

**CORRECTIONAL INSTITUTION INSPECTION COMMITTEE**

**ON-SITE VISIT  
AND  
PRISON LABOR ADVISORY COUNCIL MEETING  
ON  
MAY 21, 2008**

**MANSFIELD CORRECTIONAL INSTITUTION**

**Prepared and Submitted by CIIC Staff**

**July 9, 2008**

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**CORRECTIONAL INSTITUTION INSPECTION COMMITTEE  
REPORT ON  
ON-SITE VISIT AND PLAC MEETING  
MANSFIELD CORRECTIONAL INSTITUTION**

**ON-SITE VISIT PROFILE**

*Date of On-Site Visit*            May 21, 2008

*Type of Visit*                    Announced

*CIIC Staff Present*             Carol Robison (CIIC Inspector)

*Institutional Staff Present*    Stuart Hudson, Warden  
John Hendershot, Deputy Warden of Special Services  
Drew Hildebrand, Assistant Director OPI  
Keith Shaw, OPI Manager  
Lowell Hunter, OPI Assistant Manager  
Rhonda Grys, Teaching Supervisor  
Alice Cain, Health Care Administrator  
Zelus Fields, Unit Management Administrator

*PLAC Members Present (at PLAC meeting only)*  
Frank Como  
Charlie Dozer  
Robert McDonald  
Garland Gledhill

*Areas and Activities Included in PLAC Meeting*  
Entry PLAC Meeting  
OPI Box Shop  
OPI De-Flashing Shop (YUSA shop)  
Exit PLAC Meeting

*Areas and Activities Included in On-Site Visit*  
Housing Units  
Education Services  
Medical Services  
Intake Area and Transport Unit  
Mental Health Services Unit and Programming Building  
Special Management Units  
Death Row  
Special Services Building  
Visitation Room

## **ON-SITE VISIT SUMMARY**

The on-site visit through Mansfield Correctional Institution was thorough yet confined to the hours of the afternoon of May 16, 2008 and was conducted by the Warden and the Deputy Warden of Special Services. The visit began immediately following the PLAC exit meeting and extended through the remainder of the day, ending at approximately 4:15 pm. All institutional staff were exceptionally informative and hospitable throughout the visit. The institution was seen overall as clean and well-maintained, except for some needed ceiling repairs and some specific corridor walls in need of paint. It was relayed that the ceiling repairs are scheduled, but there was no indication of plans to paint the corridor walls. Budget reductions and limitations were identified as driving the pace of capital expenditures.

Throughout the on-site visit, great care was taken that each person comprising the group completed unit sign-in and sign-out. There was full compliance with this component of institutional security. Staff provided thorough responses to CIIC staff questions throughout the on-site visit. The Warden and Deputy Warden made every aspect of the institution and key staff members available for observation and dialogue respectively, as much as the available time would allow.

It was visibly apparent that there is pride at all levels in the quality of the institution buildings, programs, and institutional life at Mansfield Correctional Institution. The Mansfield Correctional Institution appeared very clean and the grounds are spacious, constructed as a very large oval of buildings with criss-crossed sidewalks connecting each of the buildings. The institution opened in 1991 on a total of 1,124 acres.

## **INSTITUTION PROFILE**

### ***Institutional Mission***

The institution's website shows that inmates residing at the Mansfield Correctional Institution are held within an environment that maintains the DRC mission to provide offenders of felony convictions with a safe, humane, and appropriately secure correctional institution while maintaining dedication to the protection of citizens of Ohio and local communities. In addition, the website indicates that the institution is mindful of the Department of Rehabilitation and Correction's initiatives of re-entry, community service, and victim reparation, and seeks to instill in offenders an improved sense of responsibility and the capacity to become law-abiding members of society.

### ***Inmate Programs***

Among the numerous inmate programs for inmates at the Mansfield Correctional Institution, the website highlights the *Horticulture Program* and the *Tender Loving Dog Care Program*. Inmate programs, including those under the vocational, academic, and religious services headings, include the following options.

### Industries

Rubber De-Flash Shop  
Cardboard Box Shop  
Wire Shop  
Computer Data Entry

### Community Service

Newman Elementary School  
Madison/Lucas County School System  
Make learning aids for local schools  
Repair and refurbish work for local churches  
Repair bikes and toys for Toy Time  
Restoration of the Ohio State Reformatory Preservation Society  
Team Greyhound  
Friendly House  
Habitat for Humanity

### Vocational

Leather Working  
Masonry  
Fabric Technology

### Academic

GED  
Adult Basic Education  
College programs  
Computer Program Training

### Other

Various religious services  
Reading Room (a reading program for children of inmates)

### ***Accreditation Data***

Mansfield Correctional Institution is accredited, having met the standards of the American Correctional Association.

### ***Staff Data***

The DRC website shows a total of 606 staff as of June 3, 2008, of which 376 staff or 62% are security staff.

### ***Inmate Data***

Inmates housed at ManCI represent men at several security classification levels. Of the total 2,412 inmate population as of June 3, 2008, there were 398 at level one, 30 at level two, 1,946 at level three, six at level four, and 32 who are on Death Row.

The racial distribution of inmates at the Mansfield Correctional Institution is shown in the following table and represents data from the website as of June 3, 2008.

<b>TABLE 1: Inmate Population by Race as of June 3, 2008</b>		
<b>Race</b>	<b>Population Count</b>	<b>Percent</b>
Black	1,421	59.0 %
White	973	40.3 %
Other	18	< 1 %
<b>TOTAL</b>	<b>2,412</b>	<b>100 %</b>

### ***Fiscal Data***

The website provides that the Mansfield Correctional Institution operates on a General Revenue Fund (GRF) budget of \$46,970,061 at a daily cost of \$61.20 per inmate.

## **PRISON LABOR ADVISORY COUNCIL (PLAC) MEETING AND TOUR OF OPI SHOPS**

### ***Preliminary PLAC Meeting***

The PLAC meeting began with an introduction of all individuals present, followed by welcoming statements and introductory remarks by the Warden, Stuart Hudson. The Warden commented that there are 16 pods on the Mansfield campus and that the dog-training program is quite successful, engaging two inmates per dog on a daily basis. Further, the Warden relayed that numerous community service projects are administered under Mr. Hendershot, Deputy Warden of Special Services.

Following the brief introductory session, the group proceeded to the OPI shops. The walk to the shops was compliant with routine security measures, including sign-in and sign-out at each location for staff and visitors. All individuals, including inmates, pass through a metal detector at the OPI entrance and exit point. Inmates punch in and out of their work site on a time clock.

### ***Overview of OPI Businesses at Mansfield Correctional Institution***

There are currently approximately 185 inmates employed in the ManCI OPI shops, approximately 150 inmates in the de-flashing shop and approximately 30 inmates working in the cardboard box shop. The Warden relayed that Ohio Penal Industries inmate employment serves as an effective population management tool in addition to providing some additional income to the inmates employed. Employed inmates receive work performance evaluations. Once employed, an inmate must maintain compliant behavior within the prison, so as not to incur any conduct reports. Receipt of a conduct report and conviction of rule violation may lead to the termination of an inmate's OPI employment, so the work provides a source of motivation. The inmates believe that their OPI jobs give them a sense of purpose that would not otherwise prevail, and some "social" leaders emerge among the inmates through their OPI work. Some of the acquired leadership skills are extended when inmates are "off the job." The OPI shops employ inmates of all ages, and pay a wage of 25 cents to 40 cents per hour. Exact amount of pay is based upon a grading scale. Inmate employment lasts approximately six hours per day.

The Warden relayed that the biggest complaint of OPI workers is about their footwear, specifically the OPI boots required of the workers. It was relayed that many of the workers do not like the shop boots that they are issued.

The OPI operations are housed within one large open 'warehouse' building, with the box operations on one side and the de-flashing operations on the opposite side of the warehouse-like cavity of the building. De-flashing operations occupy approximately three-fourths of the available space, with box operations occupying the remaining one-fourth of the space. The facility is equipped with ceiling fans, an ice machine, and safety equipment for the inmates that includes masks, goggles, and waist belts that meet OSHA standards. The Bureau of Workers' Compensation inspects the facility once per year and to date has not found any infractions of rules.

In order to serve medical needs as might arise, a medical station is located close to the OPI building. The most frequent injury sustained by inmates has reportedly been back strain; therefore, the use of pallet jacks and a fork lifter are used for lifting of crates and boxes of materials.

Due to budget reductions, there are reductions in institutional staff within the Department of Rehabilitation and Correction. Some inmates are reportedly fearful of having limited or reduced access to unit staff. Under the reorganization of the Unit, due to budget cuts, inmates will seek assistance from a Correctional Officer. The concern is that traditionally trained correctional officers will not have been trained in the new ways of supervision. Reportedly, Case Managers are undergoing training for the incoming 'social service model.' It was suggested that with the removal of unit staff, particularly after normal daytime shift hours,

there might be some degree of dissatisfaction among inmates in the evening hours when they have concerns or needs that are not met promptly or at all. Essentially, the full effects and impact of the absence of unit staff or some other person with the skills and knowledge to assist inmates effectively is unknown. It was suggested that on units, either a Captain or a Lieutenant will need to step up to make decisions and resolve unit concerns.

Referencing the internal changes planned for staff, the Warden also relayed that the administrative paradigm shift includes the concept of an administrative “pool,” rather than maintaining a secretary on every unit. The ManCI Warden has been engaged in providing orientation meetings to staff in order to focus their attention on the future and on setting a course for the institution.

### ***OPI Cardboard Box Shop***

Inmates at the box shop were constructing cardboard boxes for license plates for various state agencies as needed, and for a local Massillon contractor. While touring the box shop, the eleven o'clock count was taken, requiring all inmates to leave their job posts for the count. Upon completion, the inmates resumed their work at assigned stations. During count and at lunch, all tools are stored away.

### ***OPI De-Flashing Shop (YUSA)***

YUSA Corporation, a private-sector company based in Washington Court House, Ohio, supplies rubber-based auto parts to OPI de-flashing shops for ‘finishing’ by the inmates at both Mansfield Correctional Institution and Chillicothe Correctional Institution. The de-flashing operation has been one of the most profitable OPI business.

De-flashing has been in operation at the Mansfield institution for 12 years, but is new to the Chillicothe institution. It is anticipated that approximately 125 inmates will be employed at the Chillicothe institution when fully implemented. The operation includes finishing work on rubber car parts, including engine mountings and hoses. The YUSA company provides both equipment and training to the Mansfield institution and inmate employees respectively.

The Warden explained that inmates have specific assignments and tasks that are completed in the de-flashing process, including quality control measures. An inventory of parts is taken upon arrival of shipments. Counting and sorting are completed, and distribution to workstations is documented.

Two union staff, two management staff, and one officer provide supervision of inmates. It was noted that while there have been budget cuts, the OPI staff has suffered no losses because the operation generates revenue, and operates as a self-funded venture.



### ***Exit PLAC Meeting***

At the exit meeting, following the tour of the OPI box and de-flashing shops, the PLAC Chairman commented that under the direction of the DRC Director, the Prison Labor Advisory Council is interested in defining the degree to which the OPI businesses are generating profit and how profitable those businesses are.

With a background in manufacturing, the PLAC Chairman indicated that he saw an effective operation, yet questions could be asked as they pertain to growth and development of the business. The PLAC Chairman posed two questions for consideration: “Where could we take this?” and “Where could we go from here?” There was a question as to whether the contract with Honda contained exclusivity clauses and the response was that there were none; thus, OPI could contract with other auto firms without risking the contract with Honda. It was indicated that no sales calls have been generated toward other auto manufacturers for business partnerships.

Suggestions were offered for the box production and operations. Suggestions included giving consideration for longer runs, a redesign of the process by which boxes are glued and assembled, and researching the production and manufacturing ‘successes’ implemented by large box manufacturers. In addition, it was relayed that an OPI logo printed on the outside of every box coming from the shop would provide awareness of OPI and provide a marketing effect. Further, it was reiterated that the box shop could hold potential for more business and greater profits. Last, it was suggested that consideration might be made toward producing the components used to construct the cardboard instead of buying board already fabricated.

Regarding the YUSA operation, the PLAC Chairman established that the operation was especially successful because: 1. The work is of a nature that no one else wants to do it, 2. It keeps the work here instead of going offshore, and 3. There is potential for increasing the overall business since there is more de-flashing work that could be sent to the Mansfield institution, and 4. More inmates might be able to qualify for those jobs. The de-flashing business serves manufacturing needs of both Honda and Ford automakers. Approximately 95 percent of the work done at the Mansfield institution is for Honda and approximately five percent of the work is completed for the Ford Company. Relevant to de-flashing, it was indicated that there may be a meeting scheduled with a firm in North Carolina.

There were also comments shared during the exit meeting about the farmland at the Mansfield institution. The farm operation, which is *not* worked under OPI, includes the raising of approximately 800 head of beef cattle on the acreage. Only beef cattle are raised, with no dairy operation, as that is confined to the London and Pickaway Correctional Institutions. Of the total inmate population at Mansfield, approximately 60 inmates are assigned to the farm operation. While the majority of the land is used for the cattle business, some land is used for gardening.

Mansfield administrators identified that there are approximately 200 acres at the Mansfield institution that remain of the original Ohio State Reformatory site, and that currently there is interest from local governments to acquire the land; however, the institution would like to use the land to grow corn for silage and hay as feed for the cattle.

It was also noted that a parcel of adjacent land under the Ohio Department of Natural Resources has been neglected over recent years due to budget cuts, and is in a state of recovery by the ManCI inmates. A suggestion was offered to consider organic gardening as a potential profitable variation from traditional gardening.

Other topics of discussion during the exit meeting included: the correlation between inmate skills and OPI jobs, business partnerships, growth of OPI industries, inmate population and the impact of OPI employment on inmates, and the social services model.

***Inmate Skills and OPI Jobs.*** It was noted that when inmates come to the institution, they are placed in OPI jobs after an interview and their crime is taken into account. In addition, inmates must meet educational requirements and possess either a GED or a high school diploma. As inmates drop in their classification level and may be transferred to the Chillicothe institution, they may continue in the de-flashing jobs at CCI. There are currently approximately 44 inmates working the de-flashing operation at CCI, with a goal of approximately 125 total inmates in the future.

***Business Partnerships.*** Growth of OPI business lines through new partnerships is highly contingent upon the possibility of passage of House Bill 130, which would allow for OPI commerce across state lines. Business partnerships with OPI must comply with many requirements and are bound by certain restrictions. For example, a partnered firm may not be unionized.

***Inmate Population and the Impact of OPI Jobs on Inmates.*** Inmates housed at the Mansfield institution are those with higher-level security classifications, which include 535 inmates serving life sentences. There has been an increase in the number of shorter-term inmates with three to four year sentences. There are approximately 700 inmates released each year from Mansfield. The nearly adjacent Richland Correctional Institution houses inmates at level 2. Richland Correctional Institution releases even more inmates per year than the Mansfield Correctional Institution. Based on a directive from the DRC Director, the institutions are focusing career enhancement efforts on short-term inmates, who may benefit upon their release. The OPI jobs are sought-after by inmates, with nearly 30-40 inmates typically applying for posted positions.

***Social Services Model.*** Under the Social Services Model, the OPI work experience will be treated as part of inmate programming, rather than merely a job. It was acknowledged that there is a fine line between creating products of quality and the rehabilitation of people, insomuch as part of the goal of the OPI experience is recreating a person of quality as well. At the Mansfield institution, the presence of OPI jobs serves as a population management tool, a vehicle to generate revenue, and also a means of preparing inmates for release. It was additionally acknowledged that some of the

limitations seen in OPI growth are linked directly to staff shortages. Finally, it was relayed that having the OPI inmates housed among the general population blocks, has a good effect on the approximately 120 inmates in each pod.

## **ON-SITE VISIT**

Following the PLAC meeting and tour of the OPI shops, the appointed members of the Prison Labor Advisory Council departed the institution and the CIIC Inspector proceeded with an on-site visit that included the majority of the remaining areas of the institution.

The Warden and Deputy Warden of Special Services escorted the CIIC Inspector throughout the institution, beginning with a brief discussion of some of the prominent issues relevant to the institution. It was relayed that overcrowding is a key issue that is addressed daily. The institution was built for single-cell occupancy, but currently the cells are housing two inmates. Second, the previous 'pre-release' re-entry model has been abandoned due to budget cuts and is to be replaced in the next fiscal year with a new short-term release program consisting of five-week modules that are designed to prepare inmates for release. The new program is being piloted at the Mansfield institution prior to widespread use among all institutions. The modules include subjects as resume writing, basic education skills, writing skills, vocational training, and a mental health and recovery component. This new program was designed under the direction of the DRC Director as part of the agency's paradigm shift.

Further, institutional security was mentioned among the prominent issues. The Warden demonstrated the institution's video surveillance system that allows for viewing of all pods.

Recent budget reductions have created the need to reduce administrative costs and staff. At the Mansfield institution, the three Deputy Warden positions have been collapsed into two positions: Deputy Warden of Operations and Deputy Warden of Special Services. The position of the Deputy Warden of Administration was deleted and duties absorbed into the role of the Deputy Warden of Special Services. Unit Management/Case Management staff were removed such that the work of unit management is to be addressed through a pool of unit-level staff, consisting of fewer employees than in the past.

Keeping the loss of unit level staff in mind, the Warden relayed that he is making a concerted effort to keep 'in touch' with inmates through the use of the institution's closed-circuit channel. Using the network, the Warden has previously given presentations titled "From the Warden" to inmates, posed timely questions, and sought feedback from inmates to specific questions related to issues and concerns experienced by the inmates, especially following the recent reductions and changes within the institution. In this manner, there has been an attempt to use the network as a channel for vertical dialogue within the institution.

Regarding the volume of inmates that find themselves with a placement in *segregation*, it was noted that the biggest reason for segregation placement is ‘debt’ that inmates hold against one another. Due to the prevalence of inmates with a security classification level of 3, in part due to more egregious crime convictions, there reportedly exists a greater than average tendency for a predatory mentality to prevail among level 3 inmates. It was explained that within this population, there may be more frequent occurrences of inmates who exercise their discontent with one another by not only ‘snitching’ on one another, but on assaulting one another as well. According to administrators, due to this characteristic among the inmate population, the use of confidential informants reportedly satisfies a need in the administration’s efforts toward population management. The Investigation team at the Mansfield Correctional Institution reportedly shares a wealth of knowledge and experience in this area of institutional operations.

Specific areas of the institution included in the onsite visit included the Education Department, Recreation Area, Medical Department, Inmate Transport/Intake/Clinic Housing Area, a new and separate area to house the pool of Unit Administration staff, a new Programming and Mental Health Services building, a Special Management Unit, Death Row, the Special Services Building, and the Visitation room.

***Education Services.*** The School Administrator provided an orientation to the education wing and also relayed gratification that approximately 70% of students at the Mansfield institution pass the GED, exceeding the national average of 64%. Keeping inmates who have long sentences enrolled in academics is perceived as a challenge, as those inmates do not always bring the strongest motivation to the academic setting.

Among the faculty is an Ashland University instructor, who provides a certificate program in computer technology. Classes are provided using four classrooms and a computer lab with 14 desktop computers. The computer applications included in the computer program include ‘Destination,’ ‘WIN for Work Keys,’ ‘Open Office’ (including WORD and a spreadsheet application), ‘Encyclopedia Britannica,’ ‘WinWay,’ (a resume writing software), and ‘Apprenticeship’ programs. The ‘apprenticeship’ program has reportedly been effective with inmates at the Mansfield institution, with approximately 105 inmates participating in it in the current year. The Mansfield education department also accommodates inmates with special education needs and those qualifying for Title programs. The Special Education and federal Title programs are delivered as a joint effort to inmates from both Mansfield Correctional Institution and the neighboring Richland Correctional Institution. One teacher for Special Education serves both institutions and likewise, one teacher for the Title programs serves both institutions.

***Recreation.*** The recreational area includes both indoor and outdoor facilities of a generous size, with a variety of recreational options in proportion to the number of inmates housed at the institution. Recreational options include a running track, a full gym, two separate workout areas (indoor and outdoor), two baseball diamonds and fields, pull-up bars, and also an art therapy program and separate art room within the recreation unit. Reportedly, the inmates form an inter-league consisting of several baseball teams, and even run the league at different levels of difficulty.

**Medical Services.** The medical unit is comparatively large due to the number of inmates at the Mansfield institution and was busy during the on-site visit. The entire unit was very clean, neat, and appeared to be organized. Nearly all members of the medical staff were on a task during the on-site visit, serving several inmates. Each exam room was occupied and staff appeared to be engaging positively with inmates who were there for services. There appeared to be a level of productive activity throughout the unit. The most common medical complaint at the Mansfield institution is reportedly hypertension, followed by diabetic concerns and cardio issues among the older populations. Older inmates reportedly present the greatest need for chronic care. Currently, there are approximately 1,000 inmates with chronic care status at the Mansfield institution. The Health Care Administrator reported that the staff includes 18 nurses: 14 Registered Nurses and 4 Licensed Practical Nurses. Two of the nurses are at Nurse 2 level, and the department will add an Assistant HCA Supervisor in the near future.

Reportedly, the two doctors serving the Mansfield institution schedule appointments over a two to five day period throughout the week, Monday through Friday. Customarily, there are 25 appointments a day by each physician, making an approximate daily total of 50 inmate appointments a day. In addition, there are usually several “add-on” appointments, bringing the daily total of inmates seen by doctors at the Mansfield institution to approximately 60 inmates per day. In addition to the general physicians, there is one podiatrist and one dentist to serve the inmate population.

At nurses’ sick call, 15-30 inmates are seen a day. Inmates in general population who request nurses’ sick call are seen within 24 hours, or by the next day, following the request.

**Intake Area and Transport Unit.** Adjacent to the medical unit is an area that serves as infirmary, which includes cells for medical quarantine, cells for inmates awaiting a medical transport, one private cell/room used for tele-med purposes, and a locked pill and medicine room. The wing includes 11 single, wet cells, but without individual showers. There is a single, private shower room that is used by residents on the unit. All inmate cells are secured with semi-solid doors and food ports for delivery of meals to inmates. Reportedly, inmates transferring into the Mansfield institution from another institution must complete a period of time in quarantine status prior to being relocated to their assigned unit so as to reduce the spread of communicable diseases among institutions. Recreation is reportedly provided to inmates in the Transport and Intake Area primarily through television and books. An officer’s station is located in the center of the unit.

**Unit Administration Area.** The institution’s Unit Management Administrator accompanied the on-site visit midway through the afternoon and relayed that a new and separate area was in formation adjacent to the current Administration building. The new area is to be staffed by the UMA, Case Managers, Secretaries, and possibly the Institutional Inspector. With the agency’s budget reductions, the respective staff level is going from five to one Unit Manager, from 11 to seven Case Managers, and from seven to three Secretaries. The institution is forming an ‘Action Plan’ based on the DRC’s new

social services model that will maintain a weekly focus group of the Case Managers. It is felt that the Case Managers know their increased work load, their priorities, and have a sense for how to address situations that they would otherwise have taken to Unit Staff. Reportedly, the use of the closed network television channel will be implemented to assist in helping inmates make adjustments to having less access to unit staff. The overall goal for the new model of unit management, as relayed at the on-site visit, is to try to stay proactive and to stay ahead of the game.

***Mental Health Services and Programming Building.*** A relatively new building on the Mansfield campus was reportedly constructed in 2000 and is used for programming and mental health services. In former years inmate rehabilitative programming was delivered in a unit connected to the old Mansfield RTU. Reportedly, there is a large percentage of inmates at Mansfield that have a dual diagnosis, so many are in dual-diagnosis programming. Providing these mutually connected services within the building, within relatively close proximity, is efficient for staff and inmates. The building was exceptionally modern, clean, neat, and pleasant at the on-site visit. The facility contains at least six individual counseling rooms, which are used for inmates from general population. Social Workers, Psychiatric Nurses, and Psychiatrists meet with inmates within the center for appointments. The center also has at least six large and well-equipped classrooms for programming. It was noted that, in addition to these rooms in the new center, there are actually one to two programming classrooms on the compound within living units as well. Further, the new center has a library area, an education area, and an upper room used for some vocational purposes. Reportedly, the current mental health physician has completed comprehensive training of staff on behavior modification and is conducting ongoing exploration of ways, per suggestions from staff on the job, to identify ways to address the specific concerns and issues of the inmates as the new model takes affect.

***Housing Units.*** While no actual length of time was spent in any one general population housing unit, it was noted that the housing unit roofs are slated for repair and/or replacement using capital funds slated for the purpose. The on-site visit included a walk past a cluster of dorms that were used in previous times. Reportedly, there are approximately 150 empty beds in one dorm, with another 140 in one unit and 80 in a third unit that are not currently in use.

***Special Management Unit.*** The special management unit was relatively quiet on the day of the on-site visit. There was one inmate in a segregation cell for a rule violation. The unit was clean and orderly, just as the other units. A Rules Infraction Board (RIB) 'courtroom' is located in the special management unit. RIB convictions are recorded and sent into the DOTS inmate record system, to become part of each inmate's record. Suicide cells are located within the special management unit. The suicide cells are "wet" cells, with a floor bed, and are kept very clean. When on constant watch, an inmate in a suicide cell is monitored by an officer 24 hours per day. When on close watch, an inmate is checked at 15-minute intervals. This schedule of monitoring is compliant with DRC policy.

**Death Row.** A visit to Death Row involved a walk across the compound through a separate set of barbed wire fencing to the building that houses Death Row. Once inside the building, a hallway and separate sally port leads into the death row unit. From the vantage point at the front officers' desk, the central area, where two recreation cages are located, appeared to be reasonably well lit with natural sunlight. It was noted that some suicide watches are held in the death row unit. The safe cells in death row are designed and constructed with the same configuration as those in the special management unit, where constant and close watches are held.

Within the death row unit, there are two outdoor recreation cages, equipped with a basketball and a hoop. The poles are padded within the recreation cages. Inmates may recreate out of their cell up to three hours in each 24-hour period. Five inmates may recreate at one time, and an officer has *visibility* of the cage. Officers are not, however, required to be with the inmates as they recreate.

The 32 inmates housed in Death Row single cells at the Mansfield institution were referred to as "good" inmates. Death Row inmates at the Mansfield Correctional Institution are reportedly those who have been diagnosed and given a mental health classification of C1 or C2, both which are on the psychiatric caseload. The C1 classification is for those who are seriously mentally ill. Inmates at the Mansfield institution receive psychiatric medications, whereas Death Row inmates at the Ohio State Penitentiary reportedly receive *no* such medications. Nearly 130 other Death Row inmates are housed at the Ohio State Penitentiary. The transfer of death row inmates from Mansfield Correctional Institution to the Ohio State Penitentiary reduced the need to maintain six Death Row pods. Death Row is now limited to only one pod.

Food service to Death Row inmates operates from a separate room within Death Row. Meal ingredients and components arrive to the DR unit for final preparation, heating, and tray preparation within the unit. This system assures that standards of storage, cleanliness, heating, chilling, and presentation are maintained in accordance with policies.

It was relayed that in a Death Row inmate's final three days, prior to transport to the death chamber at the Southern Ohio Correctional Facility, the inmate receives increased visitation that includes full contact with family members during family visitation, nearly any commissary needs he may have or desire, and his last requests are provided.

**Special Services Building.** The Special Services building and the programs provided there are under the direction of the Deputy Warden of Special Services, with assistance to him from a Secretary and a Sergeant, who handles facets of the daytime programming. The DWSS relayed details about the various options to inmates with much enthusiasm. The building has a large open central area surrounded by multiple rooms that are used for dedicated programs. Among the programs are dog grooming and multiple art forms incorporating a variety of artistic media including airbrushing, 'masterpiece' painting, and cartooning. It was noted that one inmate has secured a paid job with a body shop upon release, where he will use his airbrushing skills. A horticulture program is also well

established as part of the special services programs. The horticulture program makes use of a classroom and also three full-size greenhouses. The horticulture program includes community service in the form of supplying bedding plants and flowers to local entities, and currently, there is a project underway for the City of Mansfield to supply the flowers for a June festival within the community.

There are numerous other affiliations or groups that have contact with inmates through special services. Local churches as well as the nationally organized NAACP have groups that meet in the institution. Generally, the Mansfield inmates provide their own group management, but groups are still under the supervision of staff. The impact of the local religious community has been seen in the number of inmates who are showing interest in church service attendance. Reportedly, at a recent 'open church,' approximately 200 inmates came for the Sunday service. Each quarter, the institution hosts a 'family worship day' that provides opportunity for selected inmates to choose five family members to attend church with the inmate. A guest pastor is scheduled for preaching on these special days.

While large and special events are held in the large open hall of the special services building, the lower level of that building reportedly houses the additional activity opportunities of woodworking and masonry. In addition, the lower level provides additional space to complete community service projects.

**Visiting Room.** The visiting room at the Mansfield institution is one of generous size in order to accommodate the large number of inmates and visitors. Multiple rows of chairs facing small tables in small clusters fill the space. Inmates are seated at assigned numbered tables. A quick observation indicated that up to 46 inmates may visit with up to two visitors at a time. Each inmate may see up to five visitors in each visitation period. The visitation schedule is formed on a first come, first served basis, and visits may last all day as long as there is no waiting list. Reservations must be made for Saturday visits, and there are no visiting hours available on Sundays and Mondays. Each inmate is permitted to schedule up to five visiting sessions per month. The visiting room includes an area where children may play during visiting hours. An area rug and a few shelves with some children's books are available. However, a variety of toys or activities was not available, and the overall area did not offer the colorful appearance of a play area as much as has been observed in many of the prisons.

## **EXIT MEETING**

The exit meeting at the closure of the on-site visit was essentially conducted enroute to the institution's entrance and informally in the lobby. The Warden, Deputy Warden of Special Services, and the Deputy Warden of Operations, noted that staff has been concerned about the current budget reductions and the impact that will have on their employment status. It was noted that in certain cases, there are DRC employees who are lacking only a few years until retirement; and in order to maintain their retirement date and retirement funding as needed, they are applying for other institutional jobs as much



as possible. In the case of one middle-aged female administrator, she is reportedly considering applying for a Correctional Officer's position.