

# Annual Report

*Fiscal Year 1991*



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Governor George V. Voinovich  
Lieutenant Governor Mike DeWine  
Director Reginald A. Wilkinson  
Assistant Director Thomas J. Stickrath

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# **The Mission**

The Ohio Department of Rehabilitation and  
Correction is responsible for containing and supervising  
adult offenders until their legal release from

the Department's custody

in order to perpetuate social order and public safety.

The Department therefore must provide safe and humane  
living conditions for those incarcerated, and offer service

opportunities for adjudicated offenders which will

enhance their community integration and  
economic self-sufficiency.

# *Ohio Leadership*



Governor George V. Voinovich



Lieutenant Governor Mike DeWine



We can look back on Fiscal Year 1991 (FY91) as a challenge well met. The Voinovich/DeWine Administration entered office and gave the Department of Rehabilitation and Correction (DRC) greater access to the executive branch through the newly created Criminal Justice Cluster headed by Lieutenant Governor Mike DeWine. The cluster includes DRC and other related agencies. Our executive staff developed goals and priorities for DRC during an initial strategic planning held at the Corrections Training Academy.

Among other pursuits, increased inmate productivity became a higher priority under the Voinovich/DeWine Administration. This new initiative has become evident in DRC's assignment of inmates to beautify Ohio's parks and highways. The cooperation with the Ohio Department of Transportation and the Ohio Department of Natural Resources was just the beginning. Inmates continue to be made available to assist other government agencies as well as non-profit groups.

The Department's greatest challenges continues to be managing prisons in a safe, secure and professional manner in the face of unprecedented growth in the offender population. Despite overcrowding, there were no major disturbances and our escape and assault rate remain low.

We stepped up our determination to rid prisons of drugs by increasing cooperation between DRC and the Ohio State Highway Patrol (OSHP). This partnership has resulted in arrests and other evidence that we are stopping the flow of drugs into the prison system. Random testing for drug usage in the prison population dipped from 6.9 per cent in October of 1990 to 4.5 per cent in June of 1991. We will improve on these efforts until our inmates and workplaces are drug free.

Ohio Penal Industries (OPI) made remarkable progress during the fiscal year with assistance from the Operations Improvement Task Force and the Prison Labor Advisory Board. OPI will continue toward its goals of employing more inmates in prison industry and creating new markets for its products and services.

DRC employees continue to demonstrate remarkable willingness to help others. The Operation Feed Campaign reached new records and included a Central Office visit by sausage magnate Bob Evans. The Department honored hundreds of staff and community volunteers for the thousands of hours donated. Governor George Voinovich and his wife thanked many of the volunteers at a reception at the governor's mansion in May. We are thankful that while numerous corrections staff were called into military service during Operation Desert Storm, they all returned safely.

Through aggressive cost saving and restraint, DRC was able to return to the Ohio Office of Budget Management some \$1.5 million dollars during the fiscal year. This gave the Department greater credibility in the budget process and should improve our access to any additional dollars needed in the future. DRC has joined all state agencies in finding ways to cut costs and save taxpayer dollars.

FY91 was packed with accomplishments throughout the ranks of the Department. We are mindful that Ohioans are becoming more intolerant of crime and criminals. As a result, we are uncertain about how much the inmate population will surge. Consequently, we are even more committed to our mission of protecting the community and keeping inmates productive.

Sincerely,

Reginald A. Wilkinson

Director

# ***The Organization***

Fiscal Year 1991 as of June 30, 1991

DEPUTY DIRECTOR  
PAROLE AND  
COMMUNITY SERVICES  
Jill Goldhart

ADULT PAROLE AUTHORITY  
John Shoemaker

BUREAU OF  
COMMUNITY SERVICES  
Randy Gorcz

BUREAU OF  
ADULT DETENTION  
David Calhoun

DEPUTY DIRECTOR  
HUMAN RESOURCES  
Walter Echols

LABOR RELATIONS  
Joe Shaver

PERSONNEL  
Dorothy Evener

EQUAL EMPLOYMENT  
OPPORTUNITY

TRAINING  
Janis Lane

**DIRECTOR**

Reginald A. Wilkinson

**ADMINISTRATIVE ASSISTANT**

Pam Carter

**ASSISTANT DIRECTOR**

Thomas J. Stickrath

**LEGAL COUNSEL**

Greg Trout

**LEGISLATIVE LIAISON**

Scott Neely

**PUBLIC INFORMATION OFFICER**

**CHIEF INSPECTOR**

Alan Lazaroff

**DEPUTY DIRECTOR**

**ADMINISTRATION**

David Baker

**CHIEF, DIVISION OF  
BUSINESS ADMINISTRATION**

David Blackburn

**CONSTRUCTION, ACTIVATION  
AND MAINTENANCE**

David Blodgett

**MANAGEMENT  
INFORMATION SYSTEMS**

Dr. Maureen Black

**OHIO PENAL INDUSTRIES**

**EDUCATION**

Dr. Jerry McGlone

**TRAINING, INDUSTRY  
AND EDUCATION**

Jim Mayers

**REGIONAL DIRECTORS**

Norm Hills, North Region

Gary Mohr, South Region

**WARDENS**

**DIVISION OF CORRECTIONAL  
PROGRAMS - Eric Dahlberg**

**SERVICE ADMINISTRATORS**

**BUDGETS**

**FISCAL**

Robert Keyes



# Accountability





Assistant Director Thomas J. Stickrath advises the Director and oversees the development of policy, the management of staff and inmates and the accountability of all matters involving Ohio's 22 prisons as well as the division of parole and community services. The assistant director supervises the Department's five deputy directors and the activities of the chief counsel, legislative liaison, public information officer and chief inspector. DRC is the nation's fifth largest corrections department.

## *Legal Services*

The Division of Legal Services, managed by the chief counsel, consists of four attorneys, four support staff and three law clerks. The division manages in-house legal concerns for the Department, including the drafting of administrative rules, policy review, legal research for administrators, Court of Claims representation and interaction with the assistant attorney general regarding other litigation.

As the number of institutions in the Department has nearly doubled in the last 10 years, the legal staff has demonstrated continued commitment to provide timely and competent legal service at minimal cost to the taxpayer.

## *Legislative Liaison*

The legislative liaison monitors the progress of proposed legislation in the Ohio General Assembly and advises the Director and executive staff on key issues facing the Department. This office coordinates with research staff and fiscal officers to study the impact of proposed legislation on the Department, and keeps DRC employees and lawmakers informed on key issues. These impact studies serve to assist policy makers in determining the appropriate course of action on proposed legislation. In FY91 the office focused primarily on legislation that could relieve the problem of prison crowding.

The legislative liaison is responsible for responding to requests for information from legislators and their staff. The legislative liaison has put renewed effort into responding in a timely and accurate manner, illustrating the Department's proactive approach to working with the Ohio General Assembly and other policy makers. The office has coordinated tours of correctional facilities for interested lawmakers and their staff, helping them to view first-hand the results of this cooperative process.

## *Public Information Office*

The Public Information Office (PIO) is often the public's first contact with the Department. Therefore, the PIO staff is conscientious about the way this office and DRC respond to and serve our customers and stakeholders. The responsibility of providing information is accomplished through extensive contacts with the media, the general public, legislators and educators. The public information officer is responsible for training institution staff to educate local media and citizens about the Department, its mission, goals and policies, as well as to handle media inquiries during special incidents or emergencies.

The public information staff produces news releases, brochures, staff newsletters and the annual report. The staff also coordinates special events for the Department such as charity drives, staff recognition events, ground breaking and ribbon-cutting events.

During FY91 the concept of networking among state agency public information offices was introduced. This helped improve state-wide communications, the sharing of resources and the accomplishment of mutual goals.

## *Chief Inspector*

The Office of the Chief Inspector is responsible for the administration of the inmate grievance procedure, internal investigations, inspection of institutional services and conditions of confinement. The office also coordinates the institutional management audit process, and the Department's formal policy-making process. The chief inspector works directly with two assistant chief inspectors and two support staff. Jointly, with the wardens, the chief inspector supervises the inspectors of institutional services at each of Ohio's 22 prisons. The chief inspector also provides technical assistance to prison investigators.

The inmate grievance procedure is a mechanism for the resolution of inmate complaints and a management tool to assess specific problems and the general climate at the institutions. In FY91, the inspectors of institutional services responded to 6,429 inmate grievances. Of those, 1,324 were appealed to the chief inspector. An additional 152 original grievances against the wardens and inspectors of institutional services were filed with the Office of the Chief Inspector.

# Professionalism in Action





**T**he deputy director of human resources is responsible for all areas dealing with the welfare of DRC employees. The Bureau of Personnel coordinates recruitment, hiring and promotion activities. The bureau also maintains staff records.

### *Equal Employment for All*

The Bureau of Equal Employment Opportunity (EEO) is responsible for making sure the DRC commitment to unbiased hiring and promotion practices is carried out. EEO also develops opportunities for minority recruitment and purchasing of goods and services from minority firms. EEO officers

counsel employees on their civil rights, investigate discrimination complaints, provide EEO training for DRC staff and act as the Department's liaison on complaints filed with other enforcement agencies. The minority business enterprise (MBE) coordinator monitors the set-aside goals for each institution, makes recommendations to managing officers and serves as a member of the inter-departmental Minority Business Council.

### *Working Together*

The Bureau of Labor Relations administers activities such as grievance processing, disciplinary actions,

arbitrations, labor management meetings and contract negotiations. In FY91, the bureau processed 1,430 grievances for step three processing, acted on 611 disciplinary actions and scheduled 92 arbitration cases.

### *Training Professionals*

The Corrections Training Academy (CTA) provides training programs for all departmental employees to promote public, staff and inmate safety; to improve employee communication skills; and to elevate employee career development. CTA instills pride and professionalism in employees.

CTA is centrally located in Orient, about 12 miles from Columbus, the state capital. There are six buildings for training and lodging students. The academy opened in 1984. Director Wilkinson was the first superintendent of CTA.

### *In the Beginning*

Seven pre-service training officers execute an intense 120 hour curriculum covering security, safety, communications, human resources and professionalism. During FY91, training was given to 941 Department employees and 14 staff members from other government agencies.

Experienced DRC staff develop their skills by taking in-service training offered by CTA. During FY91, 1,176 employees took advantage of the additional training.

A new course was taught in conjunction with the Ohio Department of Health's (ODH) Employee Assistance

Program (EAP). This course was designed to help supervisors understand drug free workplace issues. Managers were updated on discipline procedures vis-a-vis an employee's involvement with the EAP. Both supervisors and union representatives attended the class.

### *Training to Go*

Some of the training was so specialized, CTA staff had to offer it off site. That included assisting in the three weeks of training given to 39 employees assigned to the Department's new boot camp on the grounds of Southeastern Correctional Institution.

Rappelling training for tactical response teams was offered at Hocking Correctional Facility, the Ohio Reformatory for Women, Marion, Dayton, Madison and Ross Correctional Institutions.

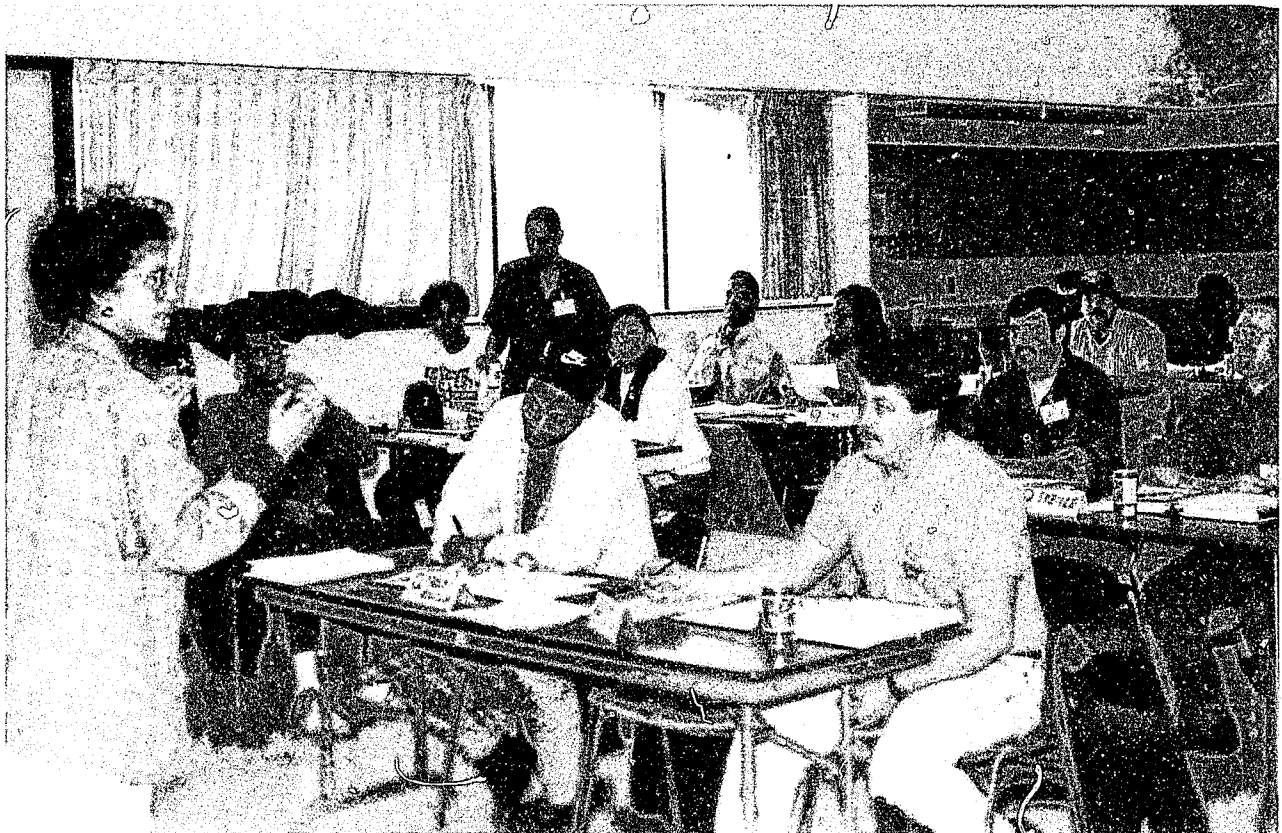
Additional hostage negotiation training was offered at 17 institutions. Some

600 DRC employees received this training tailored to meet each prison's needs.

CTA staff also taught a hostage situation course to United States Air Force police at the Newark Air Force Base. The Ohio Department of Youth Services (DYS) also tapped CTA resources. DYS sent 18 employees to CTA for a four week unarmed self defense instructor course.

Community outreach was also a CTA goal in FY91. Activities included three blood drives and participation in the Seal of Ohio Girl Scout Council's juvenile justice program for 300 Girl Scouts.

CTA is also the primary special events host site for the Department. The premier event is the banquet to salute the Correctional Officers of the Year. The Franklin Pre-Release Center (FPRC) provides inmate banquet staff for all events. The FPRC inmates also serve as housekeepers for the academy.



# *Facets of Training*





# Department Administration



**D**uring FY91, the Division of Business Administration managed the budget, fiscal operations, agriculture programs, dietary services, construction projects, management information systems, education and TIE (Training, Industry, Education) programs. This included providing agency administrators with financial analysis and information concerning fiscal activities in order to promote effective control at reasonable cost and serving as a fiscal advisor for the agency.

## *Prison Industries*

A major goal of the Voinovich/DeWine Administration is to increase productivity among the growing numbers of inmates in Ohio's prisons. Ohio Penal Industries (OPI) seeks to prepare the inmates for life by providing industrial training and by instilling positive work habits. These include employee accountability, responsibility for arriving to work on time, pride in job performance, the ability to work with peers and operate under strict supervision.

The mission of OPI is three-fold:

- To provide inmates with the chance to develop proper work skills while acquiring useful job training which will translate into economic self-sufficiency upon release.
- To assist prison management by keeping inmates occupied and supervised in meaningful work assignments while helping to defray the tax burden of their incarceration through productive labor.
- To produce cost efficient quality products for use by institutions and governmental agencies throughout Ohio.

The division employed more than 2,000 prisoners in 15 prisons during FY91. They manufacture and assemble a

variety of quality, cost-competitive products and provide a variety of office and business services. OPI's primary markets are governmental agencies and institutions.

By statute, OPI is required to be a self supporting enterprise. Inmates receive rehabilitative training and personal development skills with little or no cost to the taxpayer. OPI provides a cost-effective method for governmental agencies to purchase products and services.

DRC designed the division to supplement private sector work and not to compete with private industry. OPI continued to have a positive sales position in FY91. Total sales were \$25,514,163. Profit after expenditures was \$1,192,066.

The division's continued attention to quality control was best illustrated by the reduction of vanity plate customer rejects to less than 0.05 per cent. The *OPI Production Policy and Procedure Manual* was revised and reissued. Occupational Safety and Health Administration and Environmental Protection Agency training for all shops was undertaken in FY91.

## *Education*

The accredited Ohio Central School System gives inmates the opportunity to improve academic skills. Many inmates enter the correctional system unable to read, write or do basic mathematics. The educational opportunities within the institutions include mandatory basic education courses for illiterate inmates, classes leading to the passage of the state high school equivalency exam and college programs.

Of the nearly 35,000 inmate population in FY91, 7,587 were enrolled in some education program on any given day. Thus education provides a meaningful assignment daily for nearly 22 per cent of the inmate population. The cumula-

tive educational enrollment for FY91 was 17,923. Pre-release education was 9,963. This represents an increase of nearly 2,000 inmates or 12 per cent over FY90. Institutional statistics indicate that approximately 50 per cent of the institutional population will be involved in an education program sometime throughout the year.

More than 4,000 certificates were awarded during FY91. This figure represents a 33 per cent increase over the number of certificates awarded in FY90. There were 302 education positions throughout the Department. Twenty-two positions were funded via federal grants. DRC received \$3,242,781 in federal grants for FY91. Federal money paid approximately \$1 million dollars in school lunch monies. This is an increase of nearly \$700,000 over FY90.

## *TIE Works*

The Division of Training, Industry and Education (TIE) coordinates, manages and supervises training and educational activities for inmates within the state's adult correctional facilities. The major thrusts are to reduce inmate idleness and make time spent in prison as productive as possible. The community outreach program helps provide services to the communities and taxpayers without threatening the jobs of Ohioans.

The mission to increase inmate productivity is focused on but not limited to: housing rehab, education, charitable organizations, community recreation, self-help programs, inter-agency partnerships, government agencies, community maintenance, neighborhood cleanup, beautification and similar projects.

Under the TIE concept, prison work assignments are linked to training and education. Programs are structured in hopes that they translate into some type of meaningful work upon release.



## Information Systems

The focus of the Division of Management Information Systems (MIS) is two fold:

- To appropriately classify inmates in order to maintain the security of the institutions.
- To provide timely, accurate and meaningful information to DRC managers and state government agencies.

The division provides information via computer technology, technical assistance and by applying research methodology and statistical analysis to the administrative and inmate database. The resultant information insures the most efficient and effective utilization of resources in overall agency operations.

The division includes the Bureaus of Data Systems, Classification and Reception, Planning and Research and Records Management.

## Construction Progress

The Bureau of Construction, Activation and Maintenance is responsible for all DRC facilities. The following facilities were under construction or in planning stages in FY91:

**Corrections Medical Center** - The 210 bed, \$24-million medical facility is being built adjacent to the Franklin Pre-Release Center in Columbus. The projected completion date is September 1992.

**Montgomery Education and Pre-Release Center** - The \$15-million, 350 bed facility for male inmates is under construction and is located adjacent to the Dayton Correctional Institution. The expected completion date is July 1993.

**Trumbull Correctional Institution** - The \$46-million, 500 bed close security institution is in the final stages of construction and is located near the city of Warren in Trumbull County. The scheduled completion date is September 1992.

**North Central Correctional Institution** - The \$25-million, 1,260 bed medium security facility for male inmates will be built adjacent to the Marion Correctional Institution. This will be one of the first major institutions built using cost-effective pre-engineered metal buildings for dormitory housing units. This prototype design will be used for other prisons and save DRC architectural design fees. The scheduled completion date is the summer of 1994.

**Lake Erie Correctional Institution** - The \$25-million, 1,260-bed medium security facility for male inmates will be built adjacent to the Grafton Correctional Institution. Completion is projected for the summer of 1994.

**Richland Correctional Institution** - The \$25-million, 1,260-bed medium security facility for male inmates will be built adjacent to the Mansfield Correctional Institution. The projected

completion date is the fall of 1995.

A \$25-million, 1,250 bed medium security facility for male inmates will be built in Noble County near Caldwell. The scheduled completion date is the winter of 1994.

A 750 bed medium security prison for male inmates will be built in Belmont County near St. Clairsville. The \$19 million facility is scheduled to open during the spring of 1995.

A \$3-million correctional camp will be built near the St. Clairsville prison. The fenced facility for 250 minimum security prisoners will open during the fall of 1993.

**Trumbull Correctional Camp** - The \$3-million, 252 bed minimum security camp for male inmates will be built adjacent to the Trumbull Correctional Institution. The projected completion date is the spring of 1993.

**Mansfield Correctional Camp** - The \$3-million, 252 bed minimum security camp for male inmates will be built adjacent to the Mansfield Correctional Institution. The projected completion date is the spring of 1993.



# **Building Needs**



# *Prison Management*



**T**he 22 correctional facilities within DRC continue to operate under the regional concept. Regionalization, implemented in 1988, divided the institutions into north and south territories with Interstate 70 as the divider. The 11 facilities in each region are managed by wardens who report to one of two regional directors.

### *Program Coordination*

Operating under the authority of the regional directors, the Division of Correctional Programs provides quality control and technical assistance services for both correctional facilities and the Division of Parole and Community Services.

Fifteen program administrators monitor the areas of religious programming, food service delivery, psychological services, security practices and procedures, social work, unit management, substance abuse treatment, nursing and health care management. A physician and a dentist serve as medical and dental directors for the Department.

### *Health Care*

The medical director develops policies and monitors the activities of the 29 physicians who work in DRC prisons.

Meeting the daily health care needs of the more than 30,000 prisoners in FY91 was a tremendous challenge. On a typical day, members of the DRC health care staff see more than 2,000 inmates. Some 1,500 DRC inmates are seen monthly by Ohio State University (OSU) Hospital staff under a contract the department has with OSU.

All new inmates receive a physical exam and medical screening which includes tuberculosis skin testing. Inmates at high risk for HIV infection may volunteer to be tested for exposure to the virus.

### *Response to AIDS*

The AIDS coordinator, in a position created in FY91, works closely with the Ohio State University Infectious Disease Clinic and evaluates the care of all inmates with HIV and AIDS. The coordinator establishes training for institution staff and inmates.

The coordinator is a liaison with the AIDS Task Force and the Ohio Department of Health and coordinates court ordered testing and billing of tests. During the past fiscal year an infectious disease clinic was established. The coordinator also organized and held an AIDS counselor training program and refresher course.

### *Dental Services*

The dental director develops policies and procedures and monitors the dental clinics in all institutions. Accomplishments during FY91 included standardizing the process of purchasing major equipment as a cost saving measure and instituting major infection control standards.

An historical dental cost saving measure continues to be used. Prisoners who require dentures are prescribed with custom-made teeth crafted by inmates who work for Ohio Penal Industries.

### *Medical Services*

The regional medical administrators are responsible for the delivery of health care to prisoners. Duties of the administrators include recruiting and hiring professional, paraprofessional and support staff to work in prison clinics; reviewing the circumstances of inmate deaths; working with the Bureau of Classification on medical placements of inmates; and developing a departmental hepatitis policy.

### *Psychological Services*

DRC maintains a partnership with the Ohio Department of Mental Health (ODMH) to meet the mental health needs of inmates. DRC oversees operational policies and guidelines for the delivery of psychiatric services to approximately six per cent of the inmate population by a committee made up of representatives from both agencies.

During FY91 Psychological Services successfully implemented a cooperative training program with the Wright State University School of Professional Psychology. This program trains pre- and post-doctoral level professionals in forensic/correctional psychology.

The computerization of psychological services has enhanced the overall effort of conducting routine tasks such as pre-parole psychological evaluations and audits. This procedure allows additional time for program development in the areas of psycho-social and living skills and lends itself to the overall efficiency of the operation.

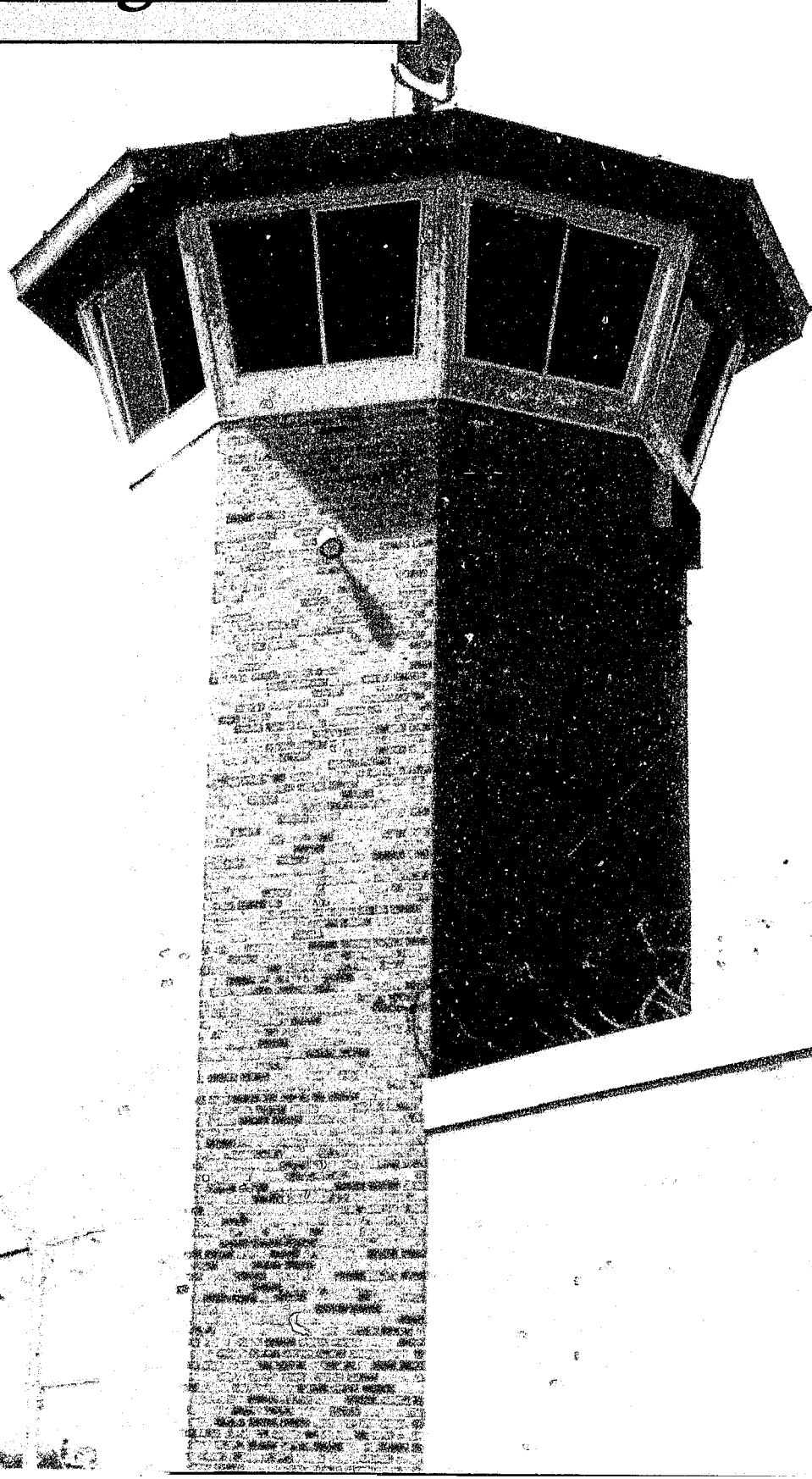
Traditional activities, such as psychological assessments and crisis intervention continue to be a primary focus of this service area. However, increased attention has been given to the treatment needs of inmates. Individual psycho-therapy has been provided to approximately five per cent of the inmate population and there are 105 psycho-educational programs in operation.

The focus of psycho-educational groups is on social skills training and meeting the needs of special offenders including sex offenders, violent offenders and chronically ill offenders.

### *Substance Abuse*

The two DRC substance abuse recovery services administrators are responsible for developing and monitoring

# Maintaining Order



treatment services in each state prison. A continuum of treatment services are available which include support/fellowship meetings (Alcoholics Anonymous/Narcotics Anonymous), drug education classes, individual and group counseling, day treatment programs, residential programs and a therapeutic community. Joint ventures with the Governor's Office of Criminal Justice Services and the Ohio Department of Alcohol and Drug Addiction Services resulted in the continuation of funding for several significant and innovative projects.

### *Food Service*

Two regional food service administrators are responsible for insuring that prisoners have a varied and cost effective diet that meets the basic requirements for adult nutritional needs. The administrators monitor the menu plans for inmates who require certain foods for health needs.

The administrators advise the approximately 280 civilian employees who supervise 50 food service preparation areas throughout the state prison system. Some 4,000 inmates work as cooks, meat cutters, bakers, servers and porters. An average of 3,226,225 meals are prepared monthly. Food service managers keep raw food costs to an average \$2.37 per day per inmate. The department operates 12 farms to supply prisons with milk, vegetables and meat.

### *Social Services*

The regional social service administrators conduct annual audits and respond to concerns from staff in the areas of unit management, social work services, parent institution pre-release, inmate groups, mail and visiting. The social service administrators work with DRC staff and other agencies to improve and develop services for inmate needs. The

social service administrators also respond to concerns of legislators, inmate family members and other citizens.

### *Security Administration*

The primary responsibility of the security administrators is to coordinate effective responses to potential security risks in each institution. The administrators respond to and investigate all serious prison incidents. The accomplishments for FY91 include the completion of annual security audits at each institution; the conducting of annual disturbance control meetings in April, May and June; and the distribution of the central office *Command Center Manual*.

### *Meeting Spiritual Needs*

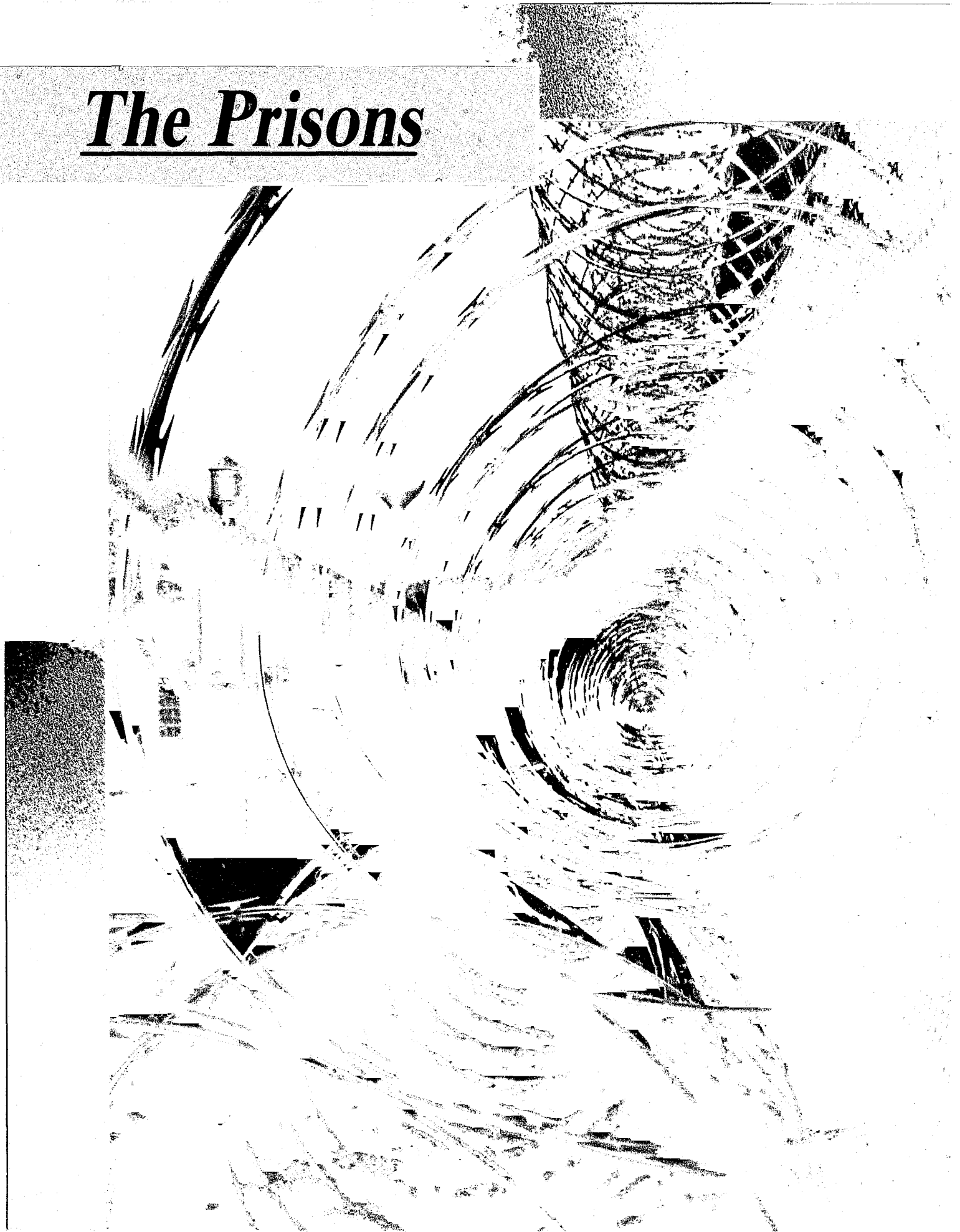
The Religious Services Department is supervised by two religious service administrators. Their duties include training chaplains in pastoral care approaches and monitoring trends in inmate religious populations. There are 32 full-time chaplains serving in 19 institutions and three part-time chaplains serving at three other prisons. This breaks down to one chaplain for each 1,057 inmates. Other religious needs are met by service contract providers and volunteers.

### *Accreditation Planning*

The administrator for standards and compliance worked with American Correctional Association (ACA) accreditation managers at four DRC prisons to successfully prepare for auditors who reviewed the institutions for the first time on more than 400 national standards. A fifth prison, Dayton Correctional Institution, worked with the administrator to become reaccredited.

The preparation for the audits required coordination of all areas of prison management and staff. The administrator worked closely with the ACA auditors once they arrived to review Mansfield Correctional Institution, Marion Correctional Institution, Ross Correctional Institution and the Southern Ohio Correctional Facility.

# *The Prisons*





**A**llen Correctional Institution (ACI) a medium security institution, housed 976 inmates at the close of FY91. Warden Shirley Rogers manages the staff of some 200. As a result of aggressive and proactive recruiting, 46 per cent of ACI's staff is minority and/or female.

Security, custody and control coupled with meaningful work programs, open lines of communication and budget control has been and continues to be the daily routine at ACI. Proper staff grooming and training are of high priority and concern.

### *Special Programming*

The in-house recovery services program is an intensive full time treatment and behavioral modification program that fully immerses inmates in the recognition, evaluation and modification of their own personal addictive behavior during a 60-day treatment program. The staff of this specialized unit also coordinates recovery services programming for the general population inmates.

The Fallen Timbers Literacy Program is designed to provide inmates who have a sixth-grade or below reading level with specialized learning opportunities. Close interaction and individual attention to the needs of the individual student is provided by education staff and trained inmate tutors.

### *Residential Treatment*

Established at ACI in FY91, the Residential Treatment Program (RTP) is staffed and administered by ODMH. The staff provides treatment and counseling to inmates in need of intensive psychiatric assistance.

The unit's FY91 caseload at ACI averaged about 200, of which more than 100 were committed to a 24 hour treatment plan. Other additional out-patient inmates are enrolled in the program but live and work in other areas of the institution. In addition to

counseling and therapy, 86 per cent of the RTP inmates are receiving psychotropic medication to control their condition.

### *EEO at Work*

The EEO committee meets monthly to discuss employment opportunities and affirmative action practices, policies and procedures as directed by DRC and institutional guidelines. The committee will continue educating staff at all levels on policies and practices through annual in-service classes and training provided by Central Office's EEO division.

## *Chillicothe Correctional Institute*

CCI is an adult male medium security institution which also maintains a cellblock area housing maximum security inmates. CCI is responsible for the operation of Hammack Hall, located outside the main compound which houses approximately 76 minimum security inmates. At the close of FY91, the inmate population was 2,427.

Warden Terry Morris manages the institution of some 500 staff members. One in four of CCI's staff has more than 15 years of correctional experience.

As it now stands, CCI is one of the most self-sufficient institutions in DRC. CCI has its own farm, a large central power plant, water plant and waste water plant. The water and waste water plants also provide service to the Ross Correctional Institution, Ross Correctional Camp, Union Scioto Schools and the Ohio Department of Transportation (ODOT) garage.

### *Programming*

The Polaris Program is a specialized unit devoted specifically to the treat-

ment of sex offenders. Based on a New Jersey model, the program has been in operation since 1989. Polaris can accommodate 150 inmates.

Another specialized treatment unit houses inmates from the Southern Ohio Correctional Facility and the Mansfield Correctional Institution. Prisoners assigned to this unit have psychological problems or long histories of disciplinary unit placement. After treatment, the inmates are mainstreamed into the general population.

The Tecumseh Program at CCI is an out-patient forensic psychiatry program which maintains a caseload of approximately 360 emotionally and or mentally handicapped offenders. This program is staffed by DRC and ODMH. Treatment consists of individual and group counseling, activity therapy and psychotropic medications.

School programs at CCI include a GED course of study; vocational opportunities (building maintenance, carpentry, office machine repair, upholstery and welding); and college course work in culinary arts and college level courses.

Prisoners who work for OPI are involved in vehicle modification of ODOT trucks and mattress and chair manufacturing.

The prison was originally built by the Federal Bureau of Prisons in the 1930's. CCI is located on the site of Camp Bull where prisoners were housed during the War of 1812.

## *Correctional Reception Center*

CRC serves as a reception facility for DRC. Newly convicted felons from 66 northwest, central and southern Ohio counties are received at this facility for the purpose of orientation, classification and assignment to an appropriate institution.

The prison encompasses a 56-acre compound adjacent to State Route 762, just outside the Village of Orient in Pickaway County.

Warden Melody Turner manages a staff of some 335 people. The inmate population at the close of FY91 was 2,008. In FY91, 10,761 inmates were processed at CRC.

In addition to the reception process, CRC houses 250 close security inmates who serve as a maintenance cadre for the institution. Cadre inmates are offered a variety of educational, psychological, recreational, religious, substance abuse and social programs for self improvement.

CRC also operates a psychiatric residential unit in a joint effort with ODMH. The cooperative endeavor provides treatment and programming to mentally ill inmates committed to DRC to enhance their ability to adjust to the general population of a correctional facility.

As a public service agency, the CRC staff is proud of their community assistance program. The juvenile offenders program utilizes inmates in a reality based counseling program as an effort to deter further criminal activity by delinquents from Fayette County and Grove City.

In a newly implemented community program, inmates from the psychiatric residential unit are involved in the assembly of classroom materials for local schools.

## ***Dayton Correctional Institution***

DCI was the first Ohio prison to become accredited by the American Correctional Association. The medium security prison housed 465 inmates at the end of FY91. Warden Fred Walker

manages the staff of 191.

There are 24 acres within the perimeter. The institution is located in the C. J. McLin Correctional Complex, with the Dayton Human Rehabilitation Center and the MonDay Community Based Correctional Facility. Director Wilkinson was the first warden at DCI.

The prison, designed as a decentralized campus, provides prisoners with an opportunity for growth and self-improvement through educational programming, treatment, vocational and industrial training. Inmates may complete adult basic education, prepare for the high school equivalency exam and take post-secondary courses.

### ***Where They Work***

Vocational training includes building maintenance, heating, ventilation, air conditioning and culinary arts. Working in the OPI sign shop gives inmates industrial training. Treatment includes substance abuse and sex offender therapeutic programs.

## ***Franklin Pre-Release Center***

FPRC is a minimum security facility for female offenders located in Columbus. Warden Christine Money manages a team of 101 dedicated and professional staff.

Programs and services are designed to meet the rehabilitative and personal needs of the inmate population. Available programs and classes include orientation to non-traditional occupations for women, parenting, pre-natal, domestic violence and adult basic education.

College courses are offered for credit as well as employment readiness, self-esteem and personal development.

Substance abuse issues are addressed in the residential substance abuse program as well as in a number of after care and support groups. Programs and classes preparing the inmates to successfully re-enter society are also emphasized.

### ***Giving Back***

The importance of community service is stressed within the institution. Many of the inmates have been involved in projects such as the walk-a-thon for the CHOICES Domestic Violence Shelter which raised approximately \$6,000; the Toys for Tots drive and the I AM program which is designed to help keep youths from entering the adult correctional system.

## ***Grafton Correctional Institution***

GCI is a medium security institution located in Lorain County on an 1,800 acre site. The complex includes a satellite facility known as the Grafton Correctional Camp which is a minimum security housing unit that provides the labor force for the 1,700 acre farm. The total inmate population was 1,134 male inmates at the end of FY91.

The farming activities include crop production, a grade "A" dairy operation, as well as swine and cattle raising. The farm was run by managers of the Ohio State Reformatory in Mansfield for many years until the operation was shifted to GCI when the prison opened in 1989.

### ***Work Force***

Warden Philip Parker supervises the staff of 250. The institution's annual payroll is more than \$6 million. Employees are recruited from the Greater Cleveland area including the township near GCI.

# *Prisoners Working*



## *Programs*

The GCI staff expanded its educational programs and services as a way to reduce inmate idleness and increase productivity. Prisoners are assigned to a variety of programs including adult basic education, high school equivalency test preparation and post-secondary courses.

A group of GCI inmates have made a project of teaching youngsters some life lessons the inmates learned the hard way. They developed the "Dope is for Dopes" play and performed it for 600 youngsters. Cleveland's public television station, WVIZ, produced a documentary on the project.

Vocational programs include auto body repair, auto mechanics, culinary arts, welding and machine shop. GCI managers have a goal of putting 50 per cent of the inmates in academic or vocational programs.

## *Hocking Correctional Facility*

HCF is located near the community of Nelsonville in Hocking County on the site of the former Tuberculosis Treatment Hospital. This medium-security facility houses older inmates with an average age above 57. The inmate population at the end of FY91 was 403.

Warden Carole Shiplevy manages a staff of 124. She and her staff regularly offer seminars on elderly inmates for corrections professionals throughout the country. The number of older offenders has increased in the last 10 years. The Hocking Correctional Facility and the Ohio Department of Aging (ODA) work together to identify special needs of the older inmate population.

Project Bluebird was implemented as a way to afford inmates who have

medical or physical limitations an opportunity to be involved in a meaningful work program. The inmates assigned to this program produce birdhouse kits utilized by the Ohio Department of Natural Resources.

These inmates also provide a service to Ohio's senior citizens by collating and folding a quarterly newsletter. Inmates also make wooden puzzles and cut cloth for use by senior centers.

Every institutional service area has some feature or adaptation unique to the older offender. The institution library stocks large-print books and audio tapes. Religious services obtains large-print Bibles and other such materials. Another feature of religious services has been the formal recognition of HCF inmate deaths through a memorial service. In food services, inmates using canes or walkers may receive assistance from other inmates in carrying food trays to the table.

The ACA-certified health services encourages flu shots and educates inmates on care for chronic health problems. The physical plant is basically barrier free so that elderly inmates have access to all areas. Although there are stairs, the elevators provide an alternative for those prisoners who are permanently or temporarily unable to negotiate them.

## *Lebanon Correctional Institution*

LECI is a close security prison housing 1,941 inmates at the close of FY91. Warden William H. Dallman manages the institution's 425 employees. The staff, representing some 70 occupations and professions, provides services similar to those required to operate a community. There are needs ranging from education to maintenance and sanitation.

OPI operates four prison industries at LECI. These include the metal furniture shop, the auto license plate shop, the license plate validation sticker shop and the advanced data entry program.

## *Behavior Adjustment*

The Rite Program is a pilot quasi-military residential unit where offenders who have a history of disciplinary problems are housed. Inmates are required to maintain self discipline, neatness in their cell and in their personal appearance and other skills that will help them re-integrate into the general prison population. Preliminary studies indicate the inmates who complete the Rite Program have a better record of staying out of disciplinary housing.

The large farming operation provides food for LECI and other state-operated institutions. There are 1,916 acres of tillable land, a dairy and pork operation on the farm.

Prisoners study a variety of course offerings from pre-high school to post-secondary classes. Inmates can study automotive mechanics, building maintenance, business office education, culinary arts, data processing and graphic arts.

An average of 700 prisoners are enrolled in these programs at any given time. The programs and classes are accredited by the Ohio Department of Education and the Northwest Association of Colleges and Universities. The institution's library has approximately 16,000 books, 250 magazine and newspaper subscriptions and 450 microfiche titles.

Other program areas include chaplaincy services, Narcotics Anonymous and Alcoholics Anonymous, psychological services and institution maintenance.

# Revitalizing Communities



## ***Lima Correctional Institution***

LCI is a medium security prison located within the city limits of Lima. The facility, formerly a state mental hospital, housed 1,880 offenders at the close of FY91. Under the leadership of Warden Harry Russell the staff of 452 provides services to prepare inmates to return to the community.

Programs include residential substance abuse, education, five vocational programs, a variety of counseling services and the opportunity to learn industrial skills in the OPI furniture and box factories.

A motorcycle technology program teaches inmates how to repair motorcycles. The Ohio Department of Highway Safety was one of the customers who brought in bikes for service. Prisoners completed two motor projects for Honda of America, Marysville. Joseph Wahrer, who runs the motorcycle program, received the Ohio Vocational Association's Teacher of the Year Award for Corrections.

The building maintenance students completed numerous projects for the community. They refinished and repaired furniture for the Ohio State Highway Patrol; built bookcases for Bath High School; built bowling ramps for Wheelchair Olympics and repaired toys for the Salvation Army and Lima Optimist Club's Toys for Tots program.

LCI includes a minimum security facility located outside the main compound. The inmates assigned here farm approximately 350 acres and tend approximately 375 cattle.

Since October 1983, a crew of minimum security inmates have worked with Lima's Rehab Project to renovate homes in deteriorating neighborhoods.

Nearly 500 inmates were registered in one of five educational programs

during FY91. During the year prisoners received the following certificates: 57 for adult basic education; 79 for the high school equivalency test; 53 for vocational studies; 31 for associate arts degrees; and six for bachelor of arts degrees.

The computerized accounting system in the library helps institution staff to know where the 5,000 books are at all times.

## ***London Correctional Institution***

Built in 1924 as a prison farm operation, LOCI is now a medium security institution housing 2,270 inmates at the close of FY91. Warden George Alexander manages a staff of 392. Farming continues to be a large part of the institution work program. Located on 2,800 acres of prime land near London, Ohio, the institution operates a major farming operation.

There is an award winning Holstein dairy herd of 300 cows, 500 beef cattle and a herd of 1,400 swine. The dairy and slaughter house operations provide milk and meat for several institutions. Over nine million pounds of fresh meat are processed each year. Additionally, the farm produces large yields of corn, wheat, potatoes and other vegetables.

### ***Programming***

LOCI offers a wide range of programming. An average of 650 inmates are involved in various educational programs, ranging from adult basic education, basic high school and college. There are also five vocational programs offered: barbering, auto repair, building maintenance, brick laying and meat cutting.

LOCI is developing an adult literacy/substance abuse education residential

unit. Short term programming is also made available through social and psychological services.

### ***Good Neighbors***

In keeping with Governor Voinovich's mandate to "work harder and smarter and do more with less" honor status inmates have been involved in a number of community oriented work projects. Several rooms were renovated in the basement of the Deer Creek Elementary School. Inmates converted an unsightly, unusable basement into an attractive classroom area.

As a result of this project interest was generated within the community for more work programs. The London High School Athletic Boosters requested the assistance of heavy equipment operators to construct a sports complex to include a varsity football stadium, varsity baseball, softball and soccer fields as well as practice fields for each sport.

This project involves movement of several hundred thousand cubic yards of dirt, using large earth-movers, operated by inmates experienced in using large equipment. Due to the size of the project it is anticipated that it will continue for several months into FY92. The boosters are paying for the project through fund raisers and donations.

Another work crew has reconditioned buildings, fences and grounds at the Madison County Fairground. This year-long project has involved a work crew employed to clean weeds and brush from fence rows, repair the fences, construct barns, repair and paint buildings and to spruce up the area.





# *Productive Time*



## ***Lorain Correctional Institution***

LORCI is the north region reception center where adult male felons sentenced from 22 counties begin their incarceration in Ohio's prison system. The inmates spend about five weeks at LORCI where they are thoroughly evaluated for the appropriate security level classification and prison assignment. In FY91 about 9,300 prisoners were admitted and processed.

Designed for 750 inmates, LORCI, a close security prison, ended FY91 with a population of 1,884 prisoners. Warden Terry Collins manages a staff of 287.

In April 1991, LORCI staff started a juvenile offender program to work on improving the youngsters' behavior. Parents are encouraged to participate.

Inmates at LORCI have a variety of educational options. Reception inmates who are close to achieving their GED can participate in a fast-track program and receive their GED prior to leaving LORCI.

## ***Madison Correctional Institution***

MACI was designed to meet the needs of two diverse inmate populations using a campus style prison. The institution has a design capacity of 504 medium custody and 496 minimum custody inmates. At the close of FY91, MACI housed 992 medium security inmates and 899 minimum security inmates for a total of 1,891.

Warden Rex Zent manages a staff of 350 employees. Women make up 29 per cent of the work force. Minorities represent 15 per cent.

Inmates assigned to OPI work in one of three areas:

- metal furniture factory
- modular furniture factory
- asbestos removal

### ***Keeping a Sense of Community***

Community service projects include talking books and clean up projects for the Vision Center of Central Ohio; a clipping service for Mothers Against Drunk Driving (MADD), the American Red Cross and the Division of State parks; cleaning and repairing items for Toys for Tots; installing playground equipment and building a cabinet for the Union County Mental Retardation/Developmental Disabilities School; cutting 250 miles of red ribbon for MADD; making articles in the arts and crafts program to raise money for the local Hospice House; building dog houses for the Madison County Humane Society's foster dog program and painting for Pilot Dogs.

### ***Learning Opportunities***

Twenty percent of MACI's inmates are involved in school programs such as small engine repair, carpentry, building maintenance, basic literacy, peer tutoring, GED classes and college level classes in business, culinary arts and electromagnetic engineering. MACI also has apprentice programs for boiler operators, maintenance repair workers, cooks, furniture assemblers, electronic technicians, quality assurance inspectors and small engine repairers. Other programs include religious study in the Christian, Muslim and Jewish religions.

Specialized housing includes:

Monticello, a residential unit for sex offenders; Madison Square, a residential academic unit to meet the needs of inmates who test below the sixth grade reading level; and the pre-release unit for inmates who are six weeks away from release.

## ***Mansfield Correctional Institution***

MANCI is a close/maximum security facility designed to provide staff and inmates with a low stress environment while maintaining a secure perimeter.

Warden Dennis Baker manages a staff of 610 professionally trained employees who provide programs and internal security. The institution also has a 200 bed camp adjacent to the main institution. At the end of FY91, MANCI's prison population was 1,765.

This was MANCI's opening year. It replaced the Ohio State Reformatory, a 19th century prison that is now closed.

Inmates involved in education programs study everything from elementary school subjects to post-secondary subjects. Another program gives inmates an opportunity to help juveniles who want to avoid ending up in prison.

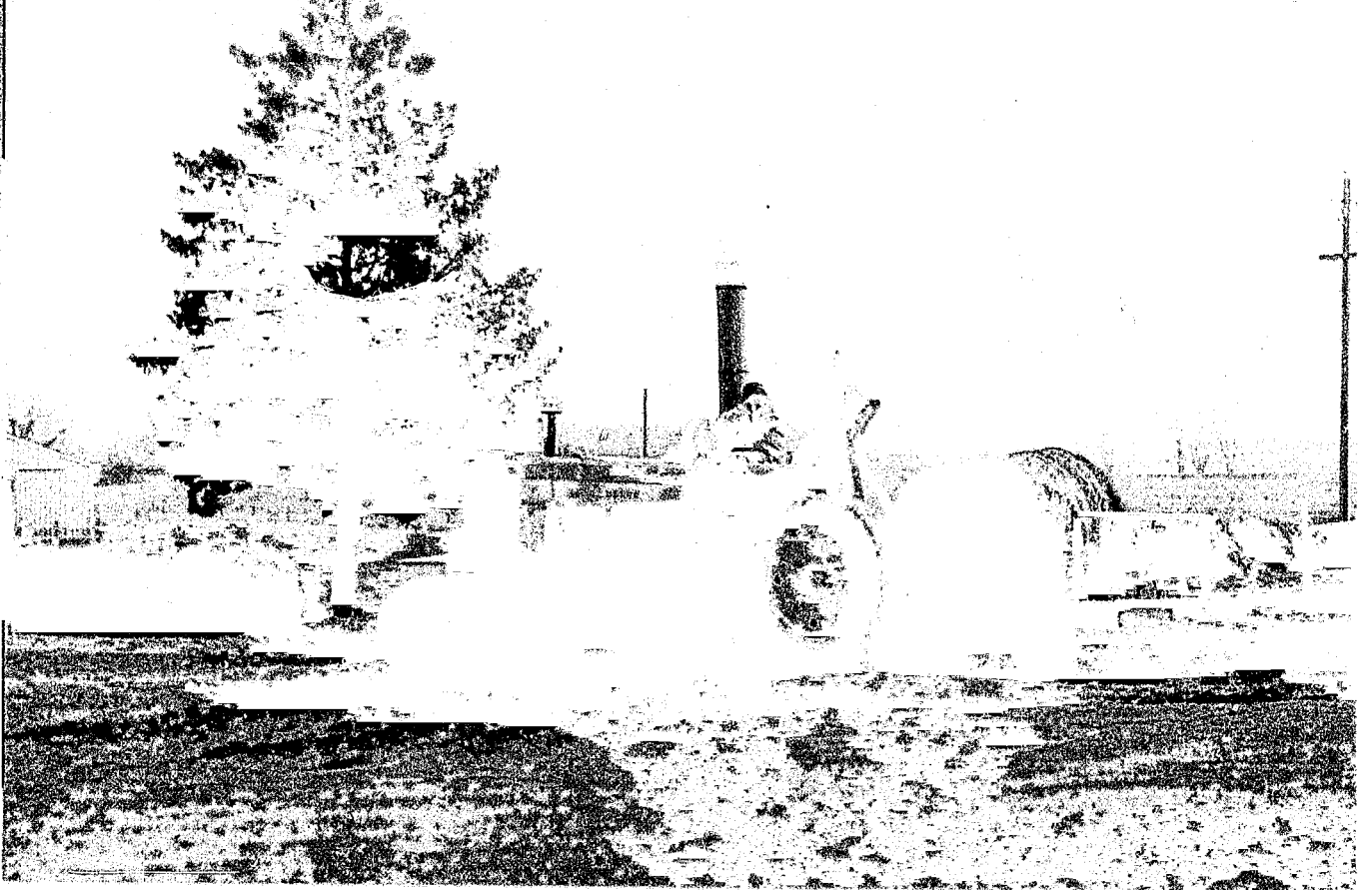
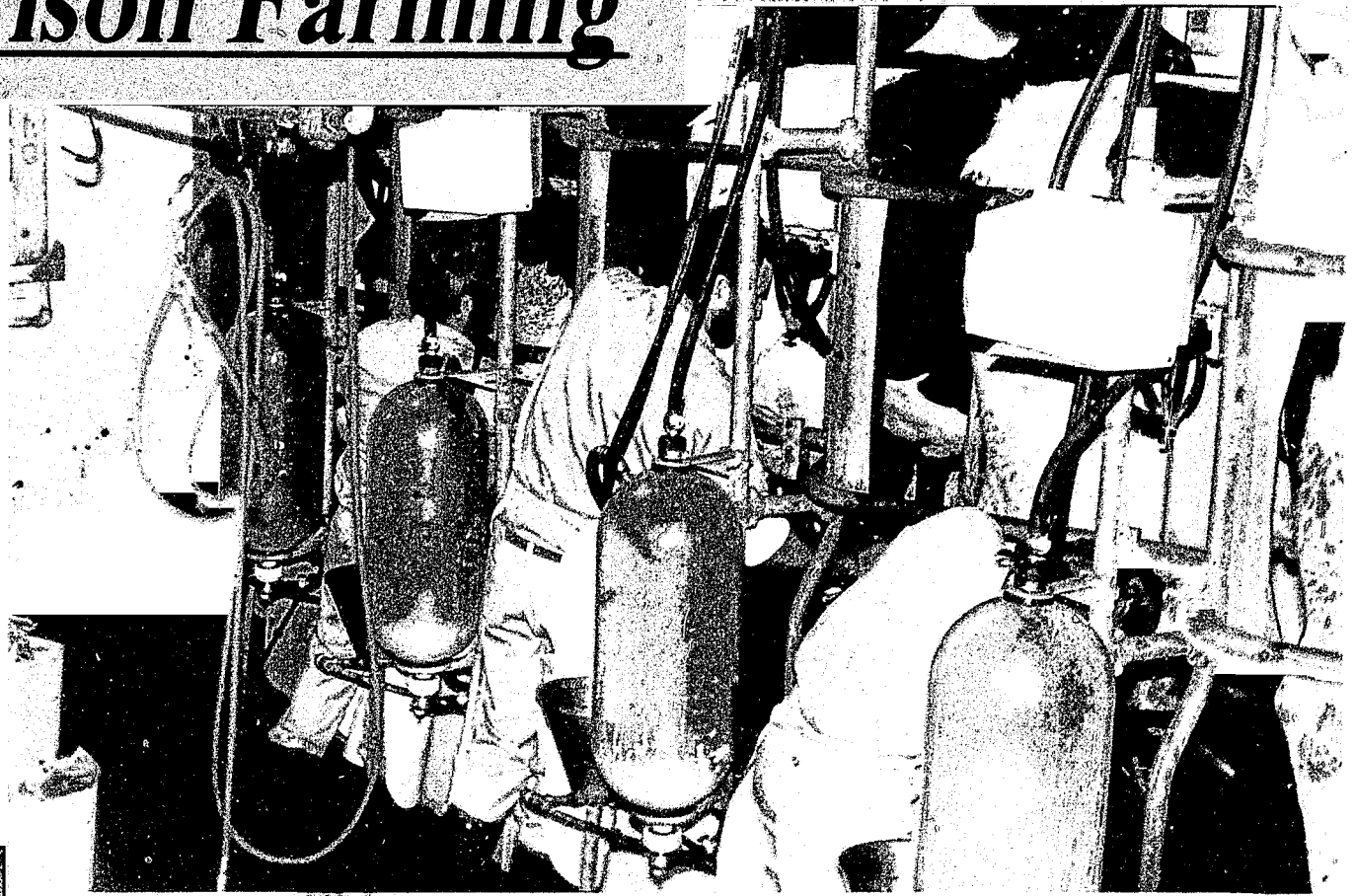
### ***A Ray of Hope***

RAY is a diversionary program for troubled youth. The program offers the courts, probation departments and other groups a deterrent for juvenile offenders. RAY may be used in place of, or in conjunction with probation or incarceration.

There were 26 inmates involved in RAY in FY91. Approximately 20 more are on a waiting list. MANCI inmates average three tours and meetings with five organizations each month.

The juveniles in RAY benefit throughout the program by gaining self respect, improved speech and communication skills and the feeling of community service. Inmates also gain skills in proper meeting procedure and working constructively with others.

# *Prison Farming*



There are plans in the works for MANCI to open a prison industry. Prison staff are also developing community projects to put minimum level inmates to work.

## ***Marion Correctional Institution***

MCI is a close/medium security prison housing male offenders. Warden Norris McMackin manages a staff of 419 employees. The prison population at the close of FY91 was 1,783.

### ***Helping HAND***

One of the most successful community projects MCI inmates work on is the Home and Neighborhood Development (HAND) program. Seven minimum level inmates from the Marion Honor Camp receive on-the-job training as they restore homes in the city of Marion. The vacant properties are remodeled and sold to low-income families. Inmates gain a sense of pride and self-worth while they give something back to the community.

Honor camp inmates work on the 1,200-acre farm at MCI. Surplus produce went to the Columbus Food Pantry in FY91. The prison's dairy operation won two awards in FY91 for being best in yield and herd.

Inmates restricted to the institution work with juveniles in the CHECK-MATE (Cons Helping Educate Confused Kids to Motivate Attitudes Towards Enlightenment) program. The program has been featured in national publications.

MCI inmates completed projects to help classroom teachers in the Marion area as well as in the Columbus public schools. Math manipulatives were made for Marion youngsters. Classroom easels were constructed for a Columbus school.

There are also maintenance, vocational, academic and OPI program opportunities inside the institution. The average MCI inmate is 30 years old and has a fourth grade education.

## ***Northeast Pre-Release Center***

NEPRC is a minimum security prison for women located in downtown Cleveland. The average population during FY91 was 397 inmates per month. The inmate population was 356 at the close of the fiscal year. NEPRC also accepts parole violators awaiting revocation hearings.

Warden James Schotten manages the staff of 105. The custody staff, 50 per cent of the work force, are responsible for the security of the institution and the safety of the general public, employees and inmates. The remainder include food service, medical, unit management, maintenance, administrative and clerical staff.

### ***Kicking the Habit***

Inmates at NEPRC are offered a number of substance abuse recovery programs including Narcotics Anonymous, Alcoholics Anonymous, and Hispanic and Islamic women's substance abuse programs.

As a pre-release center, the main focus of education is training and orientation for return to the community. The female offenders work on math, reading, language, job seeking and resume writing skills. Inmates also prepare for the GED.

Computer and word processing courses and a culinary arts program are also offered for cadre inmates. Graduates of culinary arts prepare and serve meals for special institutional functions such as Volunteer Recognition Day and Employee Recognition Day.

Inmates are also encouraged to participate in physical and mental health programs such as aerobics, journal writing, assertiveness training, nutrition classes, exercise therapy/stress reduction groups and anger management.

Other programs include:

**Pre-Parole Group:** This program prepares inmates scheduled to appear before the parole board. Inmates learn how to develop plans for a productive life after prison.

**Sex Offender Workshop:** This program enables inmates to accept responsibility for their child's abuse. It allows the development of a healthy relationship between the inmate and the child.

**Practical Education for Parenting:** This program enables dysfunctional families to become functional. It provides education of why children misbehave and encourages understanding, communication and discipline of children.

## ***Ohio Reformatory for Women***

ORW houses all security levels of adult female offenders including minimum, medium, close and maximum. Additional inmates are assigned to admissions, psychiatric services and medical services. Warden Harrison Morris manages a staff of 381. At the end of FY91, 1,356 inmates were housed at ORW.

The Clearview School provides educational services to many inmates whose educational levels range from non-readers to those who are preparing for their GED. Other educational programs include:

B.O.S.S. - Business Office System  
Specialists Apprenticeship

# Imprinting Skill



Building Maintenance Apprenticeship  
Cosmetology Apprenticeship  
Horticulture Apprenticeship  
Boiler Operator Apprenticeship  
Culinary Arts Apprenticeship  
Auto Mechanic Apprenticeship  
Optical Apprenticeship

### ***Rehabilitating Homes and Lives***

A very popular vocational program is the Rehab Project. ORW inmates travel to nearby Lima daily to reconstruct homes in a run-down urban neighborhood. Since the program's beginnings the inmates have successfully completed numerous houses that have been sold to families at affordable prices.

OPI offers industrial sewing, computerized embroidery, heat sealed notebooks, flag making and the optical laboratory which provides eyeglasses for inmates throughout the state prison system.

Several of the treatment programs available at ORW include:

**Tapestry** - An innovative therapeutic community designed to provide treatment and recovery services to incarcerated female substance abusers.

**Growth Program** - An educational program about chemical dependency where inmates learn about the addiction process.

**Domestic Violence** - For victims of child abuse, rape, incest, emotional and physical battering. This program aids victims of domestic violence in understanding abuse and eliminating the possibility of future recurrences.

**Parenting** - The program encourages frequent quality visits between the incarcerated mother and her children to prevent subsequent generations of offenders.

**Pre-Release** - This program helps inmates plan for a successful life after prison.

## ***Orient Correctional Institution***

OCI includes a medium security facility and a medical facility for inmates of all security levels. The inmate count at the end of FY91 was 2,195. Warden Dr. John F. Littlefield manages a diverse staff of 563, 21 per cent of whom are African-Americans.

The prison opened in 1984 on the grounds of what had been a state institution for the mentally retarded. The facility was renovated for prison use by staff, inmates and private contractors. The majority of the original staff transferred to OCI when the Ohio Penitentiary, a 19th century prison, was closed.

### ***Special Medical Care***

One of the primary missions of OCI is providing medical services for the department. The Frazier Health Center provides long-term medical care and specialized medical clinics for inmates. Surgeries are performed at the Ohio State University Hospital.

The other mission of OCI is the operation of a large medium security prison. The OPI industries include a garment and full service print shop. Kirk School provides adult basic education, high school equivalency test preparation and college level courses. There is a substance abuse residential unit for inmates who want to overcome their addictions.

## ***Pickaway Correctional Institution***

PCI, a minimum security facility houses 1,900 inmates. Created from a former state hospital for the mentally retarded in 1984, PCI's mission has

changed several times in the past seven years. Its agricultural operation furnished milk to 20 DRC facilities (1.3 million gallons in FY91) and provided 340,000 pounds of pork for four facilities. Warden James K. Jackson manages a staff of 420.

### ***Serving Those in Need***

PCI has been active in community projects. For example, inmates wash, fold and dry laundry for a Columbus homeless shelter. The prison also supports other state agencies in the Columbus area with both temporary and permanent inmate labor.

There is a substance abuse treatment program and several educational programs at PCI. Curricula include adult basic education, GED and college course work. The prison operates a furniture refinishing shop. PCI inmates are also assigned to OPI shops in Columbus.

## ***Ross Correctional Institution***

RCI is a medium security male facility located in Chillicothe. Warden Ronald Edwards manages a staff of 365 with the philosophy of managing overcrowding by pushing innovative types of programming and activities.

Administrators and supervisors at RCI learned to be both innovative and frugal this past year in view of budgetary restraints and the increased inmate population. RCI's population at the end of FY91 was 2,226. The prison's design capacity is 1,258.

RCI continues to provide substance abuse counseling with two federally funded staff and with the institution's five substance abuse staff. Phoenix is a residential unit specializing in intensive treatment.



# *Skill Building*





### ***Inmates Tutoring Inmates***

A tutorial program at RCI allows inmates to tutor one another. Both the tutor and the students gain self esteem and skills that will assist them after prison. Approximately 20 per cent of the RCI population is enrolled in educational programs.

The Ohio Penal Industries continues to manufacture furniture for sale to state agencies. This is by far the major employer of inmates in the institution. Inmates construct a high quality line of executive office furniture.

Honor inmates assist the public sector in several ways. Some go to schools to steer students from a life of crime and substance abuse. Others construct and clear recreational areas for children.

An honor crew cleans the Inter-Agency Child Care Center. Inmates also refurbished a local park.

## ***Southeastern Correctional Institution***

Warden B. G. Bower manages a staff of 301 employees at SCI, a medium security prison. At the close of FY91, there were 1,461 prisoners in the prison and the nearby honor camp.

OPI Health Tech employs 85 inmates. Health Tech workers are responsible for producing personal care products; floor care products; laundry products; restroom and specialty cleaners which are sold to all state agencies. In FY91, Health Tech made \$1.7 million in sales.

Fifteen inmates work in the OPI drafting program. These inmates design prints for DRC manufactured furniture.

### ***Learning a Vocation***

SCI vocational programs consist of:

welding, building maintenance, drafting and masonry. Each program requires 720 hours of training for completion. Graduates receive a certificate from the state education department.

The prison's education programs provide the inmates with the opportunity to obtain a GED, ABE or Special Education Certificate. Post high school classes are offered in management, administration, psychology and culinary arts.

Psychological treatment programs include: Alcoholics Anonymous, anger management, stress management, sex education/addiction, assertiveness training and effective parenting classes. These programs reach at least 60 percent of SCI's inmate population. Social services offer extensive substance abuse training.

Inmates on the main compound are assigned to work crews in the maintenance department, recreation department, clerical positions and other jobs. More than 1,100 jobs are assigned. All inmates at SCI are assigned to a job or to school.

## ***Southern Ohio Correctional Facility***

SOCF is located in the rolling hills of southern Ohio near the town of Lucasville. The institution is located on a 1,900 acre site and consists of 22 acres under one roof. The SOCF housing units include administrative control, a forensic unit, death row and general population.

Warden Arthur Tate, Jr. manages a staff of 625. The institution is one of Scioto County's largest employers. At the close of FY91, SOCF housed 1,613 close and maximum security male inmates, who have been convicted of

more serious and violent crimes. Included in the housing units is a cellblock for mentally ill offenders who receive treatment from ODMH staff.

A variety of educational programs are offered. Prisoners may study the vocational disciplines of electricity, masonry and building maintenance. OPI operates a shoe factory, print shop and assembly section. There is also a culinary arts program.

### ***The Chair***

SOCF also maintains Ohio's "electric chair." The chair was transferred from the Ohio State Penitentiary (OP) in Columbus to SOCF in the early 1970's. A total of 315 inmates (312 men and 3 women) were electrocuted when the chair was at OP. The chair has never been used at SOCF. There were 105 men on death row awaiting execution at the end of FY91.

SOCF provides a program called J.A.I.L. (Juveniles Avoiding Institutional Lockup), to young people involved with the juvenile justice system. The at-risk juveniles are brought to SOCF where they meet with several members of the inmate population and staff to discuss ways to change their behavior.

## ***Warren Correctional Institution***

Warden Anthony J. Brigano manages a staff of 302 at WCI. Women make up 31 per cent of the staff. African-Americans make up 22 per cent of the staff.

The inmate population inside the prison is close security. Minimum security inmates are assigned to the prison's honor camp. At the close of FY91, the

# Chef Training



offender population was 1,324.

During the past year the unit management staff has provided the following programs to inmates: realistic goal setting, stress management, self-awareness, moral reasoning, problem solving, cultural awareness, art club, parenting and pre-parole planning.

A special unit at WCI is maintained as housing for protective control inmates. All inmates are assigned to jobs. Positions include: I.D. clerks, tutors, community service workers, clerks, porters, laundry attendants, recreation aides, food service workers and barbers.

The psychological services department conducts an ongoing reintegration

group with those inmates preparing to be released to the general population.

More than 375 inmates were enrolled in academic/job assignments that include the areas of electronics, communications and horticulture during FY91.

The Ohio Penal Industries inmate workers at WCI manufacture tubular office seating furniture and other general purpose seating. OPI employed 48 inmates during FY91.

Community service programs are expanding at WCI. One of the most successful programs is the juvenile offender program. Juveniles are referred from the local school systems, juvenile detention homes and juvenile court judges. Inmates and staff work

closely with agencies and parents or guardians to keep the troubled youths from a life of crime.

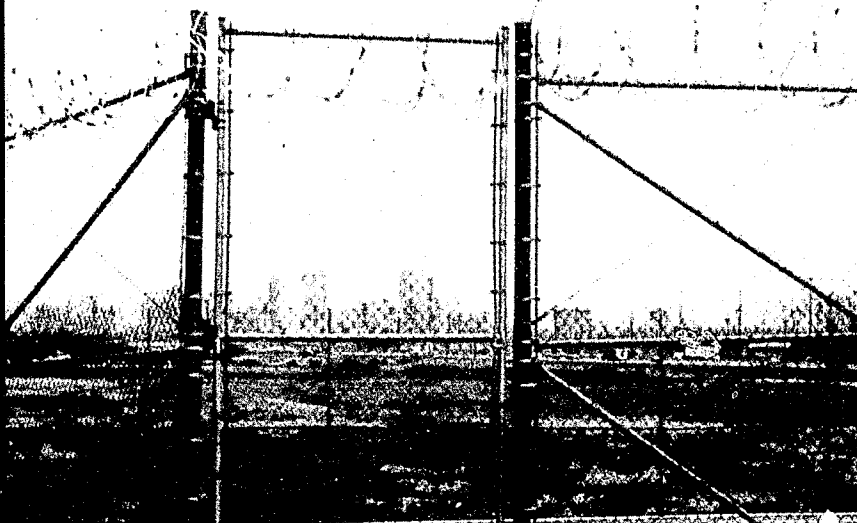
The program is also intended to give inmates an opportunity to improve their self-esteem and motivation through their participation. Some of the honor camp inmates have been approved to go into schools and speak to students.

### *1991 Correctional Officer of the Year*

The entire WCI staff took pride when Officer Kenny Williams received the Ronald C. Marshall Award as Ohio's 1991 Correctional Officer of the Year. The award is named in memory of Marshall, who rose from the position of CO to warden at SOCF.



# Corrections Beyond the Fence



**T**he Division of Parole and Community Services is comprised of three bureaus: Adult Detention (BAD), Community Services (BCS), and Adult Parole Authority (APA). The responsibilities of these bureaus are varied and include inspecting and reviewing the plans of jails in more than 300 jurisdictions throughout Ohio; monitoring subsidized community correction programs; managing offenders through parole release and supervision; and carrying out probation services for numerous common pleas courts.

The division focuses on working with local criminal justice officials as well as community and state agencies to provide safe, meaningful community sanctions for the adult offender. These sanctions primarily emphasize public safety and include opportunities for offenders to change their behavior. This mission is accomplished in the following ways: management of subsidy funds available to local agencies (primarily courts) to enhance probation options; licensing of halfway house operations; inspection of jail operations; and provision of parole and probation services.

The division interacts frequently with the following external agencies and

associations: the Governor's Office of Criminal Justice Services regarding capital construction of local jails and community based correctional facilities (CBCF); the Office of the Attorney General in conjunction with the Department's legal section regarding client suits, writs and administration of the Interstate Agreement on Detainers; Office of Budget and Management regarding subsidy budgeting; the Ohio Public Defender's Office concerning defense representation at parole revocation hearings; the Buckeye State Sheriffs' and County Commissioners' Associations concerning jail standards; the Ohio Community Corrections Organization regarding the implementation of subsidy programs; the Ohio Halfway House Association concerning our contractual relationship; and numerous local criminal justice agencies.

As of June 30, 1991, the division had 658 employees, of which 643 are General Revenue Fund positions. The remaining 15 are funded from the subsidy and furlough rotary accounts as well as a federal grant for the intensive supervision for substance abusers program. BAD has eight workers; BCS has a staff of 12; the division chief's office has five staff; and the remaining 633 work for the APA.

Twenty-six people work for the Ohio parole board. All nine parole board members are full-time civil service positions. The chief of the adult parole authority selects new board members with the approval of the chief of the division. The Director of the Department appoints the board's chairperson.

## *Bureau of Adult Detention*

The bureau fulfills the division's statutory responsibility to "investigate and supervise" local jails and, "review and approve" plans for new jails or renovation of existing jails. In this effort, we are required to make public, and monitor compliance with state standards in Ohio's 312 jails.

The bureau conducted jail staffing seminars attended by more than 200 local officials. Three programs were offered for local officials involved in various stages of planning for new local jail facilities. The bureau also published standards for minimum security and misdemeanor jail construction and renovation as well as standards for jail training.

## *Community Services Bureau*

This bureau controls and monitors the use of the subsidy and halfway house contractual funds. The Community Corrections Act (CCA) subsidy funds 17 programs designed to reduce prison commitments. Recent changes in the CCA statutes permit funding of programs to reduce jail populations as well.

In FY91, the legislature allocated \$2,722,617 for this prison diversion effort. The other subsidy, pilot probation, includes funding for 17 intensive supervision programs, operational budgets for four CBCFs and planning budgets for nine others.

One of the nine in planning will open in FY92. In FY91 this subsidy provided \$11,829,513 to these programs. Programs in these two subsidies diverted 4,024 offenders from state prisons during FY91.

This bureau also contracts with halfway houses to provide residential community placement for people on probation, parole and furlough. Twenty-one halfway houses made 636 beds available to DRC during the year. The FY91 allocation for these contractual beds was \$7,869,428. This allowed for placement of about 2,544 offenders during the year.

Grants awarded to counties throughout the state for developing and operating Community Corrections Act/Pilot Probation Programs were expanded to provide additional programs, from 33 in FY90 to 47 in FY91. These grants allowed local communities to expand both residential and nonresidential community corrections programs for felony offenders. The programs include electronic monitoring, residency in a CBCF, drug testing, community work service and improved client to officer ratios for more structured offender supervision.

Nearly 900 more offenders (3,147 in FY90 to 4,024 in FY92) received community sanctions. These felons would have otherwise been eligible for prison incarceration.

## ***Adult Parole Authority***

The bulk of the division's work force is in this bureau. It includes parole supervision, probation development, the parole board and interstate compact. Parole supervision is primarily responsible for parole, furlough and the aftercare phase of the shock incarceration (boot camp) program.

Probation development provides pre-sentence investigations and probation-

ary services to 50 of the 88 common pleas courts. In addition, this section also prepares the parole board investigations for parole and furlough considerations. Field staff may perform any one of the above parole and probation duties.

The parole board travels to each of the 22 institutions monthly to conduct release hearings. During FY91, the parole board conducted 19,046 hearings. The board also makes recommendations to the governor on all commutation, pardon and reprieve cases.

The chairperson of parole and the superintendents of parole and probation report to the chief of the APA. Field staff of the APA are divided into six regions under a regional administrator. Four staff from BAD and four staff from the BCS are located in these regional offices

### ***Parole Across State Lines***

Interstate compact coordinates the movement of parole and probation cases to and from other states and territories. During FY91, this bureau supervised approximately 17,500 probationers, parolees, furlonghees and interstate compact cases. The staff produced 9,406 pre-sentence investigations and 12,284 parole board investigations.

### ***Psychological Help***

Three psychologists were hired to work in the Cleveland, Columbus and Akron regions of the APA. They provide direct diagnostic and treatment services to offenders under APA supervision. The psychologists serve as liaisons between the APA and community mental health service providers.

Ultimately, these additional staff will see that the mental health needs of offenders can be met more efficiently to help insure the safety of the public and the offender.

## ***Helping Substance Abusers***

The APA implemented a pilot program in the Columbus region to provide special services for parolees with substance abuse histories. This program was designed to provide continued service in the community for offenders who had intensive substance abuse counseling while in state prisons.

This program includes regular substance abuse testing and support groups. The parole officers in this program have smaller case loads. Parole violators in this program were given intermediate controls including electronic monitoring and residential treatment placement.

### ***Non-Violent Offender Options***

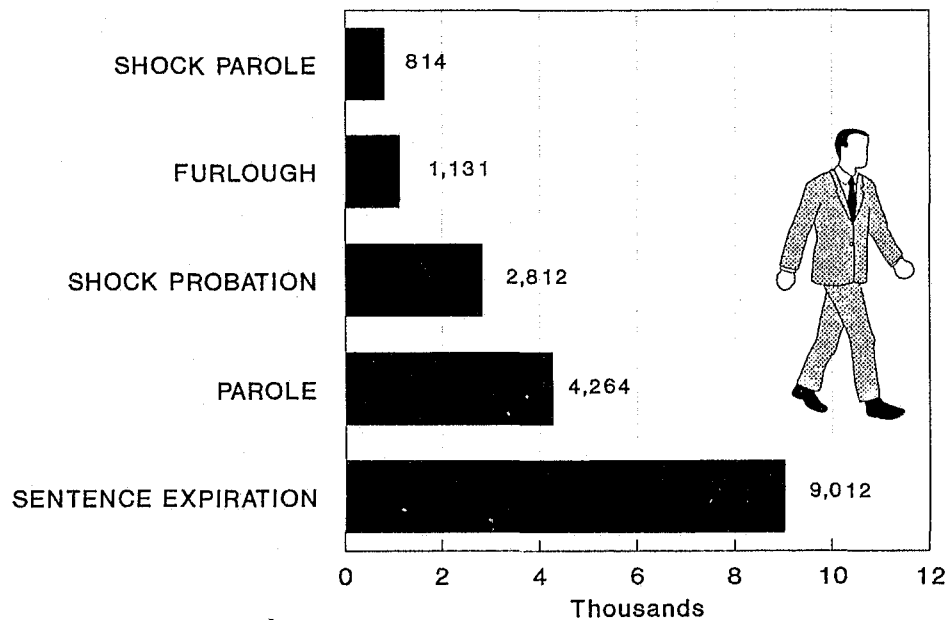
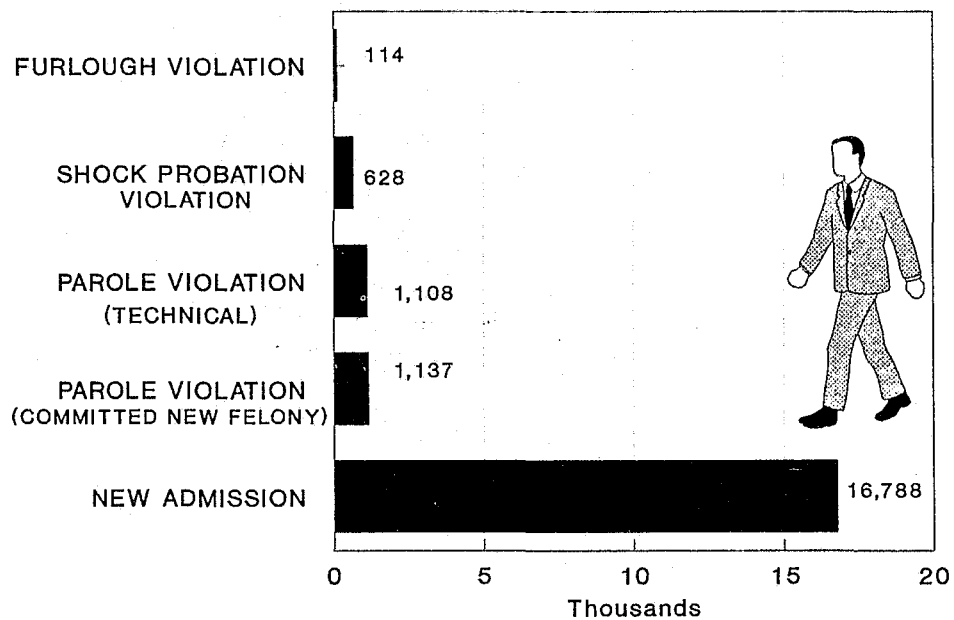
During FY91, a number of initiatives were implemented to increase the consideration and use of community sanctions for eligible non-violent offenders. One of the initiatives adjusted the parole board guidelines to permit low-risk offenders to be considered for release at their first hearing rather than after one continuance of sentence.

Other offenders serving short-term definite sentences were considered for shock parole and or placement in halfway houses when appropriate. Finally, increased funding for five county intensive supervision programs was made available in addition to increased funding for the expansion of existing CBCFs.

An additional \$15 million in capital improvement funds for the construction of facilities for a group of counties in southwest and northwest Ohio were secured. As a result of these efforts, an additional 1,630 people were diverted from prison to community placements.

# By the Numbers

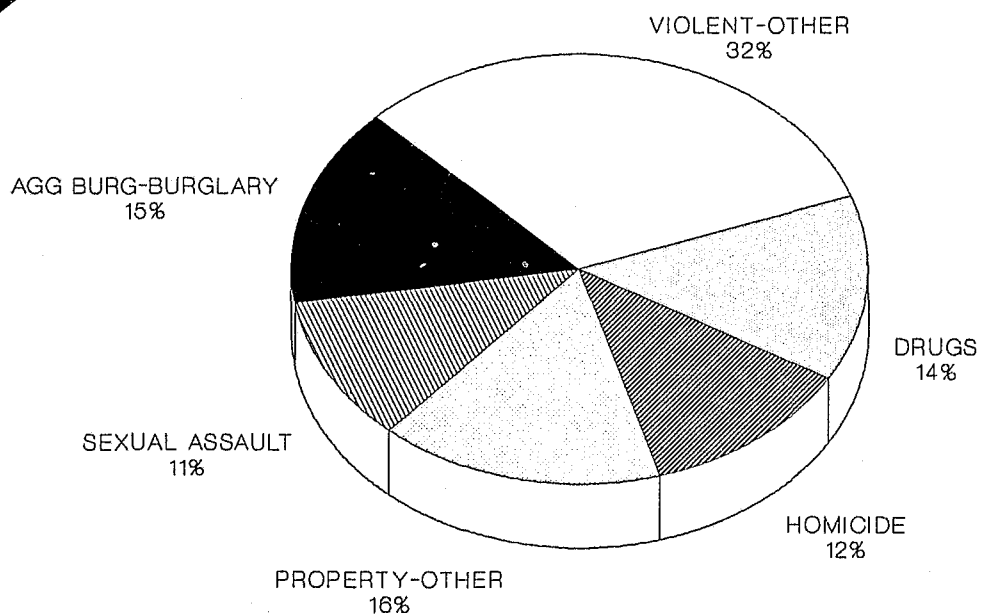
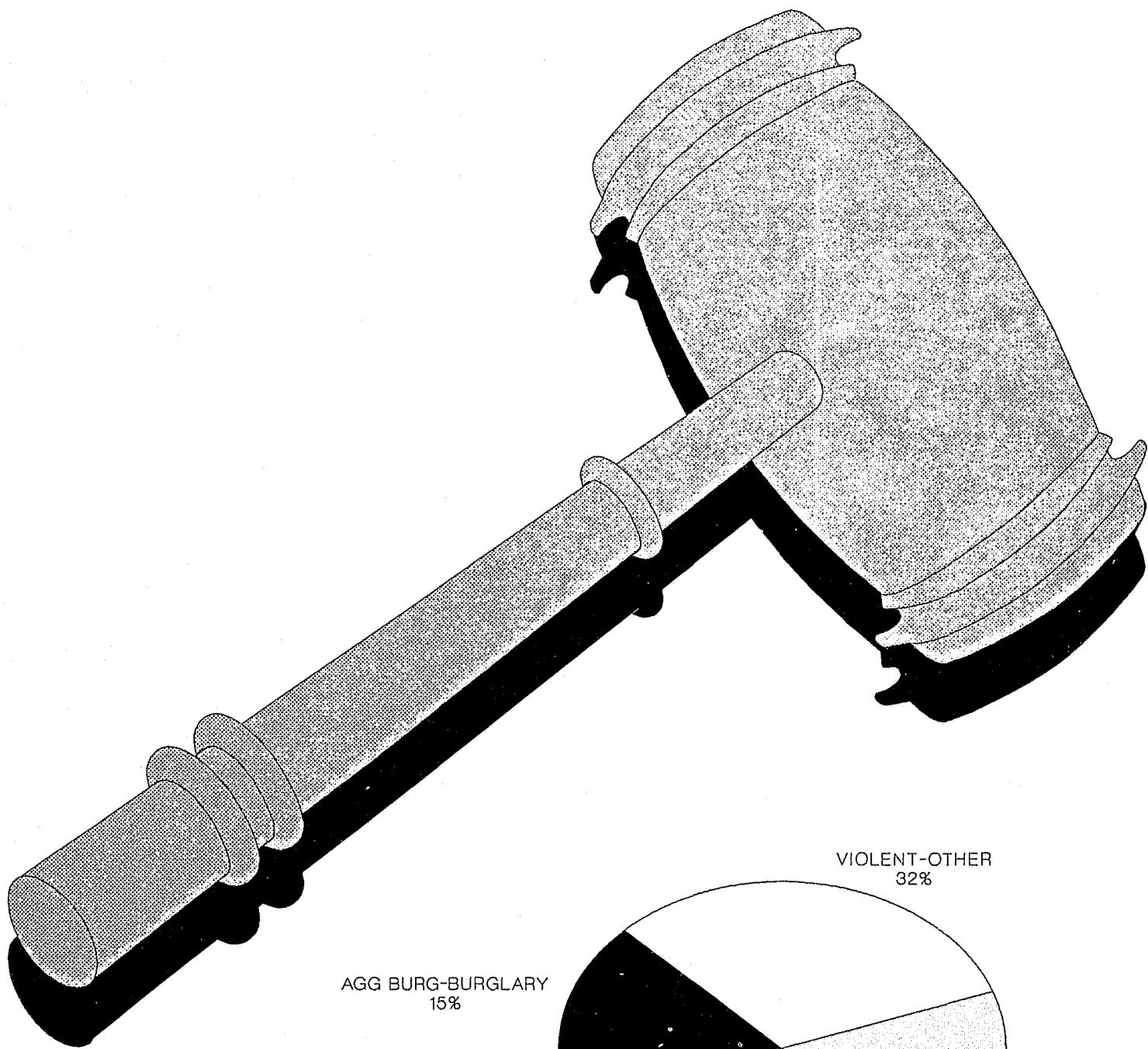
## ENTRIES AND EXITS FROM INSTITUTIONS FISCAL YEAR 1991





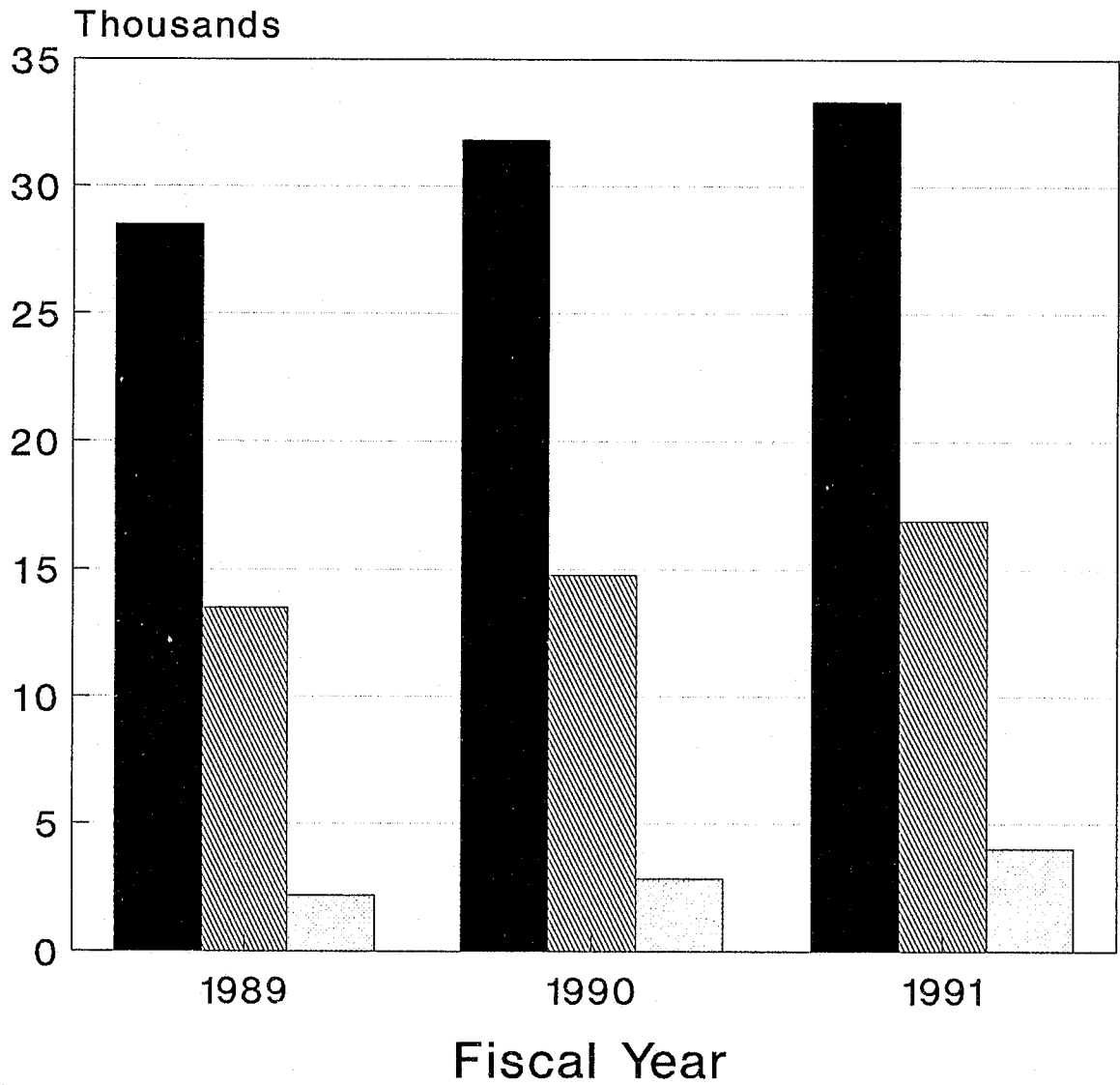
# INMATE POPULATION BY OFFENSE

JUNE 30, 1991



INSTITUTION POPULATION - 33353

# TOTAL POPULATION UNDER STATE SUPERVISION



STATE PRISON

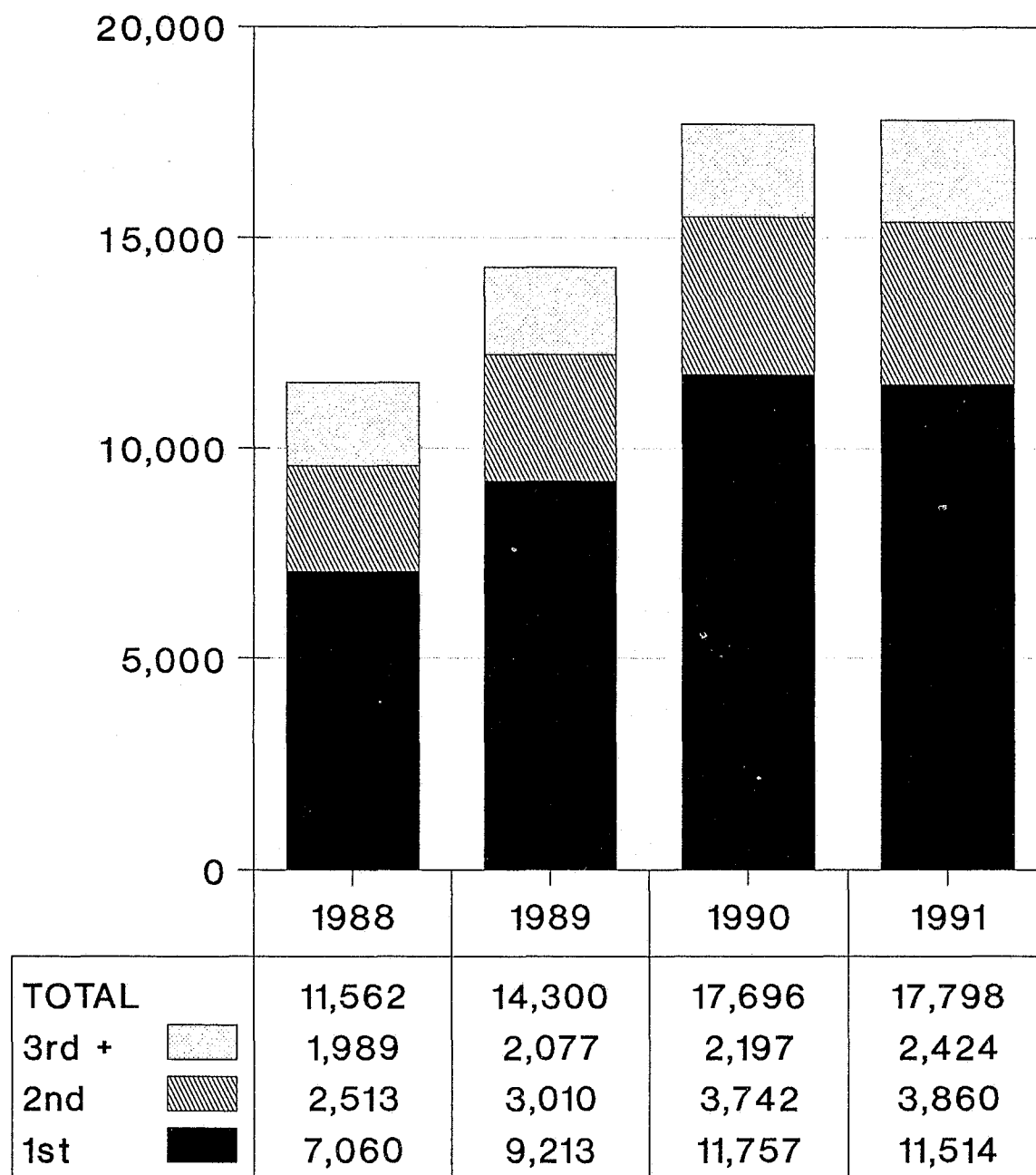


PAROLE AND PROBATION



PRISON ALTERNATIVES

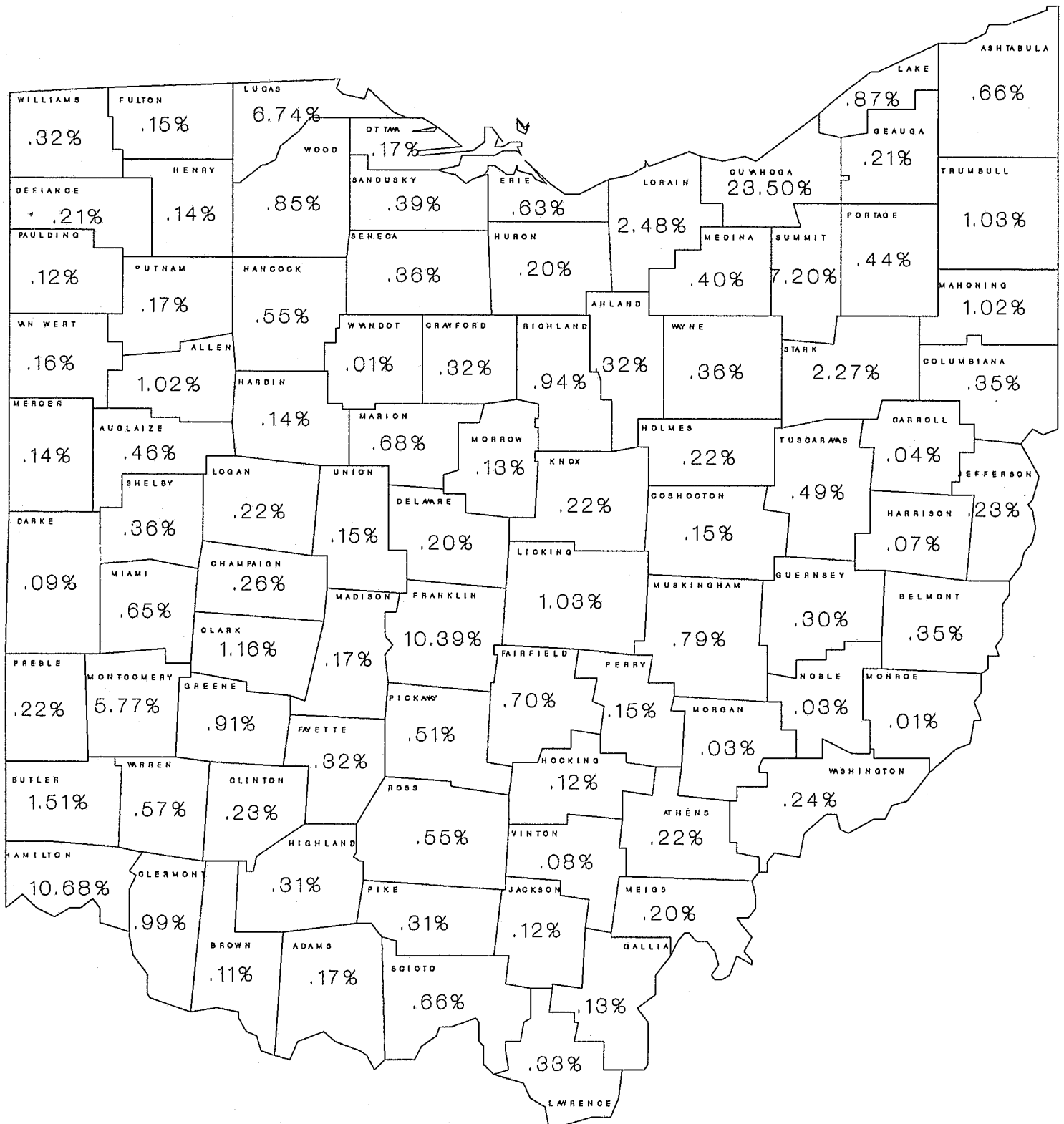
# COMMITMENTS BY PRISON HISTORY FOR FISCAL YEAR



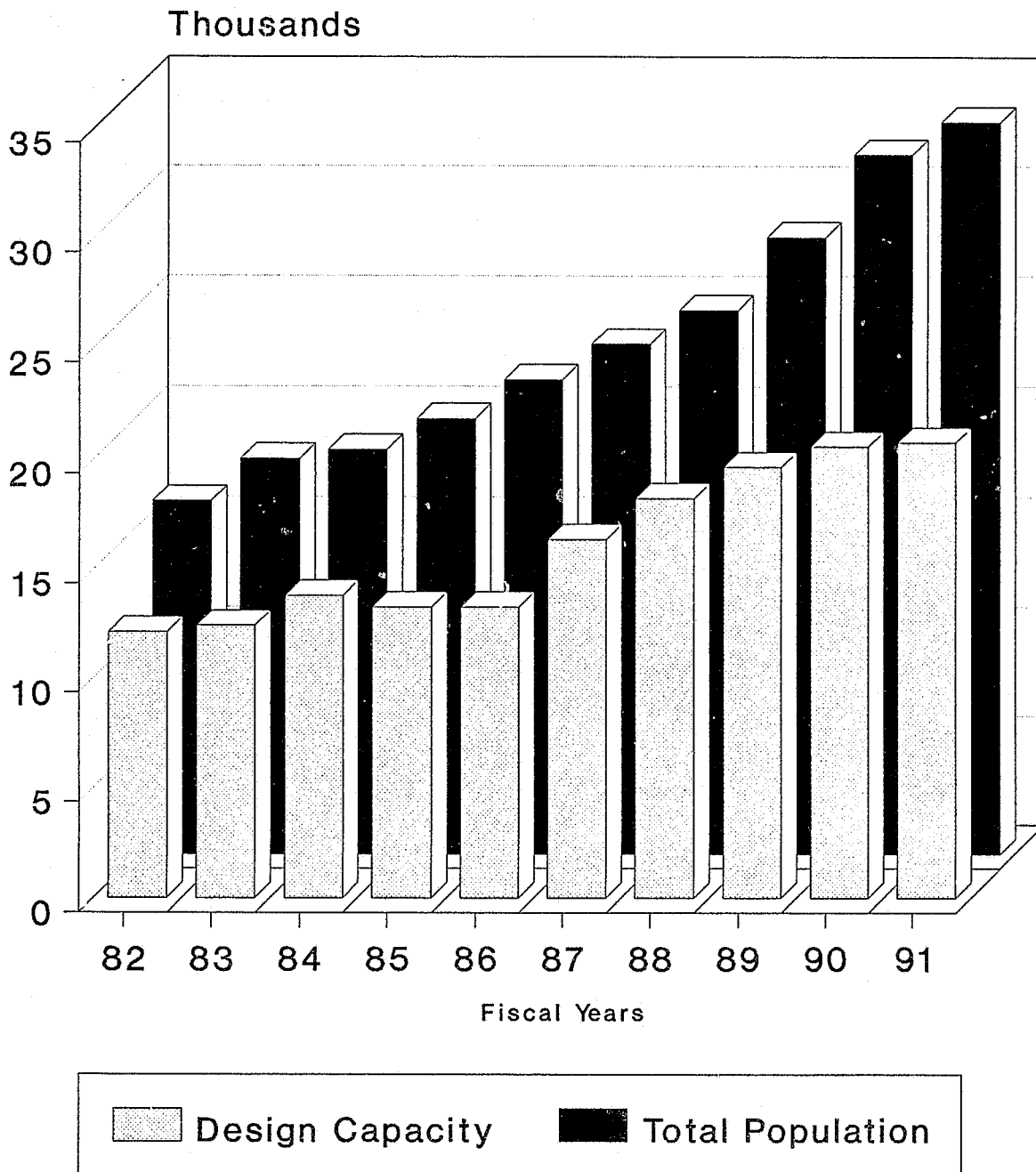
Map of Ohio showing county names and 1990 population figures:

- ASHTABULA: 119
- LAKE: 156
- GEauga: 38
- TRUMBULL: 184
- MAHONING: 183
- COLUMBIANA: 63
- GARROLL: 7
- JEFFERSON: 42
- HARRISON: 13
- BELMONT: 63
- MONROE: 1
- WASHINGTON: 43
- ATHENS: 39
- GALLIA: 35
- LAWRENCE: 59
- WILLIAMS: 57
- FULTON: 26
- LUCAS: 1207
- WOOD: 30
- OT TAW: 30
- SANDUSKY: 69
- ERIE: 113
- LORAIN: 446
- CUYAHOGA: 4206
- MEDINA: 71
- SUMMIT: 1288
- PORTAGE: 78
- DEFIANCE: 37
- HENRY: 25
- 152
- PAULDING: 21
- PUTNAM: 31
- HANCOCK: 98
- 36
- 466
- 78
- 184
- 183
- 63
- 7
>

# TOTAL INTAKE TO THE DEPARTMENT BY COUNTY PERCENTAGE OF INTAKE FOR FISCAL YEAR 1991

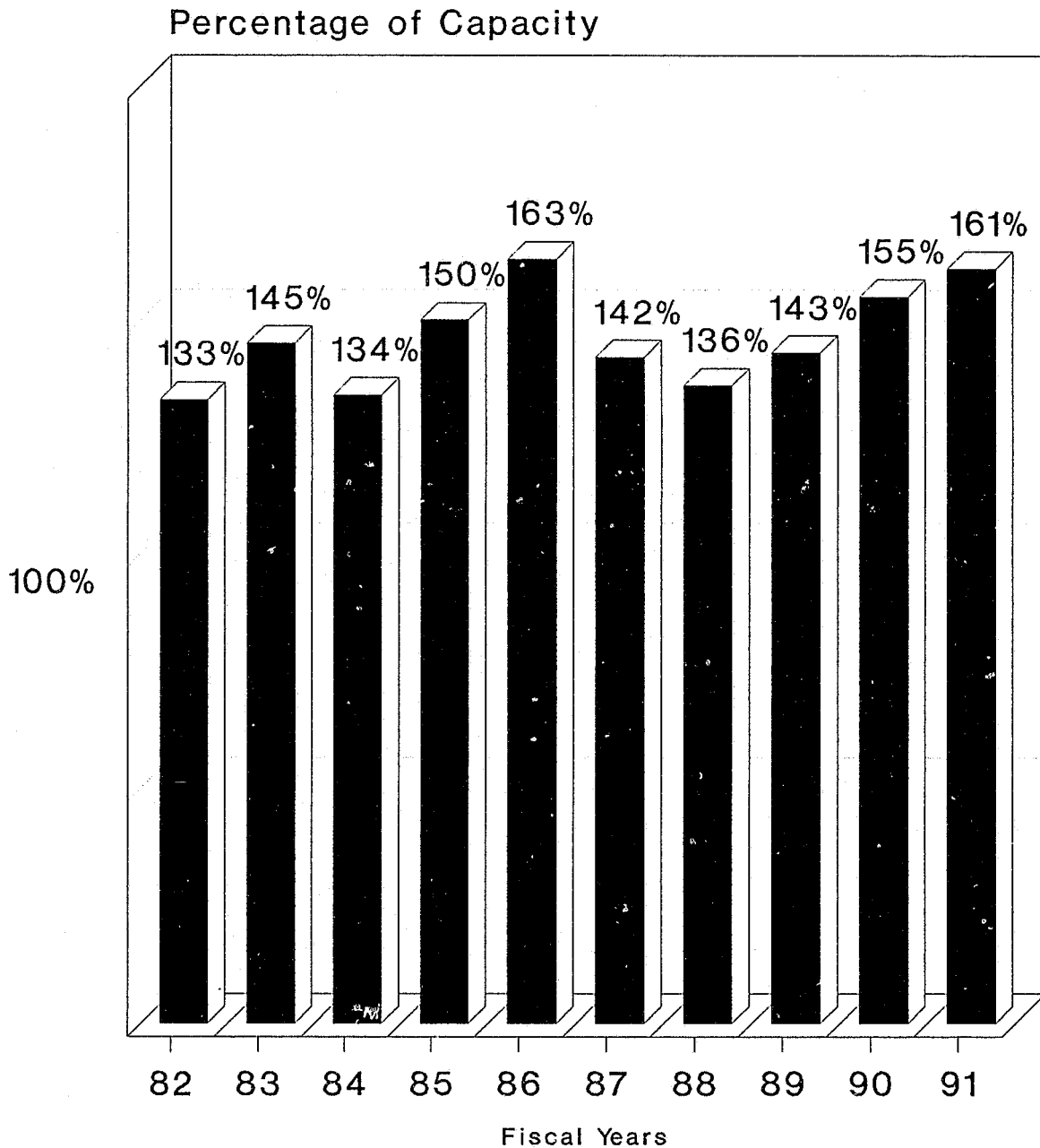


# PRISON DESIGN CAPACITY AND POPULATION 1982 TO 1991 ON JUNE 30





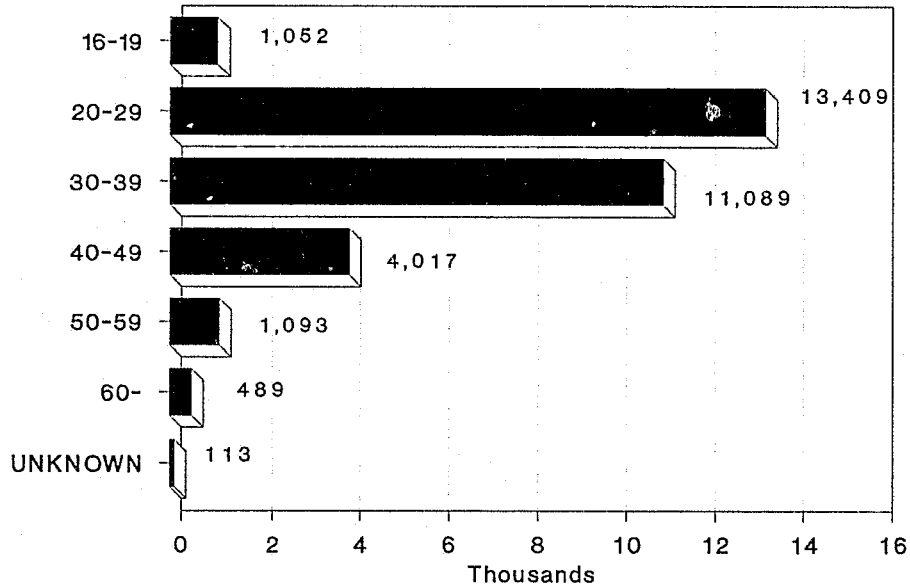
# PERCENTAGE OF DESIGN CAPACITY 1982 TO 1991 ON JUNE 30



# CURRENT AGE OF OHIO PRISON POPULATION, BY GENDER

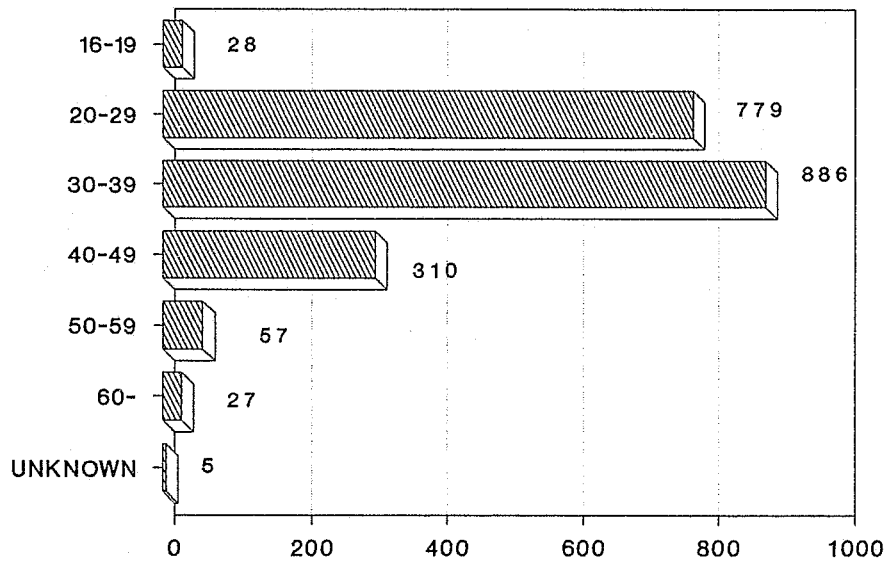
JUNE 30, 1991

## MALES



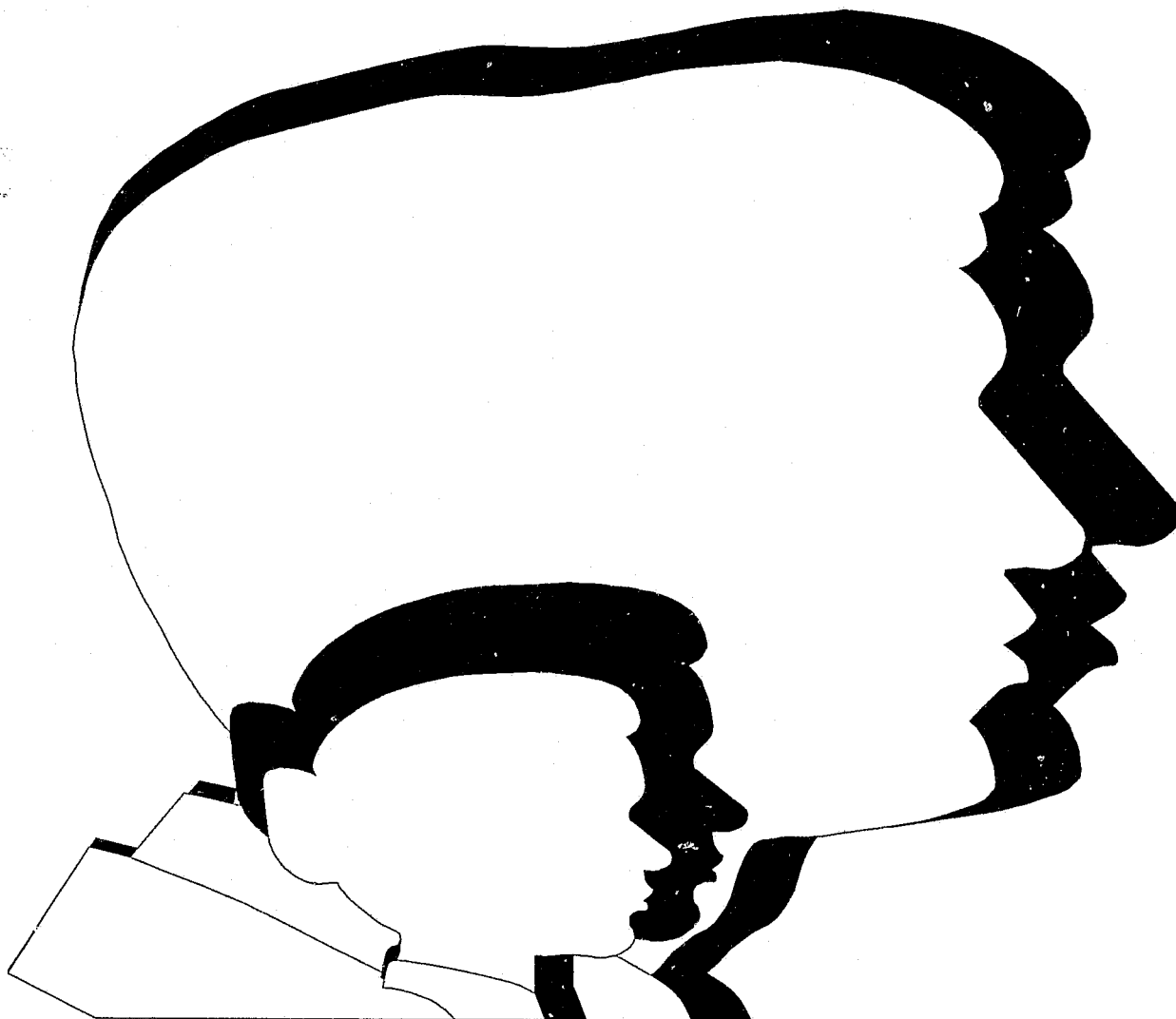
TOTAL - 31261  
MEAN AGE - 31.8  
MEDIAN AGE - 30

## FEMALES



TOTAL - 2092  
MEAN AGE - 33.0  
MEDIAN AGE - 32

# DISTRIBUTION OF POPULATION BY RACE AND GENDER JUNE 30, 1991

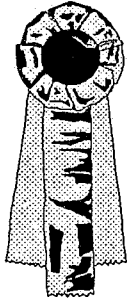


	MALES	FEMALES
BLACK	16,467 (49.4%)	1,304 (3.9%)
WHITE	14,789 (44.3%)	788 (2.4%)

# VOCATIONAL CERTIFICATES ISSUED FISCAL YEAR 1991

*OHIO DEPARTMENT OF REHABILITATION AND CORRECTION*

JUNE 30, 1991



ISSUES THIS CERTIFICATE

TO \_\_\_\_\_

FOR SUCCESSFULLY COMPLETING VOCATIONAL TRAINING  
IN BUILDING MAINTENANCE

\_\_\_\_\_  
GOVERNOR

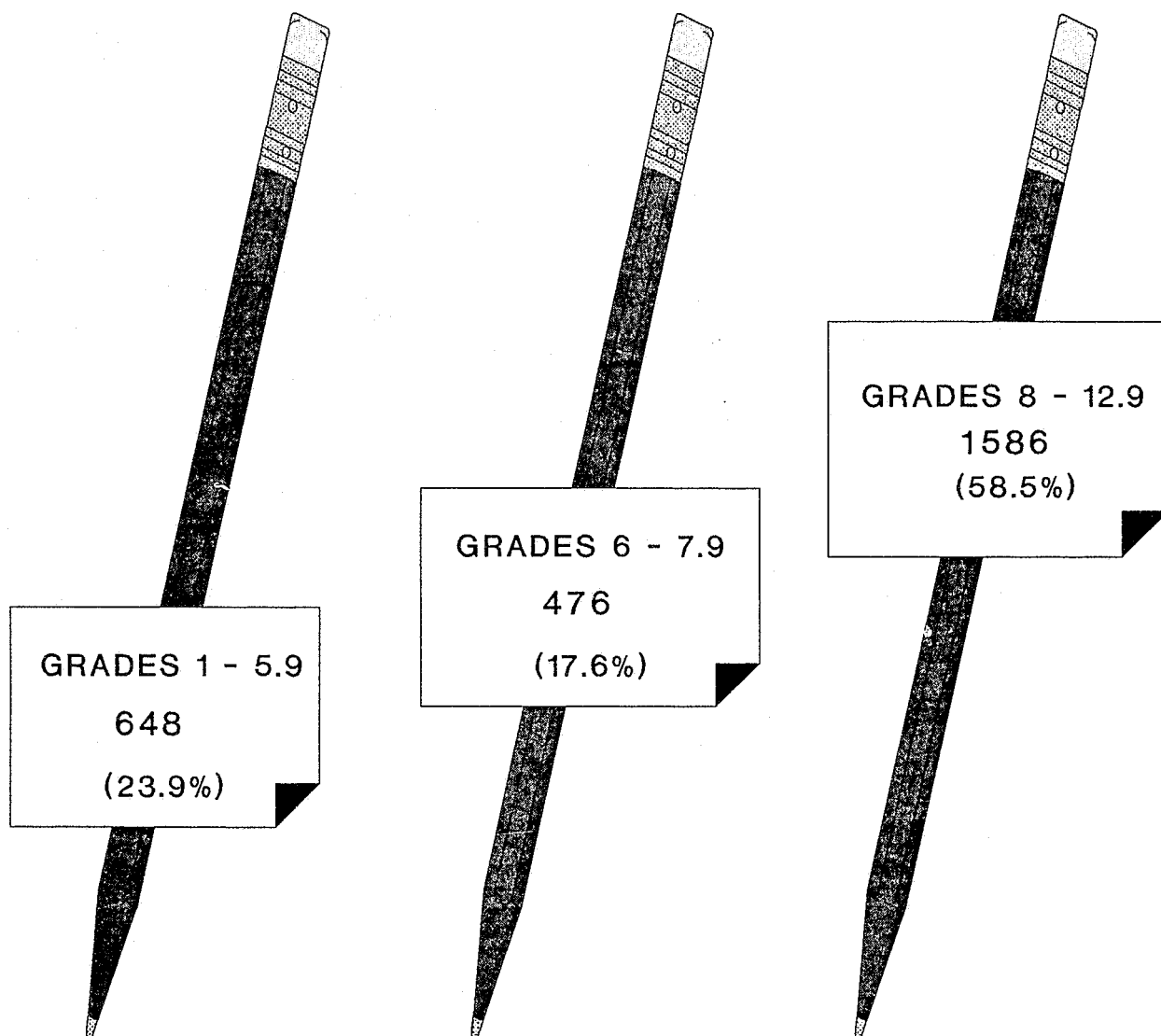
\_\_\_\_\_  
LT. GOVERNOR

\_\_\_\_\_  
DIRECTOR

\_\_\_\_\_  
INSTRUCTOR

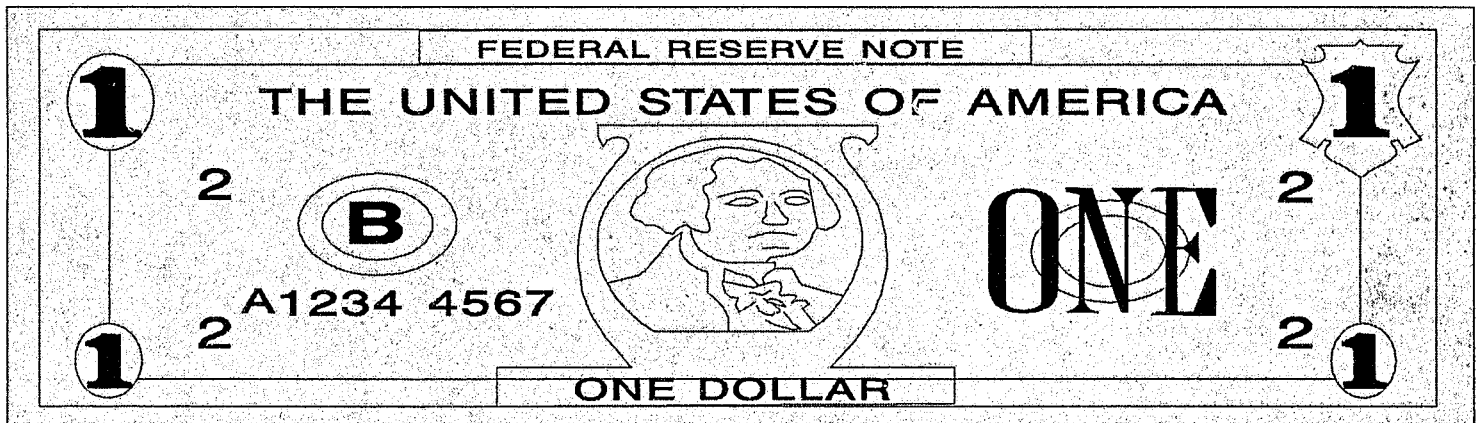
SKILLED CRAFTS	38
MECHANICAL AND ELECTRONICS	169
CONSTRUCTION TRADES	135
OFFICE	27
BUILDING MAINTENANCE	203
AUTOMOTIVE	43
INDUSTRIAL	31
FOOD SERVICE INDUSTRIES	75
BARBERING/COSMETOLOGY	14
DRAFTING/GRAPHICS	42
HORTICULTURE	13

# TESTED READING LEVELS ON ADMISSION FOR THOSE IN RECEPTION ON JUNE 28, 1991



SOURCE: TRAINING, INDUSTRY & EDUCATION

OHIO REHABILITATION AND CORRECTION BUDGET  
FROM  
STATE GENERAL REVENUE FUND



1988

\$284,903,449

1989

\$323,209,209

1990

\$372,372,235

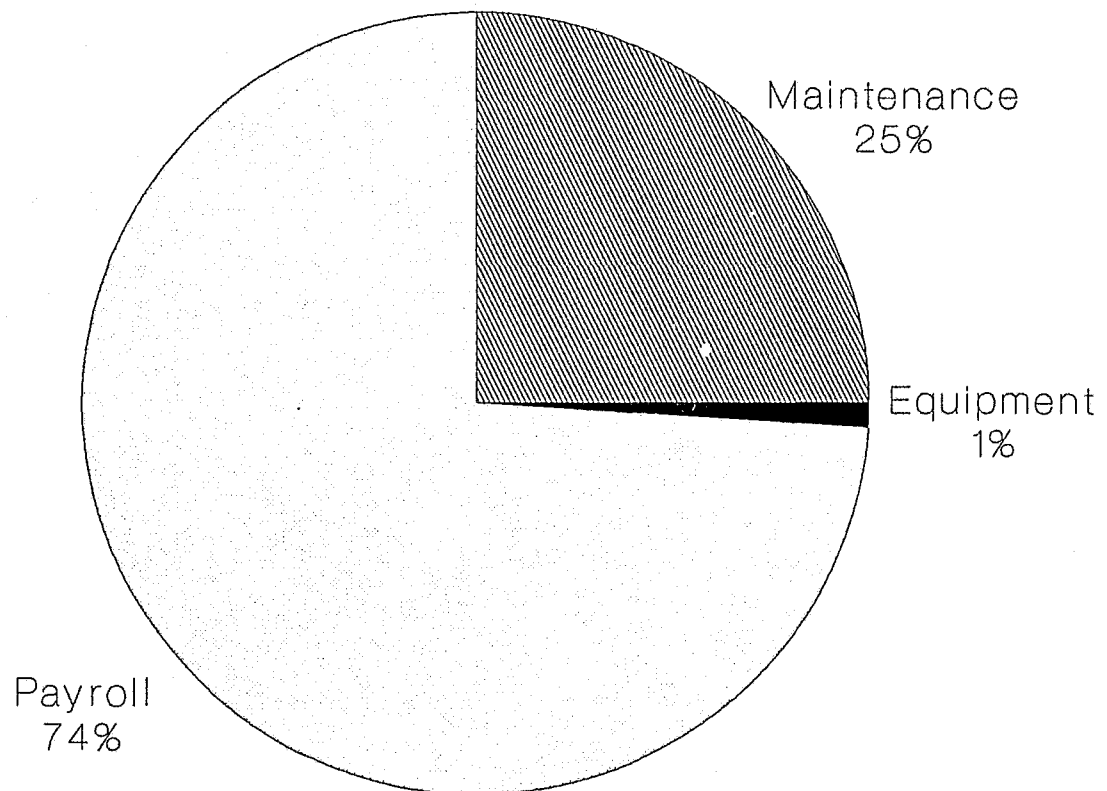
1991

\$427,310,853

SOURCE: DIVISION OF BUSINESS ADMINISTRATION



# TOTAL GENERAL REVENUE FUND SPENDING FISCAL YEAR 1991



Total GRF Spent = \$398,963,752 Million

**OHIO PENAL INDUSTRIES  
INMATE EMPLOYMENT  
END OF FY91**

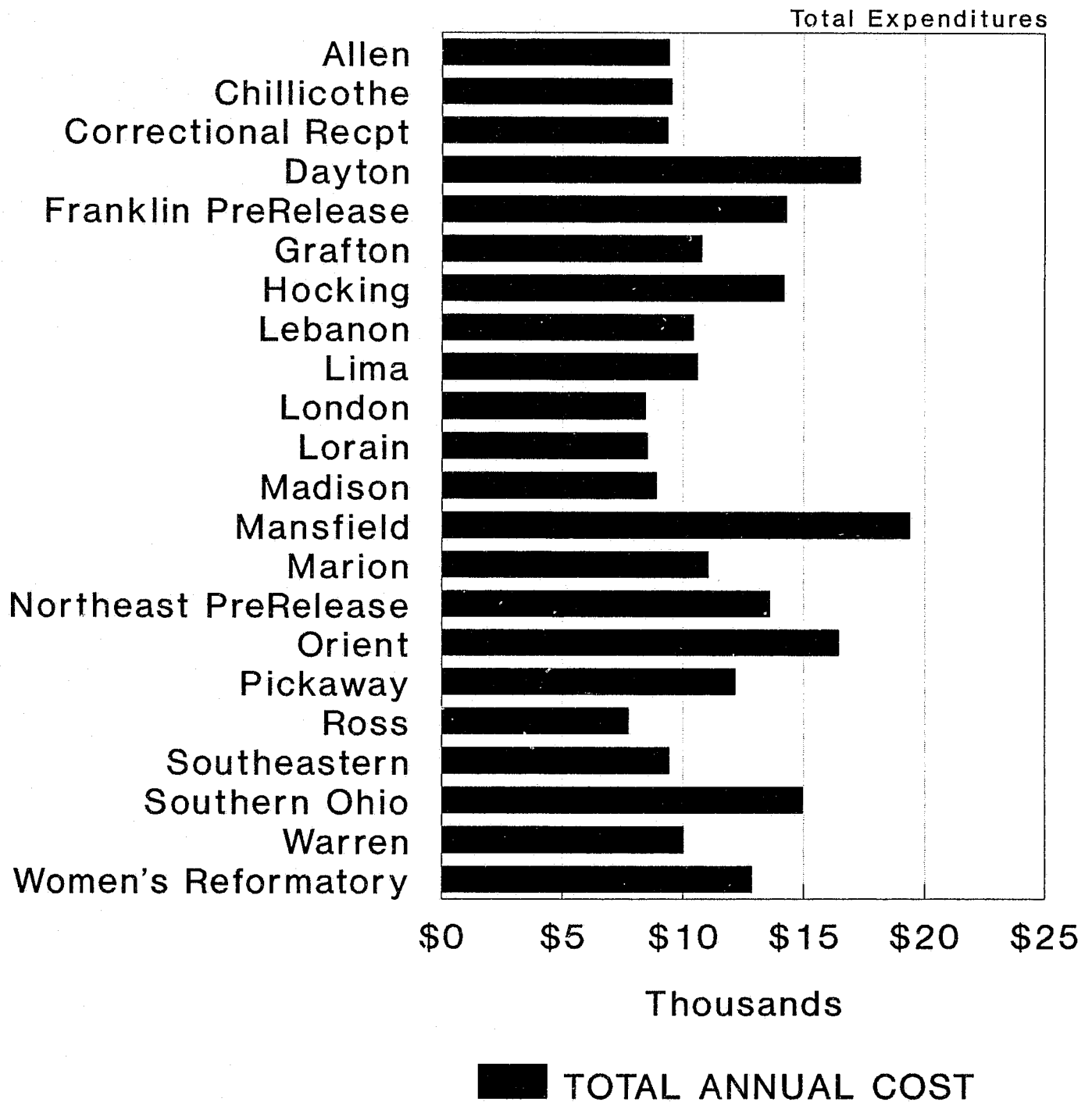
<u>INSTITUTION</u>	<u>INDUSTRY PLANT</u>	<u>INMATES EMPLOYED</u>
Allen Correctional Institution	Textile	89
Chillicothe Correctional Institute	Chair	83
	Mattress	34
	Vehicle Mod.	196
Correctional Reception Center	Tobacco	20
Dayton Correctional Institution	Sign	39
Lebanon Correctional Institution	A.D.E.C.	65
	Metal Furniture	56
	Tag	124
	Validation	25
Lima Correctional Institution	Box	52
	Furniture	75
London Correctional Institution	Brush	58
	Dental	11
	Garment	107
Madison Correctional Institution	Asbestos Abate.	16
	Metal Furniture	49
	Modular Furniture	67
	Mod. Furn. Install.	11
Marion Correctional Institution	Furniture	90
	Sheet Metal	90
Ohio Reformatory for Women	Garment	46
	Multi-Industries	16
	Optical	19
Orient Correctional Institution	Garment	46
	Print	54
Pickaway Correctional Institution	Furniture Refin.	33
	Vehicle Svc. Ctr.	8
	CDC Warehouse	7
Ross Correctional Institution	Furn. Assembly	84
	Furn. Mfg.	73
	Parts Assembly	54
Southeastern Correctional Institution	Drafting	19
	Janitorial	91
Southern Ohio Correctional Facility	Metal Assembly	24
	Print	27
	Shoe	36
	Warehouse	8
Warren Correctional Institution	Tubular Chair	33
	<b>TOTAL</b>	<b>2,035</b>



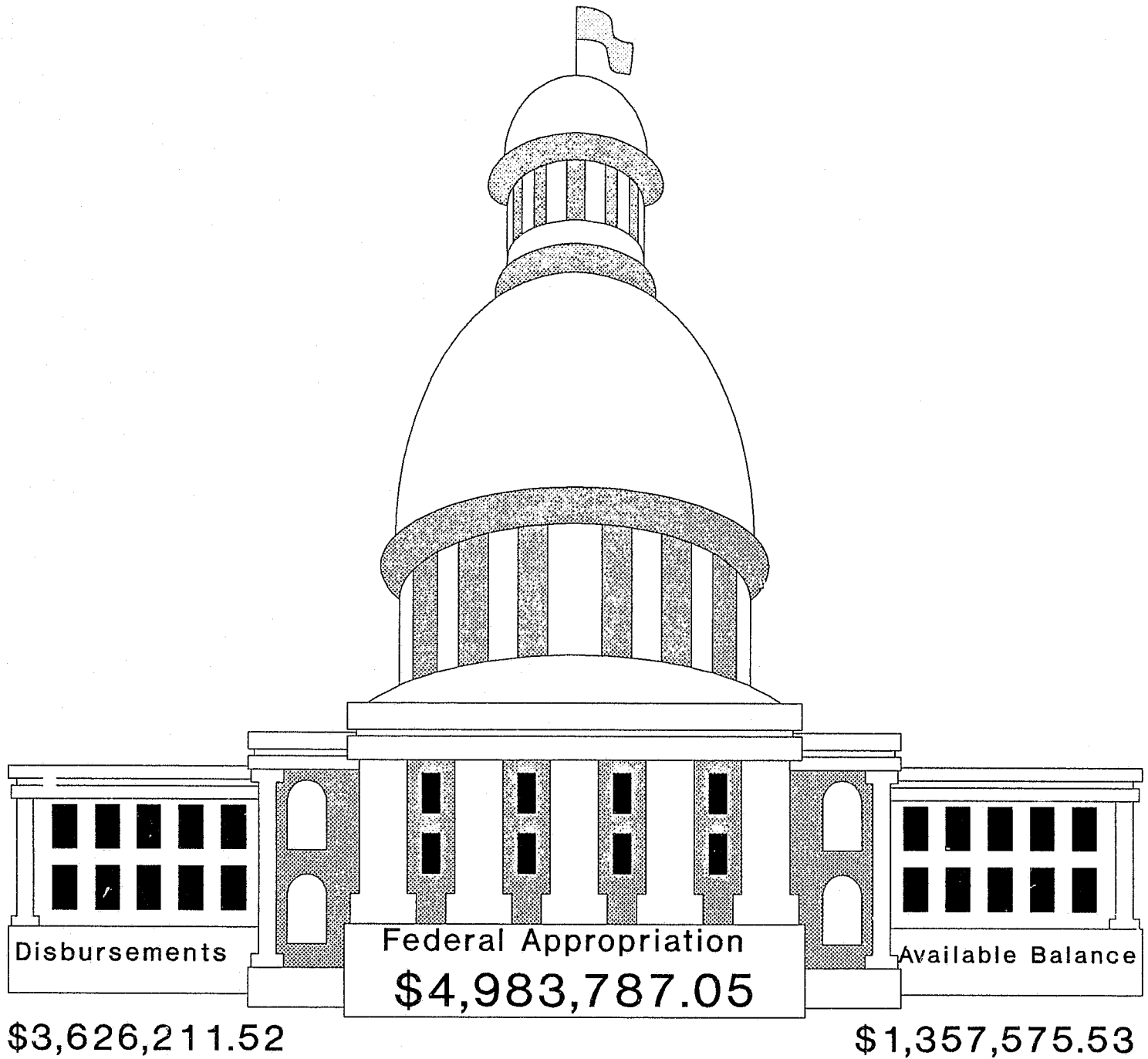
# INSTITUTION COST PER INMATE

## FISCAL YEAR 1991

### Institutions



# FEDERAL APPROPRIATION AND SPENDING FOR FISCAL YEAR 1991 AS OF JUNE 28, 1991



# INMATE ASSIGNMENTS AT CLOSE OF FY91

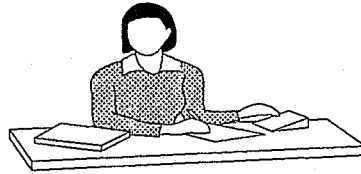

	TOTAL	PERCENTAGE
AGRICULTURE	723	2.16
EDUCATION	7,535	22.53
OHIO PENAL INDUSTRIES	2,035	6.09
UNASSIGNED	6,406	19.15
MAINTENANCE SERVICES	16,745	50.07

**SOURCE: TRAINING, INDUSTRY & EDUCATION**



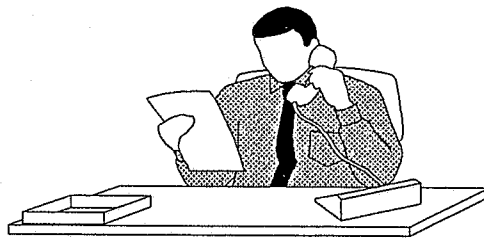
# DEPARTMENTAL STAFFING LEVELS ON JUNE 30

1988



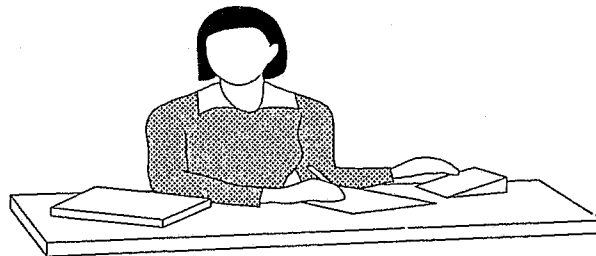
7,014

1989



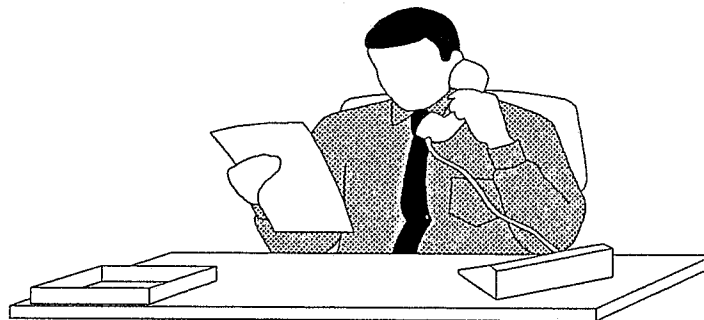
7,797

1990



8,124

1991



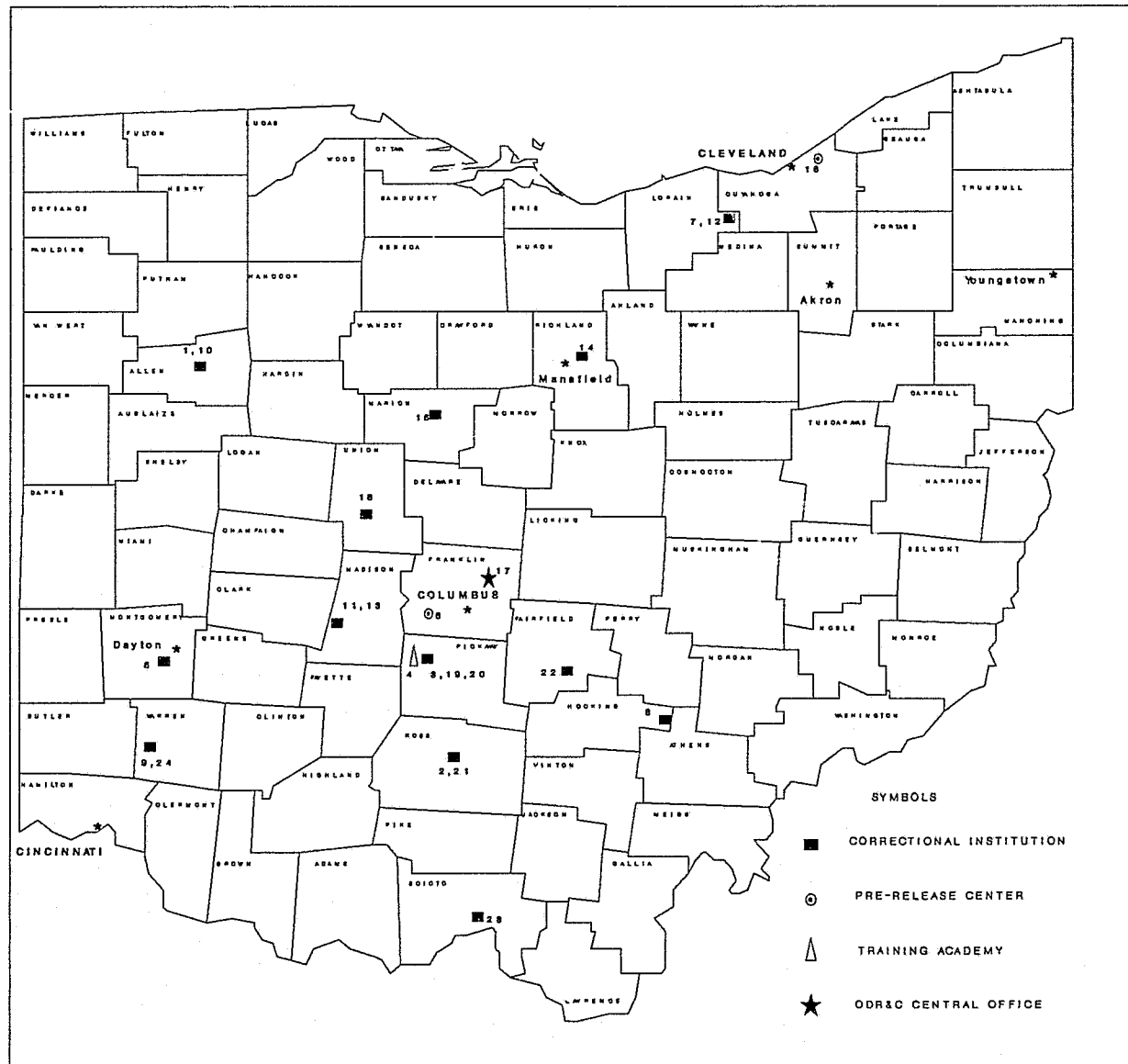
8,731

# INSTITUTION AND FACILITY LOCATIONS

## JUNE 1991

### INDEX OF INSTITUTIONS

1	ACI	ALLEN CORRECTIONAL INSTITUTION
2	CCI	CHILICOTHE CORRECTIONAL INSTITUTION
3	CRC	CORRECTIONAL RECEPTION CENTER
4	CTA	CORRECTIONS TRAINING ACADEMY
5	DCI	DAYTON CORRECTIONAL INSTITUTION
6	FCPC	FRANKLIN COUNTY PRE-RELEASE CENTER
7	GCI	GRAFTON CORRECTIONAL INSTITUTION
8	BCF	HOCKING CORRECTIONAL FACILITY
9	LECI	LEBANON CORRECTIONAL INSTITUTION
10	LCI	LIMA CORRECTIONAL INSTITUTION
11	LOCI	LONDON CORRECTIONAL INSTITUTION
12	LORCI	LORAIN CORRECTIONAL INSTITUTION
13	MACI	MADISON CORRECTIONAL INSTITUTION
14	MANCI	MANSFIELD CORRECTIONAL INSTITUTION
15	MCI	MARION CORRECTIONAL INSTITUTION
16	NPC	NORTHEAST PRE-RELEASE CENTER
17	ODR&C	OHIO DEPARTMENT OF REHABILITATION AND CORRECTION HEADQUARTERS
18	ORW	OHIO REFORMATORY FOR WOMEN
19	OCI	ORIENT CORRECTIONAL INSTITUTION
20	PCI	PICKAWAY CORRECTIONAL INSTITUTION
21	RCI	ROSS CORRECTIONAL INSTITUTION
22	SCI	SOUTHEASTERN CORRECTIONAL INSTITUTION
23	SOCF	SOUTHERN OHIO CORRECTIONAL FACILITY
24	WCI	WARREN CORRECTIONAL INSTITUTION



# Directory

## Prisons

Allen Correctional Institution  
Warden Shirley Rogers  
Post Office Box 4501  
Lima, Ohio 45802  
(419) 224-8000

Chillicothe Correctional Institution  
Warden Terry Morris  
Post Office Box 5500  
Chillicothe, Ohio 45601  
(614) 773-2616

Correctional Reception Center  
Warden Melody Turner  
Post Office Box 300  
Orient, Ohio 43146  
(614) 877-2441

Dayton Correctional Institution  
Warden Fred Walker  
Post Office Box 17249  
Dayton, Ohio 45417  
(513) 263-0059

Franklin Pre-Release Center  
Warden Barbara Nichols  
1800 Harmon Avenue  
Columbus, Ohio 43223  
(614) 445-8600

Grafton Correctional Institution  
Warden Carl Anderson  
2500 South Avon-Beldon Road  
Grafton, Ohio 44044  
(216) 748-1161

Hocking Correctional Facility  
Warden Carole Shiplevy  
Post Office Box 59  
Nelsonville, Ohio 45764  
(614) 753-1917

Lebanon Correctional Institution  
Warden William H. Dallman  
Post Office Box 56  
Lebanon, Ohio 45036  
(513) 932-1211

Lima Correctional Institution  
Warden Harry Russell  
Post Office Box 4571  
Lima, Ohio 45802  
(419) 225-8060

London Correctional Institution  
Warden George Alexander  
Post Office Box 69  
London, Ohio 43140  
(614) 852-2454

Lorain Correctional Institution  
Warden Terry Collins  
2075 South Avon-Beldon Road  
Grafton, Ohio 44044  
(216) 748 1049

Madison Correctional Institution  
Warden Rex Zent  
Post Office Box 740  
London, Ohio 43140  
(614) 852-9769

Mansfield Correctional Institution  
Warden Dennis Baker  
Post Office Box 1368  
Mansfield, Ohio 44901  
(419) 525-4455

Marion Correctional Institution  
Warden Norris McMackin  
Post Office Box 57  
Marion, Ohio 43302

Northeast Pre-Release Center  
Warden Fred Palmer  
2675 East 30th Street  
Cleveland, Ohio 44115  
(216) 771-6460

Ohio Reformatory for Women  
Warden Christine Money  
1479 Collins Avenue  
Marysville, Ohio 43040  
(513) 642-1065

Orient Correctional Institution  
Warden John F. Littlefield  
Post Office Box 511  
Columbus, Ohio 43216  
(614) 877-4367

Pickaway Correctional Institution  
Warden James K. Jackson  
Post Office Box 209  
Orient, Ohio 43146  
(614) 877-4362

Ross Correctional Institution  
Warden Ronald Edwards  
Post Office Box 7010  
Chillicothe, Ohio 45601  
(614) 774-4182

Southeastern Correctional Institution  
Warden B. G. Bower  
5900 B.I.S Road  
Lancaster, Ohio 43130  
(614) 653-4324

Southern Ohio Correctional Facility  
Warden Arthur Tate, Jr.  
Post Office Box 45699  
Lucasville, Ohio 45699  
(614) 259-5544

Trumbull Correctional Institution  
Warden James Schotten  
5701 Burnett Road  
Leavittsburg, Ohio 44430  
(216) 898-3406

Warren Correctional Institution  
Warden Anthony J. Brigano  
5787 State Route 63  
Lebanon, Ohio 45036  
(513) 932-3388

## Training

Corrections Training Academy  
Superintendent Janis Lane  
P.O. Box 207  
Orient, Ohio 43146  
(614) 877-4345

## Prison Industries

Ohio Penal Industries  
Director Tony Anderson  
315 Phillipi Road  
Columbus, Ohio 43228

## Central Office

DRC  
Director Reginald A. Wilkinson  
1050 Freeway Drive North  
Columbus, Ohio 43229  
(614) 431-2765

## ***Regional Parole Offices***

Akron Regional Office  
Harold L. Crew  
Regional Administrator  
Ocasek Government Office Building  
161 South High Street, Suite 104  
Akron, Ohio 44308  
(216) 379-3010

Cincinnati Regional Office  
Paul Terry Lyons  
Regional Administrator  
7710 Reading Road, Suite 210  
Cincinnati, Ohio 45237  
(513) 821-4804

Cleveland Parole Regional Office  
Donald J. Caroli  
Regional Administrator  
615 Superior Avenue, NW, Room 960  
Cleveland, Ohio 44113-1880  
(216) 787-3019

Cleveland Probation Regional Office  
James T. Buccieri  
Regional Administrator  
Rockefeller Building, Room 500  
614 West Superior Avenue  
Cleveland, Ohio 44113  
(216) 787-3019

Columbus Regional Office  
4816 Indianola Avenue  
Columbus, Ohio 43214  
(614) 847-9450

Lima Regional Office  
James J. Robincheck  
Regional Administrator  
610 North Main Street  
Lima, Ohio 45801  
(419) 227-2631

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