visitor in the jail against a prisoner, causing the prisoner to be considered a victim of sexual assault or abuse.

Any sexual misconduct or sexually driven behavior by any facility staff person, directed against any prisoner. This includes consensual sexual acts between prisoners and staff, non-consensual sexual acts between prisoners and staff, sexually related threats or encouragements of sexual assault or sexual abuse by staff against any prisoner, and any 'sexual

gratification' advantage a facility staff person may take, e.g. staff taking advantage of their status or the jail environment to observe a prisoner who is partially or wholly undressed (i.e. showers, clothing exchanges, strip searches, etc.) for sexual gratification purposes.”

Elimination: Zero tolerance.

Act: Start now on your PREA policies and procedures, and compliance to the goals and intentions of the Act. Later, when national (and perhaps state) standards regarding PREA become available, update your PREA policies and procedures.

National implementation of PREA began in 2004, and is scheduled to be fully operational by 2006.

PREA identifies the following mechanisms to combat sexual assault of prisoners.

Investigation & Reporting

1. Bureau of Justice Statistics is to conduct annual surveys and research on the prevalence and effects of prison rape in local, state, and federal prisons.
2. Department of Justice is to establish a Review Panel on Prison Rape, which will hold annual public hearings concerning the operation of prisons with the highest and the lowest rates of prison rape.
3. Requires the US Attorney General to submit a report of the Bureau of Justice Statistics and Review Panel on Prison Rape findings to Congress and the Department of Health and Human Services.
4. Establishes a National Commission to study prison rape, report its findings to Congress, and to develop national standards for preventing prison rape, to be reviewed by the Attorney General.

Prevention & Prosecution

1. Creates a national clearinghouse on prison rape within the National Institute of Corrections. Information and assistance will be provided to PREA users.
2. Requires the National Institute of Corrections to provide training and education programs for federal, state, and local prison authorities.

Grant Program

1. Requires the US Attorney General to make two-year grants to state and local governments and prison systems to establish more effective programs to prevent, investigate, and punish prison rape.
2. The Act authorizes \$40,000,000 per year to be spent on these grants, from 2004 through 2010.

General brainstorming and planning can be utilized to develop initial policy and procedures, and a PREA operational mission plan, until later PREA standards are developed and disseminated. Upon receiving future PREA standards, the jail's policies and procedures, and operation actions, can be updated. General brainstorming and planning to develop the facility's PREA plan to combat sexual assault of prisoners include:

1. Notification efforts to alert both incarcerated prisoners and facility staff that the facility and its staff will be incorporating PREA into the facility's operational mission.
2. Training of facility staff to the jail's efforts to comply with PREA.
3. Establishing mechanisms for reporting sexual misconduct or abuse for both the prisoner population and for facility staff.
4. Establishing facility personnel to examine the facility's current sexual misconduct policies and procedures, so that any PREA driven updates can be included.
5. Establishing facility personnel to examine the structural layout of the facility, to determine if physical changes can be made to make the facility more capable towards complying with PREA. Example, balancing the needs for prisoner privacy areas (shower, strip search, clothing exchanges, etc.) with eliminating unnecessary blind spots. E.g. mirrors may be positioned so as to provide staff visual observation of otherwise 'blind spots' behind walls, or requiring prisoners not to position blankets or clothing on their bunks so as to create 'blind spots'.
6. Establishing crime scene preservation techniques.
7. Establishing victim evidence preservation mechanisms.
8. Investigation of any claim or significant suspicion of sexual misconduct against any prisoner. While a complaint by a prisoner, claiming to be a victim of unwanted sexual threats, contact, or abuse will likely automatically trigger an investigation, facility staff must be vigilant to any suspicious sexual misconduct possibilities reported or unreported. Victims may be afraid to report, or are uncertain of how to report, being victimized.
9. Establishing a mechanism for identifying those sexual misconduct or abuse situations that are considered significant crimes to be further reported to proper investigation authorities outside of the facility's normal internal investigation mechanism.
10. Documentation of any claim or significant suspicion, investigation, and follow up actions taken towards dealing with real or significantly suspicious sexual misconduct against any prisoner.
11. Protective actions to be taken for the victim prisoner.
12. Disciplinary actions to be taken against any prisoners and any facility staff found to have been involved in sexual misconduct with a prisoner.
13. An established reporting system to local prosecuting officials about sexual misconduct incidents, which may warrant criminal prosecution.
14. Follow up actions to determine the effectiveness of present policies and procedures, and staff actions to incorporate PREA into the facility's operations.

15. Establishing a facility staff team that will maintain the necessary documents needed to show compliance with PREA, and to complete all PREA driven report requests from Federal and State level authorities.
16. Identify a facility staff person as the primary contact person for dealing with Federal, State, and local requests regarding public records and explaining how well the facility is working towards complying with PREA.
17. Establish a periodic meeting of key facility staff to determine effective PREA operations; improving on both less than positive issues, and positive issues in a effort to continuously have better PREA compliance.

DNA Testing of Certain Prisoners (HB 525)

HB 525 / Regarding DNA Testing of Certain Prisoners
2003-2004 / 125th Gen. Assembly

See: www.ag.state.oh.us/site_map/dna.htm

Contact: Cshannon@ag.state.oh.us

See: ORC 2152.74 and 2901.07

HB 525 went into effect on May 18th, 2005. Basically, the new law requires jail officials to complete DNA sampling of certain prisoners. Most sampling will likely be DNA Buccal collection (mouth swabbing of saliva). The following offenders must submit to DNA sampling:

Juveniles adjudicated as delinquent for committing...

Adult offenders who commit...

1. An act that would be a felony if committed by an adult.
2. An act that would be a misdemeanor if committed by an adult arising out of a violation of:

1. Any felony.
2. A misdemeanor violation, an attempt to commit a misdemeanor violation, or complicity in committing a misdemeanor violation arising out of:

- 2903.01 Aggravated murder
- 2903.02 Murder
- 2905.01 Kidnapping
- 2907.02 Rape
- 2907.03 Sexual battery

- 2903.01 Aggravated murder
- 2903.02 Murder
- 2905.01 Kidnapping
- 2907.02 Rape
- 2907.03 Sexual battery
- 2907.04 Unlawful sexual conduct with a minor

2907.05	Gross sexual imposition	2907.05	Gross sexual imposition
2907.12 ¹	Felonious sexual penetration	2907.12 ¹	Felonious sexual penetration
2911.11	Aggravated burglary	2911.11	Aggravated burglary
2919.23	Interference with custody	2919.23	Interference with custody
2923.03 / 2903.04	Complicity to commit unlawful Sexual conduct with a minor		

3. Any misdemeanor sexually oriented offense or a child-victim oriented offense, if offender has been adjudicated a sexual predator, a child-victim predator, habitual sex offender, or a habitual child-victim offender, as defined in O.R.C. 2950.01.

¹ As it existed prior to September 3, 1996

Americans with Disabilities Act (ADA)

Correctional facilities have a unique responsibility regarding the Americans with Disabilities Act. This federal law requires public facilities to be accessible to individuals with handicapping conditions. In the correctional environment, these regulations have even more sweeping effects. In a correctional facility, prisoners are held in a closed environment and against their will. Prisoners with disabilities are, by law, entitled to the same rights and privileges as prisoners without disabilities. Hence if prisoners are allowed to attend religious services and a deaf or hearing impaired prisoner is at the facility, he/she must be able to attend those services. This often involves the use of sign interpreters for the program. These same laws apply to use of the telephone (TTY), visitation, recreation, and other areas of prisoner life. For more information contact www.usdoj.gov/crt/ada/adahom1.htm or call 1-800-514-0301.

Health Insurance Portability and Accountability Act (HIPAA)

Medical records retained on prisoners should be in compliance with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) laws. Each facility should have a HIPAA notification document for prisoners to sign at intake or classification. The form should outline how their medical information may be used and disclosed and how they can get access to their information.

Detention of Prisoners for the Federal Government

Many jails enter into contracts with the Federal Government to house their prisoners. The Marshals Service relies on state and local jails to provide medical care inside the facilities. However, the Marshals Service is responsible for providing a secure escort and for paying for care when a prisoner must go to medical facilities in the local community. Administrators need to contact the Marshals Service and get their approval before electing to provide either elective or preventative medical care. Additional information on housing prisoners for the Marshals Service can be found on their website at www.usdoj.gov/marshals.

Detention of Foreign Nationals

When an individual from another country is arrested they have certain rights and privileges that must be addressed by the corrections facility. All foreign nationals fall into one of two categories. (1) Those that are from countries that REQUIRE automatic consulate notification of detention of its citizens, and (2) those prisoners who are from countries that require the consulate to be contacted whenever the prisoner request. All prisoners of foreign citizenship (excluding prisoners with dual U.S.A. citizenship) must be informed that they can contact their consulate. This notice must be made as soon as practical during or soon after booking the prisoner.

If the prisoner is a citizen of a country that is on the MANDATORY list, the detainee must be informed that they have a right to communicate with the consulate, and that you MUST inform the consulate of their arrest/detention. Then inform the nearest consulate without delay and make record of the notification in the case file.

If the prisoner is a citizen of a country that is NOT on the mandatory list, inform the detainee without delay of his/her right to communicate with the consulate and ask: "Do you want your consulate notified of your arrest/detention?" If the detainee says "no" make a note of this in the case file and do NOT inform the consulate. If the detainee says "yes" make a note of it in the file and inform the consulate without delay and note the case file.

In all cases the detainee MAY communicate with the consular officer and may request consular access at any time (whether previously declined or not). A requesting consulate should be provided access to an alien detainee from their country. Do not inform the consulate about a detainee's refugee or asylum status.

More information can be obtained from the U.S. State Department at 202-647-4415 (urgent after hours inquiries call 202-647-1512), e-mail consnot@state.gov or visit the state department's foreign national website at http://travel.state.gov/consul_notify.html

Detention of Juvenile Offenders

- Definitions: A juvenile is defined by the Ohio Bureau as “offenders under the age of eighteen.”
- Secure - When a juvenile is physically detained in a locked room, cell, or handcuffed to a stationary object, and the juvenile is “not free to leave the building”
- Non-secure - When the juvenile is in custody but may leave the building without assistance.
A juvenile may be handcuffed to him/herself, but not to a stationary object.
- When a juvenile is placed in any room where the door(s) leading to the outside of the building does not have a lock.
- When the juvenile is placed in the backseat of a squad car.
- Accused - Juvenile is accused of committing a delinquent act (crime) but has not been adjudicated or found guilty of said delinquent act.
- Adjudicated - When the juvenile is found by the court to be guilty of the delinquent act charged and has been sentenced by the court.
- Status Offender - A juvenile who has been charged with or adjudicated for conduct that would not, under the law of the jurisdiction in which the offense was committed, be a crime if committed by an adult.
- Examples:
- truancy
 - violations of curfew
 - runaways
 - possession and/or consumption of tobacco products
 - possession and/or consumption of alcohol (this offense is considered to be a status offense even though State or local law may consider it a delinquent offense)
- Waived/Bound over - A juvenile who the juvenile court has found to be an adult and will be tried as an adult
- JJDP - Juvenile Justice and Delinquency Prevention Act

Six Hour Rule - The six-hour “clock” starts the moment a juvenile is placed in a secure custody situation. Once the clock has started, it cannot be turned off, even if the juvenile is removed briefly (temporarily) from the secure custody situation.

Once the time clock is activated, “interview” time cannot be excluded from the six-hour rule.

Three Hour Rule - Same as above definition only a three hour limit.

Adult Jail - Is a locked facility administered by state, county, or local law enforcement and correctional agencies. The purpose of the jail is to detain adult prisoners charged with violating criminal law, pending trial, sentenced to serve local jail time, and/or awaiting transportation to a state prison.

Adult Lockup - Similar to an adult jail except that it is generally a municipal or police facility where prisoners are temporary held.

Collocated Facility - A juvenile facility that is located in the same building as an adult jail or lockup, or is part of a related complex of buildings located on the same grounds as an adult jail or lockup.

The accused juvenile may be detained in a jail for the purposes of identification, processing (to include fingerprinting and photographing), and while arranging for release to their parents or transfer to a juvenile detention facility. All processing paperwork, to include fingerprinting and photographs, shall be submitted to Juvenile Court as soon as possible.

Once custody transfer arrangements have been made, or as appropriate, the parents of the juvenile arrive to take custody of the juvenile, the juvenile must be removed or released from the adult jail.

There should be a “visual check sheet” posted on or near the secured room the juvenile is being housed, during the entire time the juvenile is secured, in order to effectively post and keep track of prisoner activities and times of lock down and supervision checks. Placement of the juvenile in a cell or room that either contains a closed circuit television monitor or a window allowing correctional personnel visual supervision access at all times, is preferred. Information on the visual check sheet should include but not limited to the following: Name, age/DOB, sex, race, offense(s), date and time placed into secured custody, date and time taken out of secured custody, location of where secured, and who released to.

For juvenile court purposes, a juvenile may be held up to six hours before an initial appearance and six hours after an initial appearance.

Status offenders shall never be physically placed in the secured confines of an adult jail or lockup. The only exception to this rule is for booking, fingerprinting, and photographing of the juvenile and then the juvenile must be immediately removed to a non-secure area of the facility. While inside the jail, the status offender must continually be in the company of staff.

The Ohio JJDP strongly recommends that those adult jails and lockups that incarcerate juveniles provide youth-specific admissions screening and continuous visual supervision of juveniles incarcerated pursuant to this exception.

Federal regulations also regulate the detention of non-bound over juveniles. They state that a juvenile must be held in an unlocked multi-purpose area, such as a lobby, office or interrogation room which is not designed, set aside, or used as a secure detention area, or is not a part of such an area. The use of a custody area is limited to providing non-secure custody only long enough and for the purpose of identification, investigation, release to parents, or arranging transfer to an appropriate juvenile facility or to a court. In no event can the area be designed or intended to be used for residential purposes and the juvenile must be under continuous visual supervision by a law enforcement officer or facility staff during the period of time that he/she is in non-secure custody. These rules do not apply when the juveniles "have been convicted AND sentenced as adults".

**JUVENILES WHO ARE NOT BOUND OVER AS ADULTS SHOULD
UNDER NO CIRCUMSTANCES BE SECURED WITHIN NORMAL
SIGHT, SOUND, AND TOUCH OF ADULT PRISONERS**

Juveniles bound over to criminal adult court

Bound over juvenile prisoners may have visual and sound contact with adult prisoners, but they must be separated by touch from all adult prisoners, to include inmate workers, at all times.

Any juvenile who has been formally charged with a felony in Probate/Juvenile Court and has been bound over or waived/transferred to the court of Common Pleas to answer said charges as an adult may be confined in an adult jail or lockup while the juvenile awaits bond, trial, and/or sentencing.

Should a juvenile bound over as an adult be sentenced to serve time in prison, the entry from Juvenile Court binding the juvenile to adult court must accompany the warrant to convey.

For further information, contact the Ohio Bureau of Adult Detention at 1030 Alum Creek Drive, Columbus, Ohio 43209, or call 614-752-1066, and/or the Ohio Department of Youth Services, 51 N. High St., Columbus, Ohio 43215 or call 614-466-4314. Additional sites of interest: www.dys.ohio.gov. Kim Gaus, who works for the ODYS, can be reached at email address: Kim.Gaus@dys.state.oh.us.

Lawsuits

We live in a litigious or lawsuit prone society. The sheriff, board of commissioners or regional board, yourself, or your employees may get sued. When this occurs, notify the person you report to, your agency's legal representative (attorney) and your insurance carrier; as well as any jail employers listed as defendants.

Most Ohio counties are insured by CORSA (contact your commissioners office). Prepare a summary of the event(s) according to your records, recollections, and or any investigations, for your attorney and insurance carrier. Your insurance carrier will select an attorney to represent the agency's defendants. This will help to educate the attorney and insurance carrier and form any initial required responses.

Local courts and federal courts have specific steps or protocols that must be followed. Perceived frivolous lawsuits must also go through these time consuming steps. These steps usually include depositions and discovery. Discovery rules will require you to produce documentation for the complaining party. Be diligent and review everything you produce. If you see things that exonerate the defendants or puts the defendants in a bad light, bring the matter to the attention of your attorney.

At this stage you may identify documents that support the defendants, but may not have been requested in discovery. These documents should also be brought to your attorney's attention.

Depositions are like testifying in court, but more informal. Reminder, you are always "on the record", and be cautious of what information or remarks you make.

Your attorney may ask you or your staff to sign affidavits. These are sworn statements. Assure the documents are accurate and true before signing. Discuss changes if necessary. Affidavits must be truthful and accurate. Ask your attorney to fully explain anything you do not fully understand.

Unfortunately lawsuits are a reality of corrections. Study Ohio corrections case law and the case law of the Federal courts, especially rulings from the Sixth Federal District which includes Michigan, Ohio, Tennessee, and Kentucky. Case law may require us to make changes.

Public Procurement and the Bid Process

Public sector refers to all public agencies that receive federal, state, local, or other public funds to operate; including the federal government, state governments, cities and counties. Federal, state, and local laws govern the purchases of goods and services made with public funds, which come from taxes. Additional funds can come in the form of grants from federal, state, and other agencies. Any time funds come from state,

federal, or other granting agencies, you must follow the rules that come with the funds, or you may be required to return the funds.

State laws apply to procurements (purchases) made by nearly every public agency and generally codify rules about how public agencies can spend public funds. State procurement regulations (ORC §306.43) are generally broad in scope with the purpose of ensuring purchases with public funds are not made in an arbitrary, impulsive or unfair manner.

In addition to ORC requirements, most agencies have internal procurement policies and procedures. These additional rules are in the form of board rules; administrative policy; or codes, ordinances and resolutions.

An agency's local rules can be more but not less restrictive than the ORC regulations. The purposes of local procurement policies and procedures are:

- To ensure the procurement process is fair and above reproach;
- To provide local businesses with a fair and equal opportunity to compete for the agency's business; and,
- To create an oversight and award system for the government body.

The public purchaser must award bids and proposals in one of two ways:

- To the lowest responsible and responsive bidder, or
- Award to the most advantageous proposal.

Awarded to the lowest responsive and responsible bidder:

- A responsive bidder is one that has submitted a bid that conforms in all material respects to the requirements set forth in the solicitation.
- A responsible bidder is one that has the capability and capacity in all respects to deliver the goods or to perform the work specified.

Awarded to the most advantageous proposal:

- The solicitation must state the award will be made based on criteria in addition to price and must identify the criteria. Most public purchasers have been authorized by local laws to use the "Request for Proposals" (RFP) solicitation method that allows for award to the offeror submitting the most advantageous proposals. The RFP method enables the public purchaser to evaluate proposals based on criteria in addition to price, such as:
 - Experience of the firm;
 - Experience of personnel to be assigned to the project;
 - Projects performed of similar size and scope;
 - Satisfaction expressed by references; and
 - Financial stability.

Such evaluations require careful documentation of subjective criteria.

At a minimum, an Invitation to Bid (ITB) or a Request for Proposal (RFP) should contain the following:

- Copy of the legal notice and/or public advertisement
 - Per ORC Section 306.43:
 - “When an expenditure, other than for the acquisition of real estate, the discharge of claims, or the acquisition of goods or services under the circumstances described in division (H) of this section, is expected to exceed twenty-five thousand dollars, such expenditure shall be made through full and open competition by the use of competitive procedures. Competitive sealed bidding is the preferred method of procurement.”
 - “... shall publish a notice calling for bids once a week for no less than two consecutive weeks in at least one newspaper of general circulation within the territorial boundaries of the authority”
- Copy of the ITB or RFP
- Copy of the specifications of the ITB or RFP
- Copy of any written addendum(s) to the ITB or RFP
 - All questions from prospective bidders should be requested in writing
 - Answers to all written questions and all questions regarding clarification of the ITB or RFP should also be included in the bid packet. These written questions and answers should also be made available to all vendors who received bid packets.
- Copy of general conditions of the ITB or RFP
- Copy of affidavit of contractor or supplier of non-delinquency of personal property taxes
- Copy of affidavit of independent contractor status
- List of vendors solicited
- Pre-bid conference sign-in sheet
- Bid opening sign-in sheet
- Bid opening tabulation sheet signed and witnessed
- Copies of bids or proposals received
- Determination of non-responsibility of vendors submitting bids
- Written justification supporting any decision to not award RFP to lowest bidder
 - Justification for best value bid
 - Justification for fixed price bid
- Copy of each bid bond and/or performance bond (if required)
- Copy of Agreement between Agency and Contractor
- Notice of award to all bidders
 - Checks/bid bonds returned to unsuccessful bidders

- Copies of purchase orders and requisitions
- Copies of invoices and checks for payment
- Unresolved findings for recovery verification (available from the State of Ohio Auditor's web site)

Regional Jails

Regional jails are joint cooperative efforts and agreements between normally adjacent counties and/or municipalities for prisoner detention or "county jail" services. Cost effectiveness is the core concept for regional jails. It is more cost effective to build and operate one larger jail than three or four smaller stand alone jails. Further information on the regional jail concept can be found at www.ccnoregionaljail.org. Enabling legislation for regional jails is ORC §307.93.

In 1990, Ohio's first regional jail opened for operation; the Corrections Center of Northwest Ohio (CCNO). CCNO serves Defiance, Fulton, Henry, Lucas and Williams counties and the City of Toledo. Currently, Ohio has four regional jails; CCNO; the Southeastern Ohio Regional Jail (Athens, Hocking, Morgan and Perry counties / 1998) and later Vinton County; the Multi-County Correctional Center (Marion and Hardin counties / 1999); and, the Tri-County Regional Jail (Madison, Champaign and Union counties / 2002).

Acknowledgements

A View from the Trenches: A Manual for Wardens by Wardens, The North American Association for Wardens and Superintendents
Leader's Handbook, Oklahoma Department of Corrections
 Ohio Minimum Jail Standards for Full Service/Minimum Security Jails, Five-Day Jails, Twelve-Day Jails
 Ohio Temporary Holding Facility (THF) Guidelines
 Ohio Revised Code
 Ohio Administrative Code

Appendix

Appendix A – ORC 5120:1-7-01 Bureau Responsibility and Authority

5120:1-7-01 Bureau responsibility and authority.

(A) Pursuant to section 5120.10 of the Revised Code, the division of parole and community services, bureau of adult detention (hereinafter referred to as "the bureau"), is charged with the investigation and supervision of county and municipal jails and workhouses.

(B) The bureau shall make on-site inspections of jails in the state of Ohio. Such inspections shall be scheduled in advance with written notice to the person in charge of the jail.

(C) Inspectors employed by the bureau shall have full access to all areas of a jail during an inspection and to all records relating to the operation of the facility. The facility's operational policies and procedures shall be consolidated into a manual and provided to the inspector upon request.

(D) The inspectors employed by the bureau shall ascertain compliance with the "Minimum Standards for Jails in Ohio," contained in rules 5120:1-8-01 to 5120:1-12-19 of the Administrative Code.

(E) The bureau may certify any jail which meets the minimum standards. The bureau may provisionally certify any jail upon completion of a compliance plan and the initiation of corrective action. The bureau may de-certify any jail upon re-inspection or determination of non-compliance. Any jail not certified or provisionally certified shall be considered "non-certified."

(F) The bureau may make such inspections and participate in such meetings as it deems necessary for the proper execution of the provisions of this rule. This rule shall not be construed as granting to the bureau the executive management responsibilities of local officials.

(G) Pursuant to section 5103.18 of the Revised Code, the department of rehabilitation and correction is required to approve, before adoption by the proper officials, plans for major renovation or new construction of jails, workhouses and municipal lockups.

HISTORY: Eff 4-3-79; 1-2-81; 1-1-83; 6-2-86; 9-21-98

Rule promulgated under: RC 111.15

Rule authorized by: RC 5120.01, 5120.10

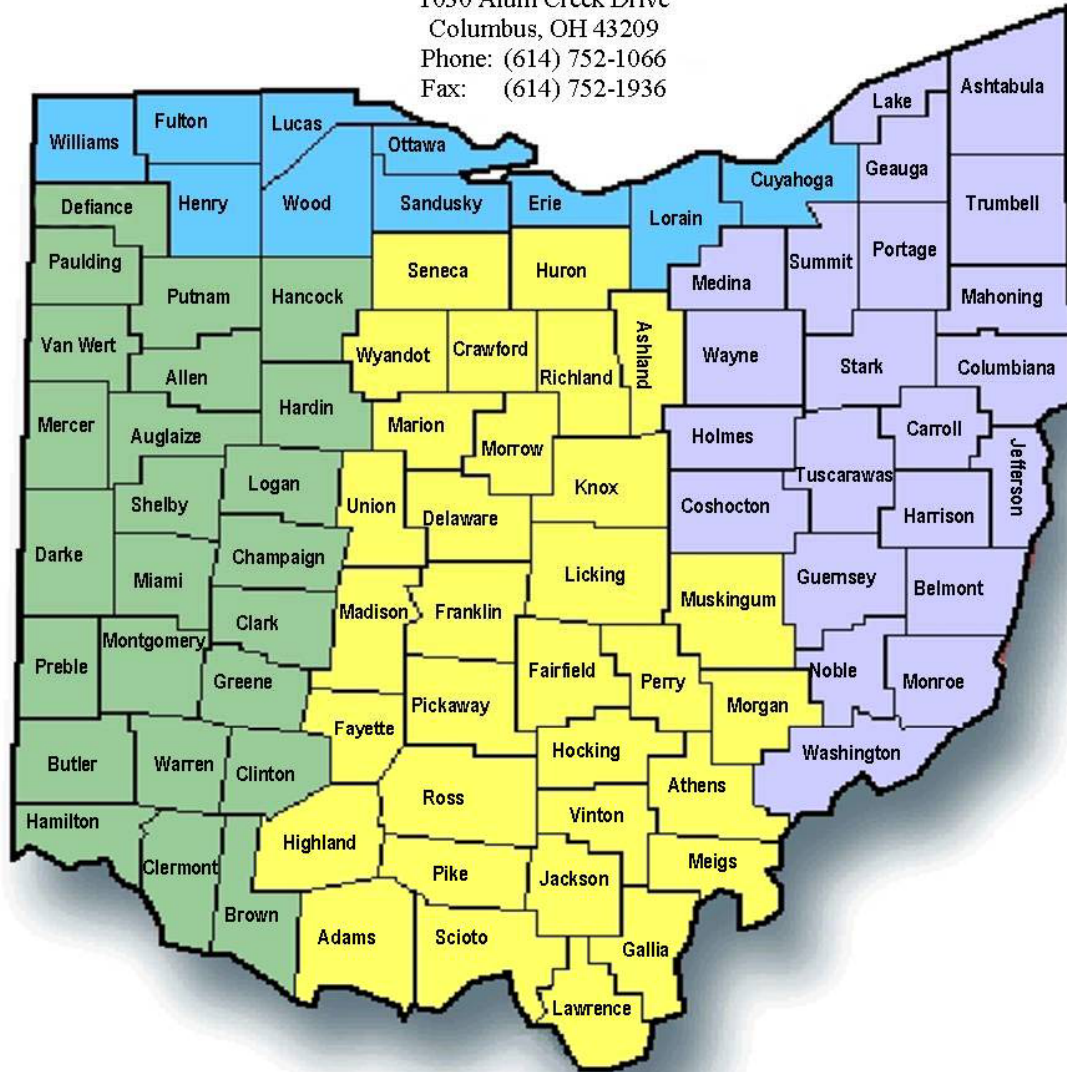
Rule amplifies: RC 5120.10

119.032 review dates: 7/29/2003; 1/1/2008

Appendix B – Map of Current Breakdown of Counties in Four Regions

BUREAU OF ADULT DETENTION

1030 Alum Creek Drive
Columbus, OH 43209
Phone: (614) 752-1066
Fax: (614) 752-1936



NORTHERN REGION JAIL INSPECTOR

Joel Commins
State Office Building
615 Superior Ave, 12th Floor
Cleveland, OH 44113
Phone: (216) 787-4902
Fax: (216) 787-0415

EASTERN REGION JAIL INSPECTOR

Coleman Connors
110 Central Plaza South, Room 301
Canton, OH 44702
Phone: (330) 451-7985
Fax: (330) 451-7139

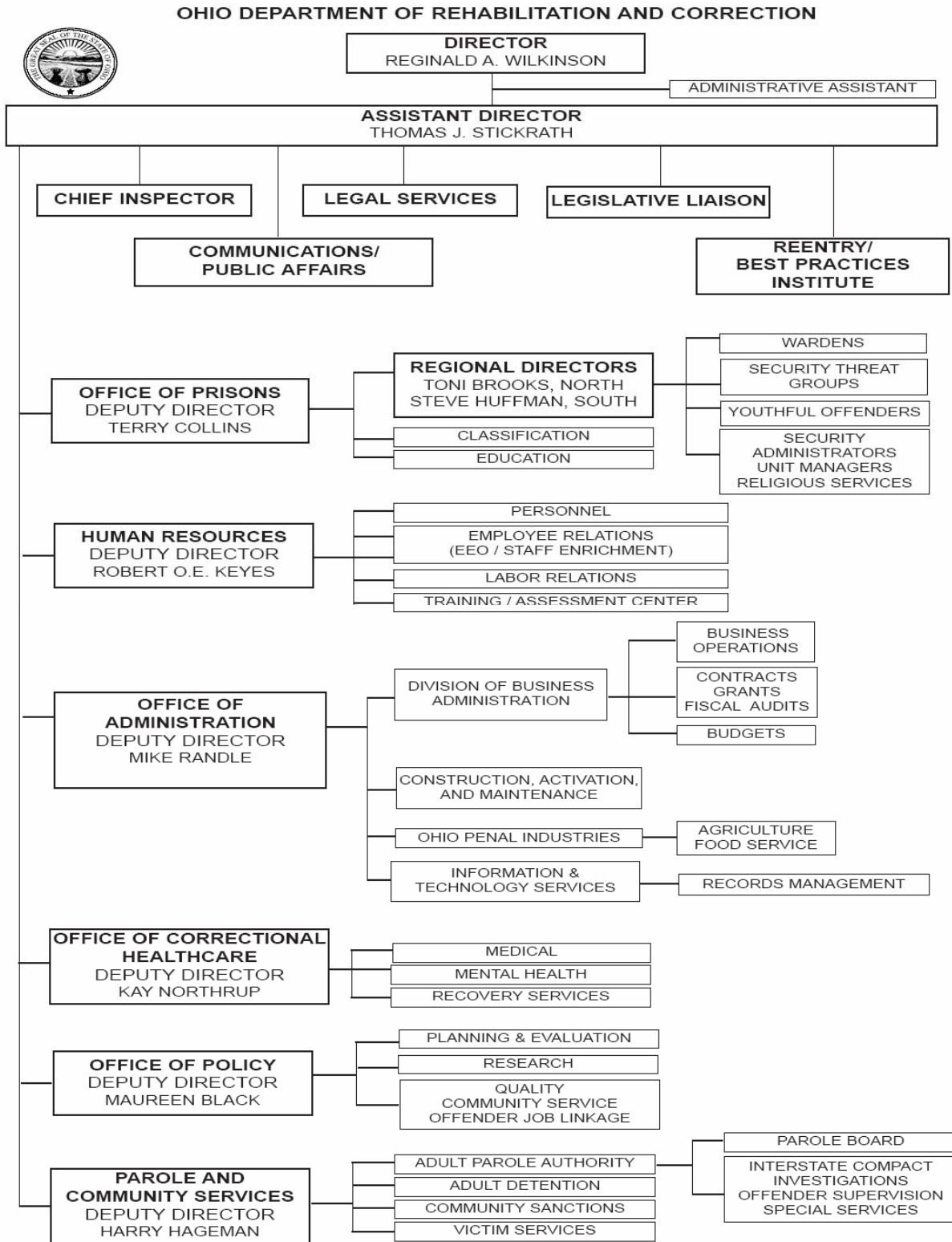
WESTERN REGION JAIL INSPECTOR

Lataunia Pitts
7710 Reading Road, Suite 210
Cincinnati, OH 45237
Phone: (513) 821-5327
Fax: (513) 821-5213

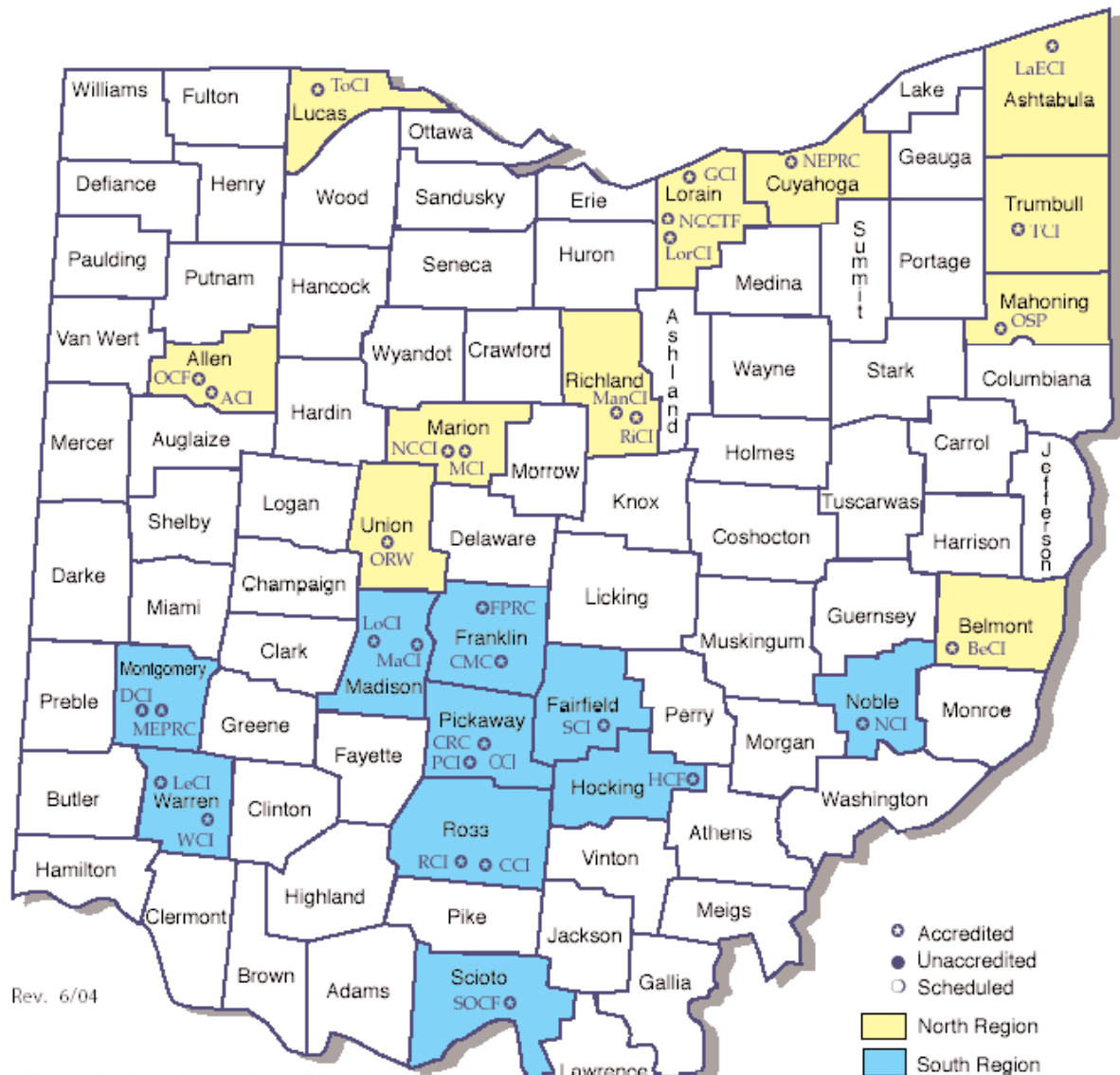
WESTERN REGION JAIL INSPECTOR

Gregory Dann
1030 Alum Creek Drive
Columbus, OH 43209
Phone: (614) 834-5673
Fax: (614) 728-1936

Appendix C – DRC Flowchart



Appendix D – Map of Prisons



- ACI- Allen Correctional Institution, Lima
- BeCI- Belmont Correctional Institution, St. Clairsville
- CCI- Chillicothe Correctional Institution, Chillicothe
- CMC- Corrections Medical Center, Columbus
- CRC- Correctional Reception Center, Orient
- DCI- Dayton Correctional Institution, Dayton
- FPRC- Franklin Pre-Release Center, Columbus
- GCI- Grafton Correctional Institution, Grafton
- HCF- Hocking Correctional Facility, Nelsonville
- LeCI- Lebanon Correctional Institution, Lebanon
- LCI- Lima Correctional Institution, Lima CLOSED
- LoCI- London Correctional Institution, London
- LorCI- Lorain Correctional Institution, Grafton
- MaCI- Madison Correctional Institution, London
- ManCI- Mansfield Correctional Institution, Mansfield
- MCI- Marion Correctional Institution, Marion
- MEPRC- Montgomery Education & Pre-Release Center, Dayton
- NCI- Noble Correctional Institution, Caldwell
- NCCI- North Central Correctional Institution, Marion

- NEPRC- Northeast Pre-Release Center, Cleveland
- OCF- Oakwood Correctional Facility, Lima
- ORW- Ohio Reformatory for Women, Marysville
- OCI- Orient Correctional Institution, Orient Closed
- OSP- Ohio State Penitentiary
- PCI- Pickaway Correctional Institution, Orient
- RCI- Ross Correctional Institution, Chillicothe
- RiCI- Richland Correctional Institution
- SCI- Southeastern Correctional Institution, Lancaster
- SOFC- Southern Ohio Correctional Facility, Lucasville
- TCI- Trumbull Correctional Institution, Leavittsburg
- ToCI- Toledo Correctional Institution
- WCI- Warren Correctional Institution, Lebanon
- Private - Lake Erie Correctional Institution (LaECI)
- Private - North Coast Correctional Treatment Facility (NCCTF)

