

COMMISSION ON ACCREDITATION FOR CORRECTIONS STANDARDS

COMPLIANCE RE-ACCREDITATION AUDIT

Arkansas Department of Correction  
Texarkana Regional Correction Center  
Texarkana, Arkansas

April 19-20, 2022

VISITING COMMITTEE MEMBERS

Susan Lindsey, Chairperson  
ACA Chairperson/ Auditor

Ronald Brereton  
ACA Auditor

## **A. Introduction**

The reaccreditation audit of the Arkansas Department of Correction Texarkana Regional Correction Center was conducted on April 19-20, 2022, by a two-person visiting team: Susan Lindsey, Chairperson and Ronald Brereton, Member. This audit was conducted based on the 4<sup>th</sup> Edition Adult Correctional Residential Services (ACRS) Standards and the 2016 Supplement.

Arkansas declared a State of Emergency on March 11, 2020, due to the Coronavirus Pandemic. Thus, two of the three years included in this ACA cycle from April 2019 to March 31, 2022, occurred during the COVID pandemic. These required protocols impacting all aspects of operation including additional sanitation measures, social distancing, taking of temperatures/ testing, and quarantine when appropriate, and restricted access including visitation and volunteer services. As the audit concluded, nationwide requirements were being reevaluated for less restrictive measures given reduced incidence of the virus. The facility had a very small number of cases, and none at the time of the audit, to the credit of their medical and non-medical staff.

## **B. Facility Demographics**

Rated Capacity:	128
Actual Population:	116
Average Daily Population for the last 12 months:	103
Average Length of Stay:	3-4 years
Security/Custody Level:	C2-Minimum (Trusty)
Age Range of Offenders:	21 – 59 years
Gender:	Male
Full-Time Staff:	31: 5 Administrative, 0 Support, 0 Program, 26 Security, 0 Other

## **C. Facility Description**

The Texarkana Regional Correction Center (TRCC) is located at 305 East 5<sup>th</sup> Street in downtown Texarkana, Arkansas which is a facility within Arkansas Department of Correction (ADC). Texarkana is in Miller County, named after the three states: Arkansas, Texas, it abuts to the west (Texas), and Louisiana, it abuts to the east.

It was settled and established in 1873. It is unique in that the two state municipalities, Texarkana Arkansas and Texarkana Texas, sometime function as one city. The State Line Post Office is the only U.S. post office situated in two states. However, Texarkana-both States-each have a Mayor, a city government, and a police department although they are considered one community. The hotel site used for the audit, for example, was in Texarkana, Texas, but Texarkana, Arkansas was blocks away. It is also unique in that work release employers are utilized from both Texas and Arkansas, with some employments in Texas closer to the facility.

Texarkana Regional Correction Center is one of four work release programs managed and operated by Arkansas Department of Correction. The other three work-release facilities include the Benton Work Release Unit, Mississippi County Work Release Unit, and the Northwest Arkansas Work Release Unit. The Deputy Wardens who manage these facilities were present throughout the audit to prepare for their upcoming audits which added perspective to the audit.

The single seven-story building houses was previously St. Michael's Hospital, built in 1948. The last date of renovation was 1983 which would render it "old construction" by ACRS definition. Multiple DOC programs including Arkansas Department of Correction (ADC) and Arkansas Community Corrections (ACC) are on site, although TRCC is the only occupant of the 2<sup>nd</sup> Floor, as follows:

1 <sup>st</sup> Floor	Probation and Parole (North) and Juvenile Court / Armory/ Vehicles/ Building Security
2 <sup>nd</sup> Floor	Texarkana Regional Corrections Center
3 <sup>rd</sup> Floor	Arkansas Community Corrections housing ADC inmates
4 <sup>th</sup> Floor	ADC General Population and Minimum inmates
5 <sup>th</sup> Floor	ADC General Population inmates
6 <sup>th</sup> Floor	ADC General Population Inmates
7 <sup>th</sup> Floor	ADC Technical Violators

It was estimated that 432 inmates are housed in this building. The building security station, armory and vehicle garage are also located on the first floor. A large recreation area including a complete volleyball court and basketball court is more than one block away and must be shared among the inmate populations, who utilize it separately. The distance and logistics to reserve and securely move work release inmates to and from this area add complexity to accomplishing routine recreation even for inmates who are not working during the day.

Prior to this audit cycle, TRCC operated two distinct programs with inmates that remained separate from each other. The Regional Maintenance inmates performed community service or other jobs within the facility but did not engage in the work release program. This ACA cycle witnessed the merger of the two programs whereby work release inmates are assigned to Regional Maintenance for up to 60- 90 days during which their readiness for work is assessed. Based on observations and availability of appropriate jobs, the inmate is transferred to the work release unit.

The same East and West Housing Units which previously housed inmates from two different programs are still utilized but as one program with graduation. It has a capacity of 128 inmates: 32 inmates in Regional Maintenance and 96 inmates in work release. The two sides are very similar with four bunkbeds per room in Regional Maintenance and four to ten bunkbeds per room, in the Work Release Unit.

Each unit has a communal bathroom, and a large dayroom with benches, one or more tables, televisions, kiosks, and charging stations for free tablets assigned to all inmates. A security station divides the two units, which share a laundry, a kitchen, large dining room, and commissary. A dry cell is adjacent to the security station which is utilized for inmates who cannot provide a urine sample so that they cannot tamper or drink water. There is also a holding cell/ isolation area which is used to hold inmates in need of quarantine, for suicide watch until transfer, and for inmates with disciplinary infractions.

Administration is after passage through the secure entrance into the facility from an elevator or stairway. Precautionary COVID measures are in place as well as typical security clearance including verified identification, search by wands, pat downs and inspection of property, and documentation of temperatures/ logging of visitors. The Medical Records Office and Nursing Station is adjacent. The large Visitation Area is proximal with multiple tables and two vending machines, although these are not in use due to COVID-19. A multi-purpose room is available and used for training, religious services, and group meetings. As is the rest of the facility, natural light in this older building is abundant with additional florescent light.

Staffing includes four administrative staff members (Deputy Warden, Fiscal Officer, Records Supervisor and Human Resources Coordinator and a security staff of 27 including one captain, one training officer, two lieutenants, six sergeants and seventeen correctional officers. Their only contract is with Well Path, their medical provider on site, which include one RN, One LPN and one Medical Administrative Assistant. Although commissary services are available, they are provided through ADC.

The mission of the Arkansas Department of Correction is to provide public safety by carrying out the mandate of the courts, provide a safe humane environment for staff and inmates, strengthen the work ethic through teaching of good habits, and provide opportunities for staff and inmates to improve spiritually, mentally, and physically.”

The Mission of Texarkana Regional Correction Center is:

“It is the mission of the Texarkana Regional Correction Center to teach inmates work ethics and fiscal responsibility. Many inmates never had a steady job, and we attempt to teach them the necessity of going to work every day on time and to conduct themselves in a proper manner while they are in the workplace.

Teaching fiscal responsibility involves showing inmates the importance of meeting their financial obligations. First, while on the work release program, they must pay for their upkeep; second, we see that they assist in the support of their dependent families. We will also encourage inmates to save money to help them get a new start once they are released from prison.

It is the Mission of the Texarkana Regional Work Release Center to also provide a service to the community which will foster a positive awareness in relations to the Department of Corrections as a whole and provide inmate the skills to develop a high degree of responsibility.”

#### **D. Pre-Audit Meeting**

The team met with the Deputy Warden and key staff on April 18, 2022, for dinner at a nearby restaurant which afforded them an opportunity to get acquainted with the staff and operations of the facility. Later, the two members of the visiting team met to discuss materials received from the facility and ACA. The chairperson divided standards into the following groups:

Standards #4-ACRS-1A-01 through 3A-07 and 5A-01 through 5A-26 to Susan Lindsey, Chairperson

Standards #4-ACRS-4A-01 to 4E-29 and 6A-01 through 7E-10A to Ronald Brereton, Member

#### **E. The Audit Process**

##### **1. Transportation**

The Chairperson drove to the audit; the team member was transported by Lt. Byron Brown, ACC, who also provided transportation to and from the facility daily. The visiting team arrived at the facility at 8:20 a.m. on April 19, 2022, for the opening session.

##### **2. Entrance Interview**

The audit team proceeded to the office of the Deputy Warden, Lillie Phillips, who assumed this position in December 2021 upon her promotion from Chief of Security at TRCC. The team was then escorted to the visitation area where the entrance interview was conducted at approximately 8:30 a.m. Deputy Warden Phillips introduced the audit team and thanked her staff for their hard work every day as well as in preparation for the audit. Each staff member in attendance gave their names, positions, and tenure in TRCC and ADC.

The chairperson expressed appreciation of ACA for the opportunity to be involved again with TRCC in their accreditation process. She noted the many benefits of accreditation to include effective and efficient operation of Correctional facilities and programs throughout the Country and outside the United States. She congratulated TRCC for their many years of accreditation for multiple cycles.

She recognized special guest William Straughn, Deputy Director of Institutions, Arkansas Department of Correction and the three visiting deputy wardens and staff from the work release facilities across the State and from Arkansas Department of Correction.

Deputy Director Straughn stated they were proud to be an Eagle State, with of their facilities are ACA accredited, which was applauded. He expressed his Director Dexter Payne’s regret that he could not attend this session due to a meeting.

The visiting team members reviewed their lengthy histories in Corrections and in conducting ACA audits. Two scribes: Lynda McGhee and Chief Whitworth were assigned to the two auditors. The chair explained the audit process and indicated that Deputy Warden Phillips and designated staff would be kept informed of any concerns, or a need for clarification or further documentation.

The following persons were in attendance:

William Straughn	Deputy Director of Institutions
Lillie Phillips	Deputy Warden
Clinton Whitworth	Captain/ Chief of Security
James Thompson	Fire and Safety/Training Manager
Lt. Bobby McDowell	Regional Maintenance
Celita Buchanan	Business Manager/ HR
Shelly Lawrence	ACA Manager
James Dycus	Deputy Warden
Kenny Davis	Deputy Warden
Deputy Warden Simmons	Springdale Work Release
Holly Bartlett	ACA Manager
Kim Rosenthal	Well Path Director of Operations
Jason Kelly	Well Path Regional Director
Mechelle Branam	Well Path LVN
Byron Brown	Lieutenant Fire and Safety
Stephanie Davis	ACA Manager Arkansas DOC
Lynda McGhee	ACA Manager scribe

### 3. Facility Tour

The team toured the entire facility from 8:45 a.m.to 12: 30 p.m. April 19,2022 at which time they observed operations and reviewed logs and other documents. Interviews were conducted with staff and inmates during the tour with additional individual interviews conducted on both April 19 and 20, 2022.

The following persons accompanied the team on the tour and responded to the team's questions concerning facility operations:

William Straughn	Deputy Director of Institutions
Shelly Lawrence	ACA Manager
Deputy Warden Lillie Phillips	
Clinton Whitworth	Captain/ Chief of Security
Lynda McGhee	Facility ACA Manager
Sergeant Zachary Fisher	

Sergeant James Thompson	Fire and Safety- Training
Lieutenant Bobby McDowell	Regional Maintenance
Celita Buchanan	Business Manager
Stephanie Davis	ACC ACA Manager
Deputy Warden James Dycus	Mississippi County Work Release
Deputy Warden Simmons	Springdale Work Release
Holly Bartlett	ACA Benton Work Release
Lt. Byron Brown	ADC Fire and Safety

ACA notices were posted throughout the facility. It was apparent that staff and inmates were aware of the audit. No requests for interviews were received from ACA or staff.

The tour included the following locations and staff:

**Administration:**

Security: Corporal Kamisha Fedrick  
 Main Entrance: temperature taken, identification, logs, searches conducted  
 Inmate Records: Robin Rhodes, Records Supervisor  
 Human Resources/ Fiscal: Celita Buchanan, Business Manager  
 Medical Records/ Medical Unit: Well Path Staff

**Security:**

Lt. Bobby McDowell; Sgt. James Thompson, Sgt. April Jennings, Corporal Kamisha Fedrick, Regional Maintenance, Corporal Phillips Gerth, Work Release, Corporal Janice Nicholson, Corporal Rayveun Blakely, Corporal Aashley Freeman, Corporal Jalisha Bowen

**Regional Maintenance**

Employee Break Room,  
 PREA  
 SCBA Self Contained Breathing Apparatus  
 Day Room  
 Dry Cell (for inmates who cannot provide a urine sample)  
 Fire Safety: Sgt. Thompson: Fire Extinguishers, Sprinkler System, Inspections, Fire Drills  
 Sanitation: Sgt. Thompson; Showers, Sinks, Bathrooms, Inspections

**Work Release**

Holding Cell: Suicide Prevention; Disciplinary Detention  
 Sanitation: Sgt. Fisher: bathroom sinks, toilets, shower counts  
 Food Service: Sgt. Hayes Candida and Stephanie Davis: Menus, Therapeutic and Religious Diets, Kitchen sanitation, tool control  
 Commissary: Celita Buchanan  
 Visitation: Shift Briefing B Shift

**Building/ Outside TRCC**

Security/ Control Room/ Automated Fire Alarm System: Sgt. Thompson/ Lt. McDowell  
Armory: Lt. Bobby McDowell: Inventory, Logs, Control  
Recreation /Outside Yard: Team

**4. Conditions of Confinement/Quality of Life**

During the tour, the team evaluated operations and the conditions of confinement at the facility. The following narrative description of the relevant programmatic services and functional areas summarizes the findings regarding the quality of life.

**Security:**

As TRCC is comprised of the entire 2<sup>nd</sup> floor, entrance to the facility is by elevator with a secure gate or stairs where all staff and visitors are admitted to the secure area after being screened for COVID and identified/searched. Temperatures are taken and recorded; visitors sign in after identification is approved. Staff and visitors are searched by wand or pat search if indicated. Shoes are inspected and personal items are also searched. The security station is staffed 24 hours per day with one or two correctional staff. If a male is needed to search a male, and only a female correctional officer is on duty, a male officer is always available on shift from Regional Maintenance or the Work Release Unit.

Security Staffing includes the Chief of Security, one captain, two lieutenants, seven sergeants and fifteen corporals. There are currently three cadets who are completing training. They work a twelve hour shifts with a fifteen- minute shift change briefing prior to the official beginning of their post: from 5:45 a.m. to 6:00 p.m. and from 5:45 p.m. to 6:00 p.m.

Four shifts: A, B, C, and D, provide for a four or five-person security complement with at least one sergeant, depending on leave, training, or vacancies. There is often a need for overtime which is rotated if there are no volunteers. Overtime is worked on days off. Officers were pleased with the twelve-hour shifts that afford them three-day weekends every other week. Auditors attended the shift briefing on the first day and observed the assignment of posts, exchange of information and assumption of posts/ transfer of keys, radios, and equipment. Security staff are paid for the shift change briefings in their 86-hour routine work schedule and receive time and a half pay for any overage.

TRCC does not allow any weapons inside the facility. Officers must be fully trained through Arkansas Correctional Officer Academy prior to assuming their posts. There they demonstrate proficiency with handcuffs, defensive tactics, chemical spray/ required procedures, and must achieve passing scores with firearms and shotguns. Annual recertification is required for officers who transport inmates which is an armed post. All staff undergo annual training , BCOT training is required, and annual recertification for firearms is required for all security staff that easily meets ACA requirements.



Random checks reflected a very well managed training program (great job training officer) documenting initial and on- going training that ensures readiness including emergency preparedness, PREA, suicide prevention, use of force, bloodborne pathogens, violence in the workplace, and sexual harassment.

Officers are assigned to dormitories to perform routine security checks and maintain shift logs. Auditors reviewed these on both shifts and found them to be comprehensive and neat. Post orders were also on file. Master counts are conducted at shift change; formal counts are also routinely conducted augmented by irregular informal counts and emergency counts.

Inmates are strip searched upon returning from outside the facility. Random searches are also conducted to identify any contraband. Additionally, inmates are randomly drug tested from a random list sent by ADC with 15% per month. Staff is also randomly tested consistent with zero tolerance policy for substance abuse.

Keys are well controlled; emergency keys are maintained in a locked cabinet and on a key ring in the Deputy Warden's office. Access is limited to the Deputy Warden, Chief of Security, and their designee. Passover/routine keys are transferred from officers on one shift to the next when the new shift relieves the preceding shift.

Tool control is simplified as few tools are on site within the facility and are not accessible to inmates. Knives are not needed in the kitchen as food is prepared by ACC and only served at TRCC. Tools are limited to class B; four spoons and three ladles. Eight axes are assigned to regional maintenance and stored outside in a secure area. A general recommendation was made to incorporate the language of each standard into policy to ensure all aspects are included into policy and procedure.

By policy, employees carrying weapons shall not be accessible to inmates. Although transportation officers are armed, there is a protective gate between the front and inmate area of the vehicle. The armory is located on the first floor with no inmate access. Officers must check out weapons for transportation at this location and return it upon arriving back at the facility. The Lieutenant in charge demonstrated an accurate inventory of weapons and ammunition and an up-to-date sign in sign out procedure in place. It included leg irons, handcuffs, belly chains, bulletproof vests, OC spray, clips for semi-automatic weapons, firearms, shotguns and ammunition and a supply of chemical spray. Standards are met with regard to cleanliness, inventory, organization, and supervision.

Transportation is provided to work release inmates to and from community employment, medical emergency, or transfer to another facility due to discipline reasons. At least one officer must be armed. Although a specific van is typically available, it may be used by other ADC or ACC staff within the building. Vehicles may only be driven for work purposes and require a valid driver's license. Daily inspections and routine maintenance of vehicles are also conducted and documented.

There was a problem identified with one aspect of #4-ACRS-1 B-02. ADC policy #13-100 (D (3) ADC responsibility for Maintenance State Vehicles and # TRCC Policy #502 Use of Personal and Official Vehicles should be broadened to include : 1) responsibility for reporting malfunction or safety concerns immediately upon returning the vehicle; and 2) removing the vehicle from the fleet/ keys until repairs are completed and the vehicle is deemed safe to drive. This is particularly important as there are multiple shifts as well as other facility staff who may check out the vehicle and be unaware of the concerns which could result in accidents, injury, and liability.

Although staff stated they communicate vehicle concerns verbally, policy and procedure should be expanded to ensure documented awareness and removal of keys. A log may be the simplest solution for inter-facility communication that is maintained where vehicles are checked out from the first floor of the building. A suggestion was also made to add language to Policy UP 512/ 1004 that specifies all persons and not just inmates injured in an accident receive timely medical examination and treatment if needed.

**Environmental Conditions:**

Although TRCC occupies only the second floor of this building, the facility is well maintained inside and out as observed during the full tour. A sink in the kitchen required repair which was immediately initiated. Otherwise, all areas were functioning properly. Work order history indicated a very quick turnaround for repairs is typical. Inmates also did not complain about any need for repair. A recommendation was made to label the hot water faucet in the work release unit bathroom which provides instant hot water for soups and hot drinks. The faucet is part of the inmate sink and boiling water instantly comes out of the spigot. A newer correctional officer or inmate may not be aware, and it is hot enough to burn. The availability of hot water is very popular with the work release inmates.

Natural lighting was abundant in most areas of the building from large windows. There was also fluorescent lighting throughout the facility which is expected to be soon replaced by energy saving incandescent bulbs in the near future. The building is automatically cooled and heated. Some inmates complained that the air conditioning was not turned on until the first day of the audit, however, visiting staff stated they observed air cool temperatures on the previous day. As this was the third week of April, temperatures in Southern Arkansas would likely be increasing very recently.

Air, light, and sound was tested in all areas of the facility on February 22, 2022, by a certified inspector with the following results:

Sound DBL:	AM: 13.6-62.3	PM: 13.2- 38.2
Light:	Artificial 62.9-302.1	Natural: 30.2-32.4
Air Flow CFM	Supply: 28.9-111.2	Return: 15.2-50.7 Exhaust:15.9-135.2

Caustics are limited to cleaning solvents which are in a locked closet where they are pre-diluted and not accessible to inmates. The laundry uses powdered detergent; there is liquid or auto injected bleach.

Inmate sleeping areas were comfortable, well lit with natural light from large windows, with bunkbeds with storage space for each inmate attached. Several tables were available in the large dayroom in the work release unit for writing or playing board games or cards. However, the dayroom in the Regional Maintenance Unit had only one table for its 32 inmates. It was suggested that staff move additional tables into the area, as these are not affixed.

Both dayrooms contain multiple televisions, pay phones, kiosks, books, and games. Inmates may also utilize their personal free tablets to read books or visit educational sites at no cost, or to access paid programs at a cost through commissary services. A telephone contract is in place with Securus which charges 25 cents per minute and 25 cents for each additional minute.

### **Sanitation:**

Inmates are responsible to clean their own sleeping areas. However, inmates from the Regional Maintenance program are assigned as porters who clean communal restrooms and shared spaces including the kitchen, program areas, and public spaces. The facility was very clean, and floors waxed to a shine which reflects the diligence of inmates and correctional staff who oversee their work. A housekeeping plan is in effect and is both observed and monitored. Cleaning supplies are stored appropriately.

Semi-weekly sanitation and safety inspections are conducted. Reviews of logs indicated these are meaningful inspections, resulting in quick remedy to identified areas needing repair or improvement. There is also a monthly fire and safety inspection by the Deputy Warden and Chief of Security. Annual inspections were on file from Arkansas Department of Health for all three years dated September 23, 2019, December 13, 2020, and February 28, 2022. These did not indicate any significant concerns.

Water quality is tested and was found to be within acceptable limits based on their water potability tests/certification. Sgt. Thompson is a certified safety inspector as verified by certificates on file. He routinely inspects the facility to ensure it is sanitary and safe.

Water and Sewerage service contracts were on file for all three years from Texarkana Water and Sewerage. TRCC also maintains a contract with Delta Pest Control for routine inspection and treatment. The last annual contract was dated April 4, 2021. During the tour auditors inspected and did not find any signs of vermin or unsanitary conditions.

## **Fire Safety:**

Texarkana Regional Correction Center is a non-smoking facility.

The facility is protected from fire by an automated alarm system, sprinklers, and fire extinguishers throughout. The fifteen fire extinguishers, sprinklers and automated fire alarm system were inspected timely. Emergency evacuation routes were posted on communal walls, and lit exits signs direct staff and inmates to safety. If one exit is blocked, staff was able to communicate the alternate routes utilized. Interviews with staff and inmates indicated that all had participated in fire drills at least quarterly. The fire alarm sounded twice during the audit in response to smoke from a microwave machine on the 7<sup>th</sup> floor and declared safe minutes later. Both times inmates quickly lined up with security staff in compliance with procedures. The training officer verified that all new staff are trained in fire safety and emergency procedures and are also included in annual training.

Copies of two years of annual fire safety inspections by the Texarkana Fire Department were on file from 2/20/20 and 3/3/21 and one is scheduled for 4/6/22. Minor concerns were noted and corrected on 6/23/21 and 6/25/21 which were approved. These included access to the fire door/ key at ACC. The Fire Marshal last approved the written evacuation plan several years ago which does not receive written reapproval unless it changes. Texarkana Fire Department #1 responds to notification of a fire; it is located at 416 East 3<sup>rd</sup> Street, a few minutes from the facility.

Furnishings and mattresses complied with fire retardant ratings. Flammable oily waste is emptied every day. Flammable substances are inventoried on an up-to-date log. An eyewash station is immediately available.

## **Food Service:**

Three hot meals are prepared by the Arkansas Community Corrections facility that is also in the building who are also ACA accredited. The food is transferred to the TRCC dining area and served by inmates in the Regional Maintenance program who are pre-screened, trained, and continually supervised by security staff. Other offenders in this program assist with food service preparation and clean up. Special diets are identified by inmate name and type of diet and served to offenders as they collect their trays. This included five pork free diets, seven special allergy diets, and three Ramadan diets.

The Menu is created by a certified dietician at ADC in Little Rock, Arkansas. There is at least an annual review of nutritional adequacy of both regular and special diets. In addition to fire and safety inspections conducted bi-weekly and monthly by TRCC staff, Arkansas Department of Health Inspections are conducted annually. Three years of inspection reports were reviewed and did not indicate any significant concerns.

A core of offenders who are trained to assist with food service duties also clean-up after the meal. The food service provider follows menus approved by a dietician and serves both special diets for medical and religious reasons. The proper temperature logs are kept which included products such as milk.

Both team members sampled an inmate lunch on April 19, 2022, in the communal dining room while fifteen inmates were eating. It consisted of two slices of white bread, homemade chicken salad, peas and carrots and sliced peaches. The meal was appealing, varied, nutritious, at appropriate temperatures and in sufficient portion. Inmates praised the quality of the food provided, which includes three hot meals per day and bag lunches for inmates working away from the facility at mealtimes. They stated they generally receive thirty minutes at mealtimes. Commissary is provided through ADC; inmates are allowed to spend \$100.00 per week but must leave a balance of \$35.00 in their accounts.

### **Medical Care:**

As this is a work release facility, inmates are pre-screened to ensure health needs would not interfere with the ability to gain employment. When medical care is needed, it is provided through a contract with Well Path which includes one RN, one LPN and one medical assistant. A dentist is on-site on the third floor and inmates are escorted by medical staff to appointments.

The nursing staff is on site from approximately 5:00 a.m. until 10:00 p.m. a nurse conducts health screening to determine the level of services needed. The Doctor is in the facility one day a week, who responds to sick call and chronic care needs. If an emergency occurs during normal business hours and the Doctor is not on the floor, he can be reached because hours or absent availability, emergency services is accessed through Wadley Regional Medical Staff with transportation by staff or through 911. Emergency mental health services are also available through Wellpath. A PREA phone is available to inmates and a test call was successful such that staff had to follow up to report the accuracy of the auditor's message- this is a test call from ACA.

Medications are ordered by medical personnel through a contracted service. Narcotic medications are not allowed in the facility.

Inspections of the clinic indicated it was clean and organized. Checks of the sharps and needles reflected an accurate inventory. The facility has staff trained in first aid, CPR and their two AED's- one in work release and one in the clinic. First aid kits are on hand are stocked according to a health authority inventory.

Interviews with inmates in both the maintenance and work release components responded to the auditor's questions that they routinely receive timely medical and dental care.

**Recreation:**

Residents have space in a common area for recreation as well as an outdoors recreation area more than a block away. The visiting team walked with staff to view the space. It includes a large fenced outdoor area with a full volleyball court, basketball courts, and a walking area. It is important to note that multiple inmate populations from inmate programs within the building share this space, which must be reserved in advance. Security staff who are armed, move inmates to this space for outdoor recreation, which is logistically difficult given the distance and times available. Television, games, and space for reading and writing are provided inside the facility on both sides of the facility. However, there was no exercise equipment observed.

Multiple inmate interviews indicated that participants were unable to engage in outdoor recreation more than once or twice per month. Although it was requested, staff did not provide documentation of the last month's recreation schedule/ time out for inmates. As, the dayroom does not provide indoor equipment for physical exercise, it was suggested that such equipment be added to the dayroom due to the infrequent time non-working inmates spend outdoors. Outdoor recreation time should also be increased, especially for inmates who are awaiting placement in jobs which typically takes 60- 90 days including 32 inmates at present.

Staff pointed out that working inmates may not be present during the day and their day off may not coincide with schedules.

The lack of positive engagement and exercise may be detrimental to a positive attitude towards the program and work opportunities which are essential for both program and inmate success. Additional options were discussed such as the use of videotaped exercise classes or volunteer activities as they are now able to enter TRCC given lower COVID local and national rates.

**Religious Programming:**

There is a shared Chaplain who provides religious services and counseling. He is an ordained minister with ten years of experience in this capacity and fifteen years of religious experience. He tries to visit the facility at least weekly. He also distributes religious materials per requests, including bibles and Korans.

In addition to visiting in both units, he approves religious diets. An analysis of the current religious diets included six inmates on a pork free diet list. There is also provision of meals that comply with Ramadan requirements which with inmates agreed.

Prior to COVID-19, he cited six to seven volunteers, which halted to protect staff and inmates in approximately April 2019. They were screened, trained, and assisted with small groups of seven or eight inmates. He pointed out that due to work release employment, inmates are not always available at the time services are planned. Services were conducted in the training room.

If he did not have representative volunteers of certain faiths, such as Muslim/ no IMAM, he obtained videos and DVD's whereby inmates could worship alone or together. Although he stated there are faith-based video materials covering other religions available in the multipurpose room, these were not located by security. He indicated that volunteers are anxious to return, which was recently reinstated. There is currently a voluntary Sunday morning Bible Service/ worship service.

The Chaplain receives support from security staff but pointed out that he could be a greater asset if security staff would refer inmates in need of counseling to him. He pointed out that they are busy meeting security responsibilities given vacancies, the multiple duties staff assume and their small numbers.

### **Offender Work Programs:**

Inmates are initially placed in the Regional Maintenance Unit where for 30-90 days they perform porter jobs, such as laundry or cleaning the facility, or conduct community service work. These services have great value to the local towns during a time of tight budgets. The inmates participate in community clean-ups, maintenance work and provide the labor for other projects as requested. An impressive statistic was captured in the outcome measures which documented 1,678 hours of community service work in 2021-2022. There are currently 22 inmates in this initial phase of TRCC.

The Chief of Security is the employment liaison who oversees the work program as well as the security staff of TRCC. He is passionate in his efforts to recruit employers and currently has 77 out of 95 work release inmates employed full time. Current employers and pay are as follows and he related that some inmates leave the program with \$100,000 in savings. Raises are provided with some inmates currently earning \$15.00 to \$16.00 per hour.

Copper Tire/ Load Master Xavier Sanders; 11 inmates starting pay \$11.00 pr hour  
Tri-State Rick McClouskey: 11 inmates; starting pay: \$11.00 pr hour  
Fashion Cleaners-Bradd Orr: 2 inmates; starting pay: \$7.35 pr hour  
Fashion Cleaners-Terri: 01 inmate: starting pay: starting pay: \$11.00 pr hour  
M and M Mailing/Razorback-John Morrell: 14 inmates; starting pay: \$11.00 pr hour  
City Streets/Parks of Texarkana-Adam Darby City Parks: 8 inmates; starting pay \$11.00 per hour  
Air Tex Tires: 1 inmate; starting pay \$11.00 per hour Fair Grounds  
4 States Grounds: 3 inmates; starting pay \$11.00 per hour  
Orr Extreme: 2 inmates; starting pay \$7.35 per hour  
Dapper Restaurant: 1 inmate; starting pay \$11.00 pr hour  
Classic Car Wash: 11 inmates: \$7.35 pr hour  
KIA: 1 inmate; starting pay \$7,.35 pr hour  
Richardson Waste: 5 inmates: starting pay \$11.00 pr hour  
Ragland Pian: 1 inmate; starting pay \$7.35 pr hour  
US Lawns: 1 inmate; starting pay: \$10.00 pr hour  
Johnny B's: 1 inmate; starting pay: \$11.00 pr hour

Miller Bowie: 1 inmate: starting pay \$7.35 pr hour  
Lagniappe Meat Market: 1 inmate: starting pay \$11.00 pr hour

When they are employed, work release inmates are charged \$119.00 per week room and board and also pay a uniform cost of \$6.52 per month. Work Release inmates are transported by facility transportation officers who drop them off at their employments and pick them up at the end of their shifts.

Interviews with work release inmates reflected that they have an opportunity to accrue significant earnings if they remain at the facility for a longer of time (1-4 years) which applied to some inmates. An inmate indicated that he would not only leave the facility with a savings account of more than \$50,000; he would retain his job which was paying more than \$40,000 per year at his present position and rate of pay.

### **Academic and Vocational Education:**

As the focus of TRCC is to engage in full time work, staff is not allocated at TRCC for providing/overseeing educational programs or measuring individual achievement. Inmates wanting to pursue GED or higher education can utilize the free tablets assigned to every inmate. Policy #1000, is optional it states that inmates in TRCC be afforded education assistance.

An additional staff member (job counselor) would enable TRCC to review EOMIS and with input by the inmate, create a plan that identifies educational needs/desire to achieve goals, assists in providing program access and completion, and determine compliance with a plan that incorporates this important aspect of employment. For example, if an inmate needs assistance with completing a job application or with soft skills, he would be less likely to be hired and if hired, to meet job expectations. This is an area in need of strengthening and is elaborated below.

### **Social Services:**

The Chaplain provides counseling services as follows, but not to the extent of the expected practices per standards. An interview with the Chaplain indicated he could be much more of an asset if Correctional officer staff could routinely communicate with him the concerns they observe with inmates. Correctional officers have a primary function to accomplish security within the facility and are quite successful as demonstrated by excellent outcome measures. However, but the role of social services appears to be limited to inmate generated requests to healthcare staff, the Deputy Warden, or the Chief of Security.

Classification reassessments are conducted every 30 days to 6 months. However, these are security oriented rather than work release plans/assessments/ reassessments not conducted by a specific individual. TRCC Policy UP 1000 indicates that all inmates are offered an opportunity to participate in optional programming in social services (2) and education (6), which is of concern as neither is provided.



The Captain and building Lieutenant work together to perform all aspects of employment recruitment and work with inmates once employed. However, two standards #4-ACRS-5A-03 and #4-ACRS-5A-07 were found non-compliant based on the lack of a specific staff member who meets with work release inmates upon arrival, creates initial work release plans by meeting with inmates identify goals, reviews progress with them, and who resolves concerns for the most successful outcomes. Prior to the promotion of the Deputy Warden in December 2021, this was partially accomplished, but not to the full extent of the standard. This role has not been accomplished since then.

As outlined in these standards, a plan should incorporate not only employment goals, but also other needed interventions to help work release inmates succeed upon acquiring employment. Such interventions include work readiness such as resume building, soft skills, anger management, wellness, and education. Although in a small facility, classes may not be feasible due to lack of staff, there are other options available based on tablets that are provided to all inmates and are free for such programs (great job!). As part of the initial inmate work release plan, programs could be identified/ incorporated to accomplish such programming and measured in progress reviews to meet requirements without adding/ identifying program staff other than this singular job counselor position.

It was noted that some inmates are transferred from Arkansas DOC Ouachita Rivers Reception Unit. The Arkansas automated classification/ data entry document they create in EOMIS identifies goals and accomplishments occurring at the intake facility and as such would enable a designated TRCC staff member to meet with new inmates and determine any need for other services in addition to employment. Although staff pointed out that Ouachita Rivers Unit does provide these types of courses, completion is not required prior to transfer into TRCC. The document from Ouachita Rivers Unit is available to TRCC online and was printed for auditors to review. There was no indication that the form is reviewed and utilized for determining inmate's initial plans or progress reviews which are expected practices within these two non-compliant standards.

A concrete example of this lack of a plan and follow up was demonstrated as auditors inquired about the last inmate placed in isolation. He refused employment and was placed in disciplinary detention. The Deputy Warden reduced his sentence, but it was not clear why he refused employment although auditors asked various staff members including the Chief of Security and Deputy Warden. The disciplinary action focused on his refusal to report to the job.

If a specific staff member were assigned to counsel/work with inmates, per the two non-compliant standards, inmates who have poor work histories and who experience difficulty in adjusting to employers, such concerns may have been identified and possibly prevented. Additional help or reassignment could be considered before disciplinary action is necessary. Also, TRCC could lose employers if inmates are not adequately prepared and perform poorly. Given the primary role of success at work in this facility, social services would likely improve outcomes for work release inmates and the facility. Auditors also suggested that listings of emergency/ routine and indigent services be provided to all inmates upon discharge.

Despite this void, the facility's employment of 77 out of 95 inmates is an impressive outcome thanks to the efforts of the staff, and the Chief of Security is to be commended in playing such an important and generous role.

### **Visitation:**

Visitation is permitted with one visit per month with two visitors on either Saturday or Sunday from 12:00 p.m. to 4:00 p.m. which restarted one month ago. Due to COVID precautions, protective shields separate visitors from inmates, but still allow for maximum contact. All visitors are pre-screened. Video visitation is also available at a charge.

The visitation area is large and well-lit with multiple windows containing natural light and florescent lighting. Security officers are stationed to check in visitors and observe visitation. Several tables are available from which COVID shields are affixed to prevent spread of the virus. There is also a child friendly area with toys and child sized furniture. Visitors are not provided lockers; personal belongings must be kept in vehicles in the adequate parking space adjacent to the facility.

### **Library Services:**

Although there is not a formal library or librarian, some books are placed throughout the facility in dayrooms. Books are also accessible for free on the tablets provided to all inmates. The legal library is also available through their tablets, on Lexus/Nexus and copies are made by request. Inmates readily stated that legal assistance is available to them.

### **Laundry:**

One normal, not commercial, washer and dryer on each of the two sides, East and West is managed by porters assigned to the Regional Maintenance Unit. There is a backup washer and dryer to replace them if one breaks. Only powder detergent is used, so chemicals are not through automatic injection. The porters who are not yet assigned to work release are responsible for laundering clothing for all inmates which includes linens and personal clothing/ uniforms daily. Adequate amounts of clean clothing and bedding are stored in the facility.

### **E. Examination of Records:**

Following the facility tour, the team proceeded to the Deputy Warden's Conference Room to review the accreditation files and evaluate compliance levels of the policies and procedures. The facility has no notices of non-compliance with local, state, or federal laws or regulations.

ACA files were electronic utilizing an internally developed program. Assistance was provided to navigate the system, which was user friendly. The files were generally well documented and highlighted, which is essential to auditors given the short time allocated for ACRS audits. Hard copy compliance check lists were in a binder which were needed as findings were changed for some standards.

The only concern was that some of the standards were accomplished at Ouachita Rivers Correctional Unit, the Intake Unit from where work release inmates are transferred, but documentation of policy and practice (evidence) was not provided to establish either compliance or non-applicability. There was not time to correct several files, but staff accessed EOMIS, the Arkansas DOC automated information system, to demonstrate practice.

As follows, there are multiple non-applicable standards which auditors noted that in future audits, documentation must be provided to establish that the requirement is fulfilled or not applicable and include ADC policy requiring the practice. It was noted that the facility ACA manager is being trained and the individual who prepared the files is not an employee of the facility. She is to be commended for the help she provided to TRCC.

The staff, including the visiting Deputy Director of Institutions and Department ACA Manager as well as the Deputy Warden and visiting Deputy Wardens from all Work Release Facilities in the State, were honest and receptive to the visiting committee regarding the two non-compliant standards requiring additional policy and practice. Discussions with them by the visiting team members added perspective and value to this audit for both the visiting team and deputy wardens, some who are scheduled for audits in the near future. Their inclusion as visitors is to be commended.

#### 1. Litigation

The facility has no consent decrees, class action lawsuits or adverse judgments.

#### 2. Significant Incidents/Outcome Measures

The chairperson reviewed the Significant Incident Summaries for each of the three years from April 1, 2019 through March 31, 2022. Neither of the first two years indicated any incidents which is remarkable. The third year included one inmate on inmate assault and two escapes while at work in the community. These reports reflect a very impressive security program and staff.

The chairperson reviewed the Outcome Measures for the three years based on a population chronologically, 125 (2019-2020), 103 (2020-2021), and 99 (2021-2022). The statistics reported reflect the reduction in volunteers due to protocols to keep inmates and staff safe from COVID 19.

The 2021-22 report documents 1,678 hours of community service work performed by 83 offenders which is a very positive finding. Three offenders paid court fines/obligations.

In the previous year, 2020-2021, 4,515 hours of community service and thirteen offenders paid court costs/fines or obligations. 34 hours of volunteer service was delivered to the facility by members of the community. During 2019-2020, an impressive 9,338 hours of community service work was performed, and 61 hours of community service work was delivered by the community to the inmate population.

Other statistics appeared to be consistent with the mission and population of the facility.

### 3. Departmental Visits

Team members revisited the following departments to review conditions relating to departmental policy and operations:

#### Department Visited

Arkansas Department of Corrections	William Straughn, Deputy Director ADC
Arkansas Work Release	Deputy Wardens: James Dycus, Mississippi County Work Release
Release	Kenny Davis, Benton Work Release
Administration	Deputy Warden Lillie Phillips
Security	Captain C. Whitworth, Chief of Security
Employment	Captain C. Whitworth, Chief of Security
Health and Fire Safety/ Training	Sgt. James Thompson, Certified Inspector
Food Service	Sgt. Hayes Camida/ observed lunch with inmates
Religious Programs	Chaplain Bradley Warbritton
Medical	Wellpath: Jason Kelly, Regional Director/ Kim Rosenthal, Regional Manager, Mechelle Branam, LVN
Transportation	Sgt. James Thompson

### 4. Shifts

The facility operates two security shifts – 5:45 a.m. to 6:00 p.m., and 5:45 p.m. to 6:00 a.m. There is a short overlap on each shift for shift briefing, a formal count and proper relief procedures. Both team members were present during the April 19, 2022, shift briefing conducted from 5:45 p.m. until 6:05 p.m. Four incoming deputies were briefed by three ranking officers on assignments and updates. They proceeded to their posts where they received keys, radios, and OC spray from the earlier security staff members.

#### a. Day Shift: 5:45 a.m. to 6:00 p.m.

The team was present at the facility during the day shift from 8:00 a.m. to 5:45 p.m. The team toured the facility, reviewed files and policies and procedures, observed the evening meal and interviewed staff and clients. Auditors were present throughout this shift and able to observe all levels of staff and inmates.

Staff worked as a team; they interacted positively with each other and with inmates. They were well trained, professional, and focused on their responsibilities. Inmates who were not yet working were performing their assigned jobs; some working inmates were asleep depending on work schedules. If they did not have jobs, there appeared to be some boredom and more structure would likely benefit them and the program, which could be accomplished by a job counselor.

In view of this staff being comprised only of key administrative staff and security staff, this shift afforded auditors an opportunity to view all except night shift correctional officers as they performed their routine duties. Administrative staff comfortably engaged with security staff and readily assisted as needed with this small staff.

b. Night Shift: 5:45 p.m. to 6:00 a.m.

The team was present at the facility during the evening shift from 5:45 p.m. to 6:50 p.m. The team observed shift change and interviewed staff in the briefing and in the housing unit as they assumed their posts. Inmates were engaged in various forms of recreation, watching television, taking showers, and some were resting early given their work schedules. Correctional officers stated this shift actually was not slow; much occurred, and they enjoyed the assignment. They particularly enjoy the camaraderie with fellow officers.

5. Status of Previously Non-compliant Standards/Plans of Action.

The prior audit team did not find any non-compliant standards which was also the finding by the Panel on accreditation. Some standards previously found non-applicable or applicable were reversed as follows.

**F. Interviews**

During the audit, team members met with both staff and offenders to verify observations and/or to clarify questions concerning facility operations.

1. Offender Interviews

The team interviewed 44 offenders. All inmates indicated that they feel safe and believe that they are going to be better prepared to return to their families and communities after being in this facility. There were no complaints about food, medical care or staff. The offenders stated that the food is better than any other in the system. They also express a feeling of satisfaction about being in this facility.

Inmates who are currently working complained that they were charged for uniforms they had not received. It was later determined that it requires a few weeks for them to be delivered; auditors confirmed that they are charged.

More than one inmate was very appreciative of the substantial funds he had accrued over the years-one had accrued \$50,000 thanks to raises from an employment he obtained from the facility. He will continue with this employment upon release at a salary of more than \$40,000 per year.

Inmates who were not yet working expressed frustration with the time it was taking to be assigned. Part of the problem appeared to be that they do not receive sufficient recreation outside and are bored with the lack of activity. Staff explained that not only must they demonstrate responsible behavior in the first component (maintenance), their skills and available positions also can delay a move to the work component and assignment to jobs.

Auditors agreed that the role of the Chief of Security in being responsible for all facets of employment and security was neither fair to him, despite his passion for obtaining jobs for them, nor the inmates who do not receive sufficient attention as expected in the applicable standards.

## 2. Staff Interviews

The team interviewed most employees which included at least 21 staff members. They felt well trained for their responsibilities and supported in performing their duties. There was some concern about communication between administration and line staff such that it is recommended that at least one officer sometimes be included in administrative meetings to represent line staff concerns. Some officers felt they would appreciate more positive feedback regarding their performance which sometimes feels overlooked by management team members. In a small facility, where employees wear many hats, appreciation can make a big difference. This could be in the form of “officer of the month, quarter, etc.” or in written newsletters acknowledging special accomplishments or hard work from staff. Despite requirements to work overtime, officers did not complain or comment negatively about these additional hours. They all felt well trained, safe, and supported by all levels of staff which is essential in any correctional program or facility.

## G. Exit Discussion

The exit interview was conducted at 11:50 a.m. in the visiting room with Deputy Warden Lillie Phillips, and 15 staff members. She opened the exit session by thanking her staff for their hard work throughout the audit period and in preparation of the audit.

The Chairperson thanked the Warden and administrative staff for their constant presence and generous hospitality. She acknowledged William Sraughn, ADC Deputy Director of Institution, and thanked him for his Statewide perspective on work release in Arkansas. She also recognized the three Deputy Wardens present from the three other work release facilities throughout the State of Arkansas. Deputy Director Sraughn communicated the Director’s apology that he could not join the event. He spoke to the impact of budget and staffing which competes with salary levels in the community. He stated his pride in the State of Arkansas being an Eagle State with all facilities accredited through ACA. This was applauded.

Chairperson Lindsey also thanked the ACA team including Stephanie Davis, who assisted the facility although she is assigned to ACC, while their new ACA manager is trained. Shelly Lawrence, ADC Compliance Administrator, and new facility ACA coordinator Lynda McGhee were also recognized. The two scribes, Lynda McGhee, and Chief Whitworth were thanked for a great job. Lt. Byron Brown, from ADC, was thanked for his daily transportation of the team and his expert handling of fire marshal standards including the approval of the emergency plan that was not on file.

Given the small size of the facility and vacancy rates, staff is spread thin and wear many hats. Nevertheless, the facility staff is well trained, safe, and well managed. Chief of Security Clinton Whitworth is passionate in recruiting employers, resulting in 77 out of 95 inmates in the work component being employed as of this date. This is accomplished while he manages the entire security staff, managing vacancies, which is impressive. An outstanding finding is the thousands of hours of community service provided by inmates- despite COVID.

Sergeant James Thompson similarly wears multiple hats and was recognized for a great job as Health and Safety Officer, and Training Officer. He was able to recite all policies and immediately produce these as well as provide randomly selected staff members training records that meet standards. He diligently works to accomplish every requirement to the credit of TRCC.

The two-day audit included forty plus inmate interviews and more than twenty employee interviews. Staff was professional, well trained and supported each other as a team. Significant Incident Reports reflect the high level of security they accomplish: one assault and two escapes, both from community job locations, in three years- excellent findings. Outcome measures document extensive community services work and a safe environment which are also impressive.

She cited the visiting team's recommended findings: out of 32 mandatory standards, only one was non-compliant and all 31 remaining standards were deemed compliant. Out of 218 non-mandatory standards, 25 were non applicable, due to females not being included for example, with 193 standards remaining.

Two standards were found non-compliant resulting in 191 compliant standards for a recommended score of 99%. This is an excellent score, and the staff was commended. She reminded staff that these are findings recommended by the visiting team. They will be included in a detailed visiting committee report which is sent to the Panel on Accreditation, who make the final decision as to each standard, the overall percentage of compliance and the awarding of accreditation. The staff was urged to continue to strive to meet even higher levels of professionalism and program success such that they should continue to strive for better outcomes.

The exit session ended at 12:15 p.m. with applause. Deputy Director Straughn congratulated Deputy Warden Phillips and her staff for a great audit. She again thanked her staff and management team present.

AMERICAN CORRECTIONAL ASSOCIATION  
AND THE  
COMMISSION ON ACCREDITATION FOR CORRECTIONS

<b>COMPLIANCE TALLY</b>
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<b>Manual Type</b>	Adult Community Residential Services- 4 <sup>th</sup> Edition	
<b>Supplement</b>	2016 Standards Supplement	
<b>Facility/Program</b>	Arkansas Department of Correction Texarkana Regional Correctional Center	
<b>Audit Dates</b>	April 19-20, 2022	
<b>Auditor(s)</b>	Susan Lindsey, Chairperson Ronald Brereton, Member	
	<b>MANDATORY</b>	<b>NON-MANDATORY</b>
Number of Standards in Manual	32	218
Number Not Applicable	1	25
Number Applicable	31	193
Number Non-Compliance	0	2
Number in Compliance	31	191
Percentage (%) of Compliance	100	99.0



COMMISSION ON ACCREDITATION FOR CORRECTIONS

Arkansas Department of Correction  
Texarkana Regional Correction Center  
Texarkana, Arkansas  
April 19-20, 2022

Visiting Committee Findings  
Non-Mandatory Standards  
Non-Compliant

**Standard 4-ACRS-5A-03**

STAFF DESIGN AND COMPLETE AN OFFENDER'S PERSONAL PROGRAM PLAN WITHIN 14 DAYS OF ADMISSION. THE PLAN INCLUDES MEASURABLE CRITERIA OF EXPECTED BEHAVIOR AND ACCOMPLISHMENTS, A TIME SCHEDULE FOR ACHIEVING SPECIFIC GOALS, AND SCHEDULED PROGRESS REVIEWS. THE PLAN IS DOCUMENTED WITH STAFF AND OFFENDER SIGNATURES. OFFENDERS HAVE INPUT INTO PLANNING, PROBLEM SOLVING, AND DECISION MAKING RELATED TO THEIR PARTICIPATION IN THE PROGRAM.

**FINDINGS:**

There is no personalized program plan or scheduled progress review. Although the Chief of Security recruits' employers and oversees the work assignments, there is not a specific plan with goals achieving specific goals and/or scheduled progress reviews. A form was previously utilized before December 2021 which provided with only one space for the inmate to identify his goal which was typically to find a job and accrue earnings. Although classification meets with all inmates every six months this is a typical security classification reassessment rather than a work release program participation assessment with both employment and other goals related to progress and success in employment while in the program and upon release.

These findings were based on reviews of the standards folder, documents, and interviews of all levels of staff and work release inmates.

The auditing team recommends that the facility further develop and expand the initial goal assessment and progress reviews to incorporate related needs such as soft skills to include resumes, substance abuse, education, wellness, anger management, family concerns etc.

Although Arkansas Department of Correction Ouachita Rivers Unit, the intake unit that receives and conducts intake for all work release inmates, there is no requirement that an inmate complete such requirements prior to transfer to work release, which is voluntary.

Texarkana Regional Correction Center receives automated reports through EOMIS, the Arkansas DOC automated information system, which identifies risk issues and completed courses. This document could provide the basis for developing a meaningful comprehensive plan within fourteen days, and for measurement during progress reviews. Although this facility does not have classes available, every inmate has free access to a tablet through which programs can be accessed or added and augmented by the individual who assumes the position for working with inmates in this program in this capacity.

It was also noted that the TRCC policy #1000 requires that inmates have access to social services/programs including education and social services. If an inmate completed necessary courses meeting his needs at the intake facility, this would be indicated on the plan, which could then only require focus on employment.

Review of the EOMIS report and comprehensive policy on development of a plan and progress reviews should be incorporated into policy and maintained as documentation in each inmate's file. The ACA standards file should also include these for each year of the cycle.

#### AGENCY RESPONSE:

##### Appeal

The reason for this appeal is that these standards ACRS-5A-03 and 5A-07 have always been compliant at Work Release Center's. Also, there has been a plan in place since the program started.

All inmates are oriented at Intake, which includes medical and mental health, in Malvern, Arkansas, when they first arrive to ADC. Before an inmate is accepted into the Work Release Program, they are screened/reviewed to verify if the class/criteria for Work Release have been met. If approved, the inmate will then be transported to Work Release/Regional Maintenance.

Upon arrival to Texarkana, Regional Maintenance the inmates are oriented by the Regional Maintenance Lieutenant who is the assigned counselor and again evaluated by medical. The inmates remain in Regional Maintenance for 30-60 days until a bed is available for Work Release.

The counselors are available to speak with inmates and counseling is scheduled at 30; 60 days, also annually. Classification is also done, which is a committee of department heads, medical staff, Deputy Warden, Chief of Security, and the Chaplain who meet with inmates to discuss any concerns that the inmates may have. The Warden, counselors and the Chaplain are available upon request 24 hours a day.

Prior to going to Work Release, the inmates re orientated by the Captain, who is the assigned counselor for Work Release inmates. Once the inmate has a community employed job, there are monthly performance evaluations completed by the supervisor and job checks are completed daily. Evaluations are reviewed and if any issues arise, assigned counselors or problem solvers will meet with the inmates.

#### AUDITOR RESPONSE:

The visiting team does not agree with the facility response for multiple reasons as delineated above. First, there is not a personal program plan within fourteen days of admission. Secondly, there is no measurable criteria of expected behavior or accomplishments or a time schedule for achieving goals or identification of goals. There was no written plan on any inmates available after the Deputy Warden was promoted. The plan in place then was not sufficient to meet all of the above.

#### **Standard #4-ACRS-5A-07**

EACH OFFENDER IS ASSIGNED A FACILITY STAFF MEMBER WHO MEETS WITH AND COUNSELS THAT OFFENDER, AS NECESSARY, CONSISTENT WITH HIS/HER INDIVIDUAL TREATMENT PLANS.

#### FINDINGS:

There is no dedicated staff member who meets with or counsels work release inmates. Although inmates have some counseling available through the Chaplain, it is not necessarily program related or a review of program progress. Contact is generated by the inmate rather than staff. Moreover, there is no assignment of a specific staff member to work release inmates for this purpose. Interviews with staff indicated that the previous position responsible for this function was changed to Deputy Warden, and there is no longer an individual who conducts the initial goal/assessment. However, even at that time there was no documentation of counseling from this individual as an identified staff member for this purpose (see above), comprehensive work release assessments or progress reviews.

The auditing team recommends that the facility identify/hire an individual- rather than a security staff member who must first perform security duties, whose primary responsibility is the development of a meaningful plan to incorporate work related concerns for best outcomes upon employment and after release and counseling the inmates towards accomplishment of the plan.

These areas include but are not limited to resumes/ soft skills, substance abuse, education, wellness, anger management, and family concerns.

Although Arkansas Department of Correction Ouachita Rivers Unit, the intake unit that receives and conducts intake for all work release inmates, there is no requirement that an inmate complete such requirements prior to transfer to work release, which is voluntary.

Texarkana Regional Correction Center receives automated reports through EOMIS, the Arkansas DOC automated information system, which identifies risk /needs and completed courses. This document could provide the basis for developing a meaningful comprehensive plan within fourteen days, per this standard, and for progress reports. Although this facility does not have classes available, every inmate has free access to a tablet through which programs can be accessed and augmented by the individual who assumes the position for working with inmates in this program in this capacity. Inmates who have completed courses previously would not necessarily require additional goals, but the plan would document such needs were met. The EOMIS report should be included in each inmate file as well as in standards documentation.

#### AGENCY RESPONSE:

##### Appeal

The reason for this appeal is that these standards ACRS-5A-03 and 5A-07 have always been compliant at Work Release Center's. Also, there has been a plan in place since the program started.

All inmates are oriented at Intake, which includes medical and mental health, in Malvern, Arkansas, when they first arrive to ADC. Before an inmate is accepted into the Work Release Program, they are screened/reviewed to verify if the class/criteria for Work Release have been met. If approved, the inmate will then be transported to Work Release/Regional Maintenance.

Upon arrival to Texarkana, Regional Maintenance the inmates are oriented by the Regional Maintenance Lieutenant who is the assigned counselor and again evaluated by medical. The inmates remain in Regional Maintenance for 30-60 days until a bed is available for Work Release. The counselors are available to speak with inmates and counseling is scheduled at 30; 60 days, also annually. Classification is also done, which is a committee of department heads, medical staff, Deputy Warden, Chief of Security, and the Chaplain who meet with inmates to discuss any concerns that the inmates may have. The Warden, counselors and the Chaplain are available upon request 24 hours a day.

Prior to going to Work Release, the inmates re orientated by the Captain, who is the assigned counselor for Work Release inmates. Once the inmate has a community employed job, there are monthly performance evaluations completed by the supervisor and job checks are completed daily. Evaluations are reviewed and if any issues arise, assigned counselors or problem solvers will meet with the inmates.

**AUDITOR RESPONSE:**

As stated above, the visiting team noted that the entire staff of this facility in this small facility is comprised of only administrative staff and security staff. The Chief of Security is responsible for all aspects of security which is well managed. He also works passionately to identify employers for potential jobs for participants. However, there was no evidence that he is able to fulfill the expectations of the counselor role per these standards, nor was there evidence of job counseling provided to the inmates and there was clearly a lack of attention to inmates prior to employment. Moreover, the Regional Maintenance Lieutenant position, who is the assigned counselor, has been vacant. Nevertheless, these are both primarily security positions and the visiting team agreed that their primary focus on security detracts from the essential role of identifying impediments to success in obtaining work and being successful at maintaining work.

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COMMISSION ON ACCREDITATION FOR CORRECTIONS

Arkansas Department of Correction  
Texarkana Regional Correction Center  
Texarkana, Arkansas  
April 19-20, 2022

Visiting Committee Findings  
Mandatory Standards  
Not Applicable

**Standard 4-ACRS-4C-06**

MEDICAL, DENTAL AND MENTAL HEALTH SCREENING IS PERFORMED BY HEALTH-TRAINED OR QUALIFIED HEALTH-CARE PERSONNEL ON ALL OFFENDERS UPON ARRIVAL AT THE FACILITY. THE SCREENING INCLUDES THE FOLLOWING:

INQUIRY INTO:

1. CURRENT ILLNESS AND HEALTH PROBLEMS, INCLUDING VENEREAL DISEASES AND OTHER INFECTIOUS DISEASES.
2. DENTAL PROBLEMS
3. MENTAL HEALTH PROBLEMS, INCLUDING SUICIDE ATTEMPTS AND IDEATION.
4. USE OF ALCOHOL AND OTHER DRUGS, WHICH INCLUDES TYPES OF DRUGS USED, MODE OF USE, AMOUNTS USED, FREQUENCY OF USE, DATE OR TIME OF LAST USE, AND HISTORY OF PROBLEMS THAT MAY HAVE OCCURRED AFTER CEASING USE (FOR EXAMPLE, CONVULSIONS)
5. OTHER HEALTH PROBLEMS DESIGNATED BY THE RESPONSIBLE PHYSICIAN.

OBSERVATION OF:

1. BEHAVIOR, WHICH INCLUDES STATE OF CONSCIOUSNESS, MENTAL STATUS, APPEARANCE, CONDUCT, TREMOR, AND SWEATING
2. BODY DEFORMITIES, EASE OF MOVEMENT, AND SO FORTH
3. CONDITIONS OF SKIN, INCLUDING TRAUMA MARKINGS, BRUISES, LESIONS, JAUNDICE, RASHES AND INFESTATIONS, AND NEEDLE MARKS OR OTHER INDICATIONS OF DRUG ABUSE.

FINDINGS:

The Texarkana Regional Correction Center is not an intake unit.

COMMISSION ON ACCREDITATION FOR CORRECTIONS

Arkansas Department of Correction  
Texarkana Regional Correction Center  
Texarkana, Arkansas  
April 19-20, 2022

Visiting Committee Findings  
Non-Mandatory Standards  
Not Applicable

**Standard #4-ACRS-1A-14**

MALE AND FEMALE OFFENDERS DO NOT OCCUPY THE SAME SLEEPING ROOM.

FINDINGS:

Female inmates are not housed at this facility.

**Standard #4-ACRS-2A-05**

WHEN BOTH MALES AND FEMALES ARE HOUSED IN THE FACILITY, AT LEAST ONE MALE AND ONE FEMALE STAFF MEMBER ARE ON DUTY AT ALL TIMES.

FINDINGS:

Female inmates are not housed at this facility.

**Standard #4-ACRS-2A-06**

IF EMPLOYEE'S CONTRACTS ARE GOVERNED BY CIVIL SERVICE OR UNIONS, PROCEDURES PROVIDE FOR PROVISIONAL APPOINTMENTS TO ENSURE THAT SHORT-TERM PERSONNEL, BOTH FULL-TIME AND PART-TIME, CAN BE AVAILABLE DURING EMERGENCIES.

FINDINGS:

Employees of ADC are not governed by civil service or union contracts.

**Standard #4-ACRS-2A-07**

A RISK ASSESSMENT IS CONDUCTED FOR EACH OFFENDER EITHER PRIOR TO ADMISSION OR WITHIN 48 HOURS OF ADMISSION.

FINDINGS:

Risk assessment is conducted by Arkansas Department of Correction Ouachita Rivers Unit, the reception/intake unit from where work release inmates are transferred to TRCC.

These assessments should be included in the inmate files and ACA standards files for each year of the cycle.

**Standard #4-ACRS-2A-13**

THE ELECTRONIC MONITORING PROGRAM HAS A SYSTEM OF ACCOUNTING FOR AN OFFENDER AT ALL TIMES, INCLUDING VERIFICATION OF ACTIVITIES, REPORTING OF TARDINESS AND/OR ABSENCE FROM REQUIRED SERVICES OR ACTIVITIES, AS WELL AS OTHER PROGRAM VIOLATIONS.

FINDINGS:

The facility does not have an electronic monitoring program.

**Standard #4-ACRS-2A-14**

ACCESS TO COMPUTER EQUIPMENT IS LIMITED TO AUTHORIZED PERSONNEL WITH SECURITY CODES. ADEQUATE POWER AND COMMUNICATION BACKUP SYSTEMS PROVIDE CONTINUOUS, UNINTERRUPTED OPERATIONS.

FINDINGS:

Texarkana Regional Correction Center does not have an electronic monitoring program.

**Standard #4-ACRS-2A-15**

ANY INTERRUPTION IN SERVICE IS DOCUMENTED AND REPORTED TO THE AUTHORITY HAVING JURISDICTION.

FINDINGS:

Texarkana Regional Correction Center does not have an electronic monitoring program.

**Standard #4-ACRS-2A-16**

PROVISIONS ARE MADE FOR THOSE WHO ARE UNABLE TO PAY PROGRAM COSTS.



FINDINGS:

Texarkana Regional Correction Center does not have an electronic monitoring program.

**Standard #4-ACRS-2A-17**

PROVISIONS ARE MADE FOR THOSE WHO ARE UNABLE TO PAY PROGRAM COSTS

FINDINGS:

The facility does not have an electronic monitoring program.

**Standard #4-ACRS-4C-07**

EACH NEWLY ADMITTED RESIDENT WHO WAS NOT TRANSFERRED FROM A CORRECTIONAL FACILITY UNDERGOES A MEDICAL EXAMINATION WITHIN 14 DAYS OF ADMISSION. FINDINGS:

FINDINGS:

All inmates have been transferred from the Arkansas Department of Correction Ouachita Rivers Unit where intake and receiving functions are completed.

**Standard #4-ACRS-4C-14**

IF FEMALE OFFENDERS ARE HOUSED, ACCESS TO PREGNANCY MANAGEMENT SERVICES IS MADE AVAILABLE.

FINDINGS:

Texarkana Regional Correction Center does not house female offenders.

**Standard #4-ACRS-4C-14-1**

WHERE NURSING INFANTS ARE ALLOWED TO REMAIN WITH THEIR MOTHERS, PROVISIONS ARE MADE FOR A NURSERY, STAFFED BY QUALIFIED PERSONS, WHERE THE INFANTS ARE PLACED WHEN THEY ARE NOT IN THE CARE OF THEIR MOTHERS.

FINDINGS:

Texarkana Regional Correction Center does not house female offenders.

**Standard #4-ACRS-5A-01**

AN OBJECTIVE ASSESSMENT OF EACH OFFENDER'S RISK AND NEED SPECIFIES THE TYPE OF PROGRAM NEEDED AND PROVIDES FOR REGULAR REVIEW.

FINDINGS:

The visiting team debated whether this standard was compliant but after analysis and discussion with staff and concurred it was not applicable. This process is conducted at the Ouachita Rivers Correctional Unit and captured in EOMIS, the Arkansas Department of Correction automated information system which is accessible to all facilities. The concern is that this assessment should be utilized as the basis/ starting point on the plan created at TRCC identifying needs and programming upon arrival within 14 days and as required by Standard 5A-03, which was found non-compliant. Documentation was not provided in the standards file regarding the routine completion of EOMIS in protocols or evidence but was easily accessed through the system. The policy and EOMIS report should be maintained in each inmate file and in the Standards files for each year of the cycle.

**Standard #4-ACRS-5A-02**

OFFENDERS ARE PROVIDED WITH INTERVENTIONS TARGETED TO FACTORS THAT RELATE TO THEIR INDIVIDUAL CRIMINAL BEHAVIOR.

FINDINGS:

Texarkana Regional Correction Center has access to reports through EOMIS from Arkansas Department of Correction Ouachita Rivers Unit where staff indicated this is accomplished. There was some debate as to compliance, but the visiting team concurred that as all work release inmates are transferred from this unit, and full assessments are accomplished, it could be considered not applicable. \*\*\*However, the report should be captured in each work release inmate file and used to determine goals/needs to be addressed and for progress reports. Furthermore, documentation of this routine report conducted at the intake unit should be included in this ACA standards file each year as documentation.

**Standard #4-ACRS-5A-08**

OFFENDERS WITH SUBSTANCE USE DISORDERS ARE IDENTIFIED EARLY THROUGH A STANDARDIZED BATTERY ASSESSMENT AND ARE PROVIDED WITH INFORMATION, EDUCATION, OR TREATMENT. THIS BATTERY SHALL BE DOCUMENTED AND INCLUDE AT A MINIMUM, THE FOLLOWING:

1. SCREENING
2. CLINICAL ASSESSMENT AND REASSESSMENT

3. REFERRALS
4. MONITORING OF DRUG TESTING

**FINDINGS:**

Texarkana Regional Correction Center staff indicated that inmates with Substance Abuse Disorders are not placed in the TRCC work release unit which would be determined through screening at the intake unit. \*\*\*The visiting team had some concern regarding the term “substance use disorder” which in a broader sense could include inmates with extensive substance use histories. Drug abuse education is one of the areas to be considered for inclusion in the plan developed as recommended in non-Compliant standard 5A-03.

**Standard #4-ACRS-5A-26**

THE FACILITY'S LOCATION FACILITATES ACCESS TO AND THE USE OF COMMUNITY-BASED SERVICES, RESOURCES, AND PUBLIC TRANSPORTATION. [NEW CONSTRUCTION ONLY

**FINDINGS:**

Texarkana Regional Correction Center is not new construction.

**Standard #4-ACRS-6A-01-1**

STAFF AND OFFENDERS HAVE ACCESS TO AN APPROPRIATELY TRAINED AND QUALIFIED INDIVIDUAL WHO IS EDUCATED IN THE PROBLEMS AND CHALLENGES FACED BY OFFENDERS WITH PHYSICAL AND/OR MENTAL IMPAIRMENTS, PROGRAMS DESIGNED TO EDUCATE AND ASSIST DISABLED OFFENDERS, AND ALL LEGAL REQUIREMENTS FOR THE PROTECTION OF OFFENDERS WITH DISABILITIES.

**FINDINGS:**

The facility does not accept disabled inmates with physical and/or mental impairments as the focus of the program is employment. It was uncertain how their exclusion relates to ADA.

**Standard #4-ACRS-6A-04**

OFFENDERS WITH DISABILITIES ARE HOUSED IN A MANNER THAT PROVIDES FOR THEIR SAFETY AND SECURITY. HOUSING USED BY OFFENDERS WITH DISABILITIES IS DESIGNED FOR THEIR USE AND PROVIDES FOR INTEGRATION WITH OTHER OFFENDERS.

PROGRAMS AND SERVICES ARE ACCESSIBLE TO OFFENDERS WITH DISABILITIES WHO RESIDE IN THE FACILITY.

**FINDINGS:**

The facility does not accept inmates with disabilities. This standard apparently applies to significant disabilities which would seem to render them unable to meet job requirements in this work release program.

**Standard #4-ACRS-6A-04-01**

THE ASSIGNMENT OF APPROPRIATELY TRAINED INDIVIDUALS TO ASSIST DISABLED OFFENDERS WHO CANNOT OTHERWISE PERFORM BASIC LIFE FUNCTIONS IS PROVIDED.

**FINDINGS:**

The facility does not accept inmates with disabilities; and if inmates cannot perform basic life functions, it is reasonable that they could not perform work which is the main function of the program.

**Standard #4-ACRS-6A-04-2**

EDUCATION, EQUIPMENT AND FACILITIES, AND THE SUPPORT NECESSARY FOR INMATES WITH DISABILITIES TO PERFORM SELF-CARE AND PERSONAL HYGIENE IN A REASONABLY PRIVATE ENVIRONMENT ARE PROVIDED.

**FINDINGS:**

The facility does not accept inmates with disabilities. The visiting team concurred that disabilities at this level would likely render an inmate inappropriate for inclusion in this work release program.

**Standard #4-ACRS-7A-02**

A SOLE PROPRIETOR OPERATING A FACILITY IS ABLE TO DOCUMENT THAT NECESSARY LEGAL MEASURES HAVE BEEN TAKEN TO PROVIDE CONTINUITY OF SERVICE IN THE EVENT OF BANKRUPTCY, INCAPACITATION, RETIREMENT, OR DEATH.

**FINDINGS:**

As a correctional program within Arkansas Department of Corrections, TRCC is not a sole proprietor.

**Standard #4-ACRS-7A-03**

THE AGENCY SATISFIES PERIODIC FILING REQUIREMENTS NECESSARY TO MAINTAIN ITS LEGAL AUTHORITY TO CONTINUE OPERATIONS. (PRIVATE AGENCIES ONLY).

FINDINGS:

As part of the Arkansas Department of Correction, a State agency, TRCC is not a private agency.

**Standard #4-ACRS-7A-04**

AT A MINIMUM, THE BYLAWS FOR THE GOVERNING AUTHORITY OF THE AGENCY INCLUDE:

- MEMBERSHIP (TYPES, QUALIFICATIONS, COMMUNITY REPRESENTATION, RIGHTS, DUTIES)
- SIZE OF GOVERNING BODY
- METHOD OF SELECTION
- TERMS OF OFFICE
- DUTIES AND RESPONSIBILITIES OF OFFICERS
- TIMES AUTHORITY WILL MEET
- COMMITTEES ▪ PARLIAMENTARY PROCEDURES
- RECORDING OF MINUTES
- METHOD OF AMENDING THE BYLAWS
- CONFLICT OF INTEREST PROVISIONS
- QUORUM

FINDINGS:

As a correctional unit within Arkansas Department of Correction, a State agency, TRCC is not a private agency.

**Standard #4-ACRS-7D-12**

IN FACILITIES THAT ENGAGE IN, OR ALLOW THE CONDUCT OF RESEARCH, THE FACILITY COMPLIES WITH STATE AND FEDERAL GUIDELINES FOR THE USE AND DISSEMINATION OF RESEARCH FINDINGS, WITH ACCEPTED PROFESSIONAL AND SCIENTIFIC ETHICS, AND ISSUES OF LEGAL CONSENT AND RELEASE OF INFORMATION. ADDITIONALLY, THE FACILITY ALSO COMPLIES WITH THE FOLLOWING:

- THE FACILITY ADMINISTRATOR REVIEWS AND APPROVES ALL RESEARCH PROJECTS PRIOR TO IMPLEMENTATION.

- ALL RESEARCH RESULTS ARE REVIEWED BY THE FACILITY/AGENCY ADMINISTRATOR PRIOR TO PUBLICATION OR DISSEMINATION
- PROCEDURES GOVERN THE VOLUNTARY PARTICIPATION OF OFFENDERS IN NON-MEDICAL, NON-PHARMACEUTICAL, AND NON-COSMETIC RESEARCH PROGRAMS.

FINDINGS:

Research is not allowed at the facility.

**Significant Incident Summary**

This report is required for all **residential** accreditation programs.

This summary is required to be provided to the Chair of your visiting team upon their arrival for an accreditation audit and included in the facility’s Annual Report. The information contained on this form will also be summarized in the narrative portion of the visiting committee report and will be incorporated into the final report. Please type the data. If you have questions on how to complete the form, please contact your Accreditation Specialist.

This report is for Adult Correctional Institutions, Adult Local Detention Facilities, Core Jail Facilities, Boot Camps, Therapeutic Communities, Juvenile Correctional Facilities, Juvenile Detention Facilities, Adult Community Residential Services, and Small Juvenile Detention Facilities.

Facility Name: Texarkana Regional Community Correction  
Reporting Period: April 2020—March 2021

Incident Type	Months	April 2020	May 2020	June 2020	July 2020	Aug. 2020	Sept 2020	Oct. 2020	Nov. 2020	Dec. 2020	Jan. 2021	Feb. 2021	Mar. 2021	Total for Reporting Period
	→													
Escapes		0	0	0	0	0	0	0	0	0	0	0	0	0
Disturbances*		0	0	0	0	0	0	0	0	0	0	0	0	0
Sexual Violence		0	0	0	0	0	0	0	0	0	0	0	0	0
Homicide*	Offender Victim	0	0	0	0	0	0	0	0	0	0	0	0	0
	Staff Victim	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Victim	0	0	0	0	0	0	0	0	0	0	0	0	0
Assaults	Offender/ Offender	0	0	0	0	0	0	0	0	0	0	0	0	0
	Offender/ Staff	0	0	0	0	0	0	0	0	0	0	0	0	0
Suicide		0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Compliance with a Mandatory Standard*		0	0	0	0	0	0	0	0	0	0	0	0	0
Fire*		0	0	0	0	0	0	0	0	0	0	0	0	0
Natural Disaster*		0	0	0	0	0	0	0	0	0	0	0	0	0
Unnatural Death		0	0	0	0	0	0	0	0	0	0	0	0	0
Other*		0	0	0	0	0	0	0	0	0	0	0	0	0

\*May require reporting to ACA using the Critical Incident Report as soon as possible within the context of the incident itself.



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Facility Name: Texarkana Regional Community Correction  
Reporting Period: April 2021—March 2022

Incident Type	Months	→												Total for Reporting Period
		April 2021	May 2021	June 2021	July 2021	Aug. 2021	Sept 2021	Oct. 2021	Nov. 2021	Dec. 2021	Jan. 2022	Feb. 2022	Mar. 2022	
Escapes		0	0	0	0	1	0	1	0	0	0	0	0	2
Disturbances*		0	0	0	0	0	0	0	0	0	0	0	0	0
Sexual Violence		0	0	0	0	0	0	0	0	0	0	0	0	0
Homicide*	Offender Victim	0	0	0	0	0	0	0	0	0	0	0	0	0
	Staff Victim	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Victim	0	0	0	0	0	0	0	0	0	0	0	0	0
Assaults	Offender/Offender	0	0	0	0	0	0	0	0	0	0	0	0	0
	Offender/Staff	0	0	0	0	0	0	0	0	0	0	0	1	1
Suicide		0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Compliance with a Mandatory Standard*		0	0	0	0	0	0	0	0	0	0	0	0	0
Fire*		0	0	0	0	0	0	0	0	0	0	0	0	0
Natural Disaster*		0	0	0	0	0	0	0	0	0	0	0	0	0
Unnatural Death		0	0	0	0	0	0	0	0	0	0	0	0	0
Other*		0	0	0	0	0	0	0	0	0	0	0	0	0

\*May require reporting to ACA using the Critical Incident Report as soon as possible within the context of the incident itself.





Facility Name: Texarkana Regional Community Correction				
CYCLE 1 Date: 4-1-2019 to 3-31-2020				
Standard	Outcome Measure	Numerator / Denominator	Value	Calculated O.M
1A	(1)	Number of worker compensation claims filed for injuries that resulted from the physical environment in the past 12 months	6	
	divided by	Average number of Full-Time Equivalent staff positions during the past 12 months	28	0.214
	(2)	Number of illnesses requiring medical attention as a result of the physical environment of the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the past 12 months	125	0
	(3)	Number of physical injuries or emotional trauma requiring treatment as a result of the physical environment of the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(4)	Number of sanitation or health code violations identified by external agencies in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
1B	(1)	Number of accidents resulting in property damage in the past 12 months	0	
	divided by	total number of miles driven in the past 12 months unless otherwise noted	111,313	0
	(2)	Number of accidents resulting in injuries requiring medical treatment for any party in the past 12 months	0	
	divided by	Total number of miles driven in the past 12 months unless otherwise noted.	111,313	0
	(3)	Amount (\$) of damage from vehicle accidents in the past 12 months.	6,835.64	
	divided by	Total number of miles driven in the past 12 months unless otherwise noted.	111,313	10.062
1C	(1)	Number of emergencies, caused by forces external to the facility, that result in property damage in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0

	(2)	Number of injuries, caused by forces external to the facility, requiring medical attention that results from emergencies in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0
	(3)	Number of times that normal facility operations were suspended due to emergencies caused by forces external to the facility in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0
	(4)	Number of hours that facility operations were suspended due to emergencies caused by forces external to the facility in the past 12 months	0	
	divided by	Number of emergencies caused by forces external to the facility.	0	0
	(5)	Number of emergencies that were not caused by forces external to the facility that resulted in property damage in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0
	(6)	Number of injuries requiring medical attention that result from emergencies that were not caused by forces external to the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0
	(7)	Number of times that normal facility operations were suspended due to emergencies that were not caused by forces external to the facility in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0
	(8)	Number of hours that facility operations were suspended due to emergencies that were not caused by forces external to the facility in the past 12 months.	0	
	divided by	Number of emergencies.	0	0
	(9)	Number of injuries requiring medical treatment resulting from fires in the past 12 months	0	

	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(10)	Number of fires that resulted in property damage in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0
	(11)	Amount (\$) of property damage from fire in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0
	(12)	Number of code violations cited in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0
	(13)	Number of incidents involving toxic or caustic materials in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0
	(14)	Number of incidents of inventory discrepancies during the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0
2A	(1)	Number of incidents in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0
	(2)	Number of physical injuries or emotional trauma requiring treatment as a result of the incidents in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0
	(3)	Number of unauthorized offender absences from the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(4)	Number of times facility did not report offender absence to the responsible jurisdiction within the established time.	0	
	divided by	Number of unauthorized offender absences	0	0
	(5)	Number of instances of unauthorized access to the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0

2B	(1)	Number of instances in which force was used in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0
	(2)	Number of times that staff uses of force was found to have been inappropriate in the past 12 months.	0	
	divided by	number of instances in which force was used	0	0
	(3)	Number of offender grievances filed alleging inappropriate use of force in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0
	(4)	Number of grievances alleging inappropriate use of force decided in favor of offender in the past 12 months.	0	
	divided by	number of grievances alleging inappropriate use of force filed	0	0
	(5)	Number of injuries requiring medical treatment resulting from staff use of force in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0
2C	(1)	Number of incidents involving contraband in the past 12 months	22	
	divided by	Average Daily Offender Population for the Past 12 Months.	125	0.176
	(2)	Number of weapons found in the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(3)	Number of controlled substances found in the facility in the past 12 months	1	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0.008
2D	(1)	Number of incidents involving keys in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(2)	Number of incidents involving tools in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0

3A	(1)	Number of rule violations in the past 12 months	48	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0.384
	(2)	Number of offenders terminated from the facility due to rule violations in the past 12 months	56	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0.448
4A	(1)	Number of documented offender illnesses attributed food service operations in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(2)	Number of offender grievances about food service decided in favor of the offender the past 12 months	0	
	divided by	Number of offender grievances about food service in the past 12 months.	125	0
	(3)	Number of violations cited by independent authorities for food service sanitation in the past 12 months	0	
4B	(1)	Offender grievances regarding offender access to personal hygiene decided in favor of the offender in the past 12 months	0	
	divided by	Number of offender grievances about access to personal hygiene in the past 12 months	0	0
4C	(1)	Number of suicide attempts in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(2)	Number of offender suicides in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(3)	Number of offender grievances regarding access to health care in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(4)	Number of offender health care access complaints that are found to have merit in the past 12 months	0	
	divided by	Number of offender grievances regarding access to health care in the past 12 months	0	0

	(5)	Number of court suits filed against the facility challenging access to health care in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(6)	Number of health care access court cases decided against the facility in the past 12 months	0	
	divided by	Number of court suits filed against the facility challenging access to health care in the past 12 months	0	0
5A	(1)	Number of offenders who are employed upon release in the past 12 months	51	
	divided by	Number of offenders released in the past 12 months	66	0.773
	(2)	Number of offenders who move into permanent housing upon release in the past 12 months	63	
	divided by	Number of offenders released in the 12 months	66	0.955
	(3)	Number of offender substance abuse tests for which the results were positive in the past 12 mos.	6	
	divided by	Number of tests administered in the past 12 months	485	0.0124
	(4)	Total number of offenders who successfully completed the program in the past 12 months	66	
	divided by	Number of offenders who left the program in the past 12 months	82	0.805
	(5)	Number of offenders who showed improvement as measured by the objective assessment instrument prior to release in the past 12 months	66	
	divided by	Number of offenders released in the past 12 months	66	1
	(6)	Number of offenders who were arrested while in residence in the past 12 months	1	
	divided by	Daily Offender Population for the Past 12 Months	125	0.008
6A	(1)	Total number of offender grievances in the past 12 months, regarding: (a) access to court; (b) mail or correspondence; (c) sexual harassment; (d) discipline; (e) discrimination; (f) protection from harm	0	

	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(2)	Number of offender grievance (see a through e above) decided in favor of offenders in the past 12 months	0	
	divided by	Total number of grievances filed in the past 12 months	13	0
	(3)	Total number of offender court suits alleging violation of offender rights filed against the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(4)	Number of offender court suits alleging violation of offender rights decided in favor of offenders in the past 12 months	0	
	divided by	Total number of offender suits filed in the past 12 months	0	0
6B	(1)	Number of offender grievances regarding discrimination in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(2)	Number of offender grievances regarding discrimination resolved in favor of offenders in the past 12 months	0	
	divided by	Total number of offender grievances filed regarding discrimination in the past 12 months	0	0
	(3)	Number of grievances resolved in favor of offenders in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	
	(4)	Number of grievances resolved in favor of offenders in the past 12 months	0	
	divided by	Total number of grievances filed in the past 12 months	13	0
6C	(1)	Number of disciplinary incidents resolved informally in the past 12 months	52	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0.416
	(2)	Number of formal offender disciplinary decisions that were are appealed in the past 12 months	0	
	divided by	Total number of disciplinary decisions made in the past 12 months	133	0

	(3)	Number of appealed disciplinary decisions decided in favor of the offender in the past 12 months	0	
	divided by	Total number of disciplinary decisions made in the past 12 months	133	0
	(4)	Number grievances filed by offenders challenging disciplinary procedures in the past 12 months	1	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0.008
	(5)	Number of disciplinary-related grievances resolved in favor of the offender in the past 12 months	0	
	divided by	Total number of disciplinary-related grievances filed in the past 12 months	1	0
	(6)	Number of court suits filed against the facility regarding discipline in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(7)	Number of court cases regarding discipline decided against the facility in the past 12 months	0	
	divided by	Total number of court decisions regarding discipline decided in the past 12 months	0	0
	(8)	Number of rule violations in the past 12 months	56	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0.448
	(9)	Number of offenders terminated from the facility due to rule violations in the past 12 months	56	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0.448
6D	(1)	Number of offenders released in the past 12 months who made regular payments toward their restitution obligations	0	
	divided by	Number of offenders who had restitution obligations in the past 12 months	0	0
	(2)	Number of offenders who satisfy their court cost/fines obligations in the past 12 months	0	
	divided by	Number of offenders who had court cost/fine obligations in the past 12 months	0	0
	(3)	Total amount of restitution paid by offenders in the past 12 months	0	



	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(4)	Total number of hours of community service donated by offenders in the past 12 months	9,338	
	divided by	Average Daily Offender Population for the Past 12 Months	125	74.704
	(5)	Total number of offenders who participated in restitution in the past 12 months	0	
	divided by	Total number of offenders housed in the past 12 months	344	0
	(6)	Total number of offenders who participated in community service work in the past 12 months	771	
	divided by	Total number of offenders housed in the past 12 months	344	2.241
	(7)	Total number of offenders who participated in victim awareness programs in the past 12 months	0	
	divided by	Total number of offenders housed in the past 12 months	344	0
	(8)	Total amount of restitution paid by offenders in the past 12 months	0	
	divided by	Total number of offenders housed in the past 12 months	344	0
	(9)	Total number of hours delivered by offenders who participated in community service work in the past 12 months	0	
	divided by	Total number of offenders housed in the past 12 months	344	0
7A		None		
7B	(1)	Total number of years of staff members' education as of the end of the last calendar year	341	
	divided by	Number of staff at the end of the last calendar year	31	11
	(2)	Number of staff who left employment for any reason in the past 12 months	8	
	divided by	Number of full-time equivalent staff positions in the past 12 months	31	0.258
	(3)	Total number of credit hours in course relevant to their facility responsibilities earned by staff participating in higher education in the past 12 months	0	

	divided by	Number of full-time equivalent staff positions in the past 12 months	31	0
	(4)	Number of professional development events attended by staff in the past 12 months	17	
	divided by	Number of full-time equivalent staff positions in the past 12 months	31	0.548
7C	(1)	Number of incidents in which staff were found to have acted in violation of facility policy in the past 12 months	10	
	divided by	Number of full-time equivalent staff positions in the past 12 months	31	0.323
	(2)	Number of staff terminated for conduct violations in the past 12 months	0	
	divided by	Number of full-time equivalent staff positions in the past 12 months	31	0
	(3)	Number of offender grievances attributed to improper staff conduct which were upheld in the past 12 months	0	
	divided by	Number of offenders grievances alleging improper staff conduct filed in the past 12 months	0	0
	(4)	Number of offender grievances attributed to improper staff conduct which were upheld in the past 12 months	0	
	divided by	Average Daily Population for the past 12 months	125	0
	(5)	Where staff are tested, the number of staff substance abuse tests failed in the past 12 months	1	
	divided by	Number of staff substance abuse tests administered in the past 12 months	53	0.019
7D	(1)	Net amount of budget shortfalls or surplus at the end of the last fiscal year (budget less expenditures)	0	
	divided by	Budget for the past 12 months	610,000	0
	(2)	Number of material audit findings by an independent financial auditor at the conclusion of the last audit	0	
	(3)	Number of grievances filed by offenders regarding their records or property in the past 12 months	1	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0.008

	(4)	Number of offender grievances (records/property) decided in favor of offenders in the past 12 months	1	
	divided by	Total number of offender grievances (records/property) in the past 12 months	1	1
	(5)	Number of objectives achieved in the past 12 months	4	
	divided by	Number of objectives for the past 12 months	4	1
	(6)	Number of program changes made in the past 12 months	0	
	divided by	Number of program changes recommended in the past 12 months	0	0
7E	(1)	Number of grievances filed by staff in the past 12 months	0	
	divided by	Number of full-time equivalent staff positions in the past 12 months.	30	0
	(2)	Number of staff grievances decided in favor of staff in the past 12 months	0	
	divided by	Total number of staff grievances in the past 12 months	0	0
	(3)	Total number of years of staff members' experience in the field as of the end of the last calendar year	229	
	divided by	Number of staff at the end of the last calendar year (e.g. Average number of years experience)	28	8.179
	(4)	Number of staff termination or demotion hearings in which the facility decision was upheld in the past 12 months	0	
	divided by	Number of staff termination or demotion hearings requested in the past 12 months	0	0
7F	(1)	Total number of hours of volunteer service delivered by members of the community in the past 12 months	61	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0.488
	(2)	Total number of individual community members who provided voluntary service in the past 12 months	10	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0.080

	(3)	Total number of complaints filed by media regarding access to information in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(4)	Total number of positive statements made by media regarding the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(5)	Total number of complaints from the community in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	125	0
	(6)	Total number of hours of community service work delivered by offenders in the past 12 months	9,338	
	divided by	Average Daily Offender Population for the Past 12 Months	125	74.704

<b>Facility Name: TRCC      CYCLE 2      Date: 4-1-2020 to 3-31-2021</b>				
<b>Standard</b>	<b>Outcome Measure</b>	<b>Numerator / Denominator</b>	<b>Value</b>	<b>Calculated O.M</b>
1A	(1)	Number of worker compensation claims filed for injuries that resulted from the physical environment in the past 12 months	5	
	divided by	Average number of Full-Time Equivalent staff positions during the past 12 months	27	0.185
	(2)	Number of illnesses requiring medical attention as a result of the physical environment of the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the past 12 months	103	0
	(3)	Number of physical injuries or emotional trauma requiring treatment as a result of the physical environment of the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0

	(4)	Number of sanitation or health code violations identified by external agencies in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
1B	(1)	Number of accidents resulting in property damage in the past 12 months	0	
	divided by	total number of miles driven in the past 12 months unless otherwise noted	165	0
	(2)	Number of accidents resulting in injuries requiring medical treatment for any party in the past 12 months	0	
	divided by	Total number of miles driven in the past 12 months unless otherwise noted.	165	0
	(3)	Amount (\$) of damage from vehicle accidents in the past 12 months.	0	
	divided by	Total number of miles driven in the past 12 months unless otherwise noted.	165	0
1C	(1)	Number of emergencies, caused by forces external to the facility, that result in property damage in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0
	(2)	Number of injuries, caused by forces external to the facility, requiring medical attention that results from emergencies in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0
	(3)	Number of times that normal facility operations were suspended due to emergencies caused by forces external to the facility in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0
	(4)	Number of hours that facility operations were suspended due to emergencies caused by forces external to the facility in the past 12 months	0	
	divided by	Number of emergencies caused by forces external to the facility.	0	0

	(5)	Number of emergencies that were not caused by forces external to the facility that resulted in property damage in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0
	(6)	Number of injuries requiring medical attention that result from emergencies that were not caused by forces external to the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0
	(7)	Number of times that normal facility operations were suspended due to emergencies that were not caused by forces external to the facility in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0
	(8)	Number of hours that facility operations were suspended due to emergencies that were not caused by forces external to the facility in the past 12 months.	0	
	divided by	Number of emergencies.	0	0
	(9)	Number of injuries requiring medical treatment resulting from fires in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(10)	Number of fires that resulted in property damage in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0
	(11)	Amount (\$) of property damage from fire in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0
	(12)	Number of code violations cited in the past 12 months	0	

	divided by	Average Daily Offender Population for the Past 12 Months.	103	0
	(13)	Number of incidents involving toxic or caustic materials in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0
	(14)	Number of incidents of inventory discrepancies during the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0
2A	(1)	Number of incidents in the past 12 months	10	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0.097
	(2)	Number of physical injuries or emotional trauma requiring treatment as a result of the incidents in the past 12 months.	1	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0.010
	(3)	Number of unauthorized offender absences from the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(4)	Number of times facility did not report offender absence to the responsible jurisdiction within the established time.	0	
	divided by	Number of unauthorized offender absences	0	0
	(5)	Number of instances of unauthorized access to the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0
2B	(1)	Number of instances in which force was used in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0

	(2)	Number of times that staff uses of force was found to have been inappropriate in the past 12 months.	0	
	divided by	number of instances in which force was used	0	0
	(3)	Number of offender grievances filed alleging inappropriate use of force in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0
	(4)	Number of grievances alleging inappropriate use of force decided in favor of offender in the past 12 months.	0	
	divided by	number of grievances alleging inappropriate use of force filed	0	0
	(5)	Number of injuries requiring medical treatment resulting from staff use of force in the past 12 months	0	0
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0
2C	(1)	Number of incidents involving contraband in the past 12 months	4	
	divided by	Average Daily Offender Population for the Past 12 Months.	103	0.039
	(2)	Number of weapons found in the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(3)	Number of controlled substances found in the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
2D	(1)	Number of incidents involving keys in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(2)	Number of incidents involving tools in the past 12 months	0	



	divided by	Average Daily Offender Population for the Past 12 Months	103	0
3A	(1)	Number of rule violations in the past 12 months	49	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0.476
	(2)	Number of offenders terminated from the facility due to rule violations in the past 12 months	14	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0.136
4A	(1)	Number of documented offender illnesses attributed food service operations in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(2)	Number of offender grievances about food service decided in favor of the offender the past 12 months	0	
	divided by	Number of offender grievances about food service in the past 12 months.	0	0
	(3)	Number of violations cited by independent authorities for food service sanitation in the past 12 months	0	
4B	(1)	Offender grievances regarding offender access to personal hygiene decided in favor of the offender in the past 12 months	0	
	divided by	Number of offender grievances about access to personal hygiene in the past 12 months	0	0
4C	(1)	Number of suicide attempts in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(2)	Number of offender suicides in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(3)	Number of offender grievances regarding access to health care in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0

	(4)	Number of offender health care access complaints that are found to have merit in the past 12 months	0	
	divided by	Number of offender grievances regarding access to health care in the past 12 months	0	0
	(5)	Number of court suits filed against the facility challenging access to health care in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(6)	Number of health care access court cases decided against the facility in the past 12 months	0	
	divided by	Number of court suits filed against the facility challenging access to health care in the past 12 months	0	0
5A	(1)	Number of offenders who are employed upon release in the past 12 months	4	
	divided by	Number of offenders released in the past 12 months	63	0.063
	(2)	Number of offenders who move into permanent housing upon release in the past 12 months	9	
	divided by	Number of offenders released in the 12 months	63	0.143
	(3)	Number of offender substance abuse tests for which the results were positive in the past 12 mos.	4	
	divided by	Number of tests administered in the past 12 months	320	0.013
	(4)	Total number of offenders who successfully completed the program in the past 12 months	63	
	divided by	Number of offenders who left the program in the past 12 months	18	3.5
	(5)	Number of offenders who showed improvement as measured by the objective assessment instrument prior to release in the past 12 months	63	
	divided by	Number of offenders released in the past 12 months	63	1
	(6)	Number of offenders who were arrested while in residence in the past 12 months	0	

	divided by	Daily Offender Population for the Past 12 Months	103	0
6A	(1)	Total number of offender grievances in the past 12 months, regarding: (a) access to court; (b) mail or correspondence; (c) sexual harassment; (d) discipline; (e) discrimination; (f) protection from harm	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(2)	Number of offender grievance (see a through e above) decided in favor of offenders in the past 12 months	0	
	divided by	Total number of grievances filed in the past 12 months	24	0
	(3)	Total number of offender court suits alleging violation of offender rights filed against the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(4)	Number of offender court suits alleging violation of offender rights decided in favor of offenders in the past 12 months	0	
	divided by	Total number of offender suits filed in the past 12 months	0	0
6B	(1)	Number of offender grievances regarding discrimination in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(2)	Number of offender grievances regarding discrimination resolved in favor of offenders in the past 12 months	0	
	divided by	Total number of offender grievances filed regarding discrimination in the past 12 months	0	0
	(3)	Number of grievances resolved in favor of offenders in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0

	(4)	Number of grievances resolved in favor of offenders in the past 12 months	0	
	divided by	Total number of grievances filed in the past 12 months	24	0
6C	(1)	Number of disciplinary incidents resolved informally in the past 12 months	15	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0.146
	(2)	Number of formal offender disciplinary decisions that were are appealed in the past 12 months	5	
	divided by	Total number of disciplinary decisions made in the past 12 months	27	0.185
	(3)	Number of appealed disciplinary decisions decided in favor of the offender in the past 12 months	0	
	divided by	Total number of disciplinary decisions made in the past 12 months	27	0
	(4)	Number grievances filed by offenders challenging disciplinary procedures in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(5)	Number of disciplinary-related grievances resolved in favor of the offender in the past 12 months	0	
	divided by	Total number of disciplinary-related grievances filed in the past 12 months	0	0
	(6)	Number of court suits filed against the facility regarding discipline in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(7)	Number of court cases regarding discipline decided against the facility in the past 12 months	0	
	divided by	Total number of court decisions regarding discipline decided in the past 12 months	0	0
	(8)	Number of rule violations in the past 12 months	27	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0.262

	(9)	Number of offenders terminated from the facility due to rule violations in the past 12 months	18	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0.175
6D	(1)	Number of offenders released in the past 12 months who made regular payments toward their restitution obligations	0	
	divided by	Number of offenders who had restitution obligations in the past 12 months	13	0
	(2)	Number of offenders who satisfy their court cost/fines obligations in the past 12 months	0	
	divided by	Number of offenders who had court cost/fine obligations in the past 12 months	13	0
	(3)	Total amount of restitution paid by offenders in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(4)	Total number of hours of community service donated by offenders in the past 12 months	4,515	
	divided by	Average Daily Offender Population for the Past 12 Months	103	43.835
	(5)	Total number of offenders who participated in restitution in the past 12 months	0	
	divided by	Total number of offenders housed in the past 12 months	165	0
	(6)	Total number of offenders who participated in community service work in the past 12 months	100	
	divided by	Total number of offenders housed in the past 12 months	165	0.606
	(7)	Total number of offenders who participated in victim awareness programs in the past 12 months	0	
	divided by	Total number of offenders housed in the past 12 months	165	0
	(8)	Total amount of restitution paid by offenders in the past 12 months	0	

	divided by	Total number of offenders housed in the past 12 months	165	0
	(9)	Total number of hours delivered by offenders who participated in community service work in the past 12 months	4,515	
	divided by	Total number of offenders housed in the past 12 months	165	27.364
7A		None		
7B	(1)	Total number of years of staff members' education as of the end of the last calendar year	325	
	divided by	Number of staff at the end of the last calendar year	24	13.542
	(2)	Number of staff who left employment for any reason in the past 12 months	13	
	divided by	Number of full-time equivalent staff positions in the past 12 months	30	0.433
	(3)	Total number of credit hours in course relevant to their facility responsibilities earned by staff participating in higher education in the past 12 months	0	
	divided by	Number of full-time equivalent staff positions in the past 12 months	30	0
	(4)	Number of professional development events attended by staff in the past 12 months	20	
	divided by	Number of full-time equivalent staff positions in the past 12 months	30	0.667
7C	(1)	Number of incidents in which staff were found to have acted in violation of facility policy in the past 12 months	6	
	divided by	Number of full-time equivalent staff positions in the past 12 months	30	0.2
	(2)	Number of staff terminated for conduct violations in the past 12 months	3	
	divided by	Number of full-time equivalent staff positions in the past 12 months	30	0.1

	(3)	Number of offender grievances attributed to improper staff conduct which were upheld in the past 12 months	0	
	divided by	Number of offenders grievances alleging improper staff conduct filed in the past 12 months	0	0
	(4)	Number of offender grievances attributed to improper staff conduct which were upheld in the past 12 months	0	
	divided by	Average Daily Population for the past 12 months	103	0
	(5)	Where staff are tested, the number of staff substance abuse tests failed in the past 12 months	1	
	divided by	Number of staff substance abuse tests administered in the past 12 months	15	0.067
7D	(1)	Net amount of budget shortfalls or surplus at the end of the last fiscal year (budget less expenditures)	0	
	divided by	Budget for the past 12 months	610,000	0
	(2)	Number of material audit findings by an independent financial auditor at the conclusion of the last audit	0	
	(3)	Number of grievances filed by offenders regarding their records or property in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(4)	Number of offender grievances (records/property) decided in favor of offenders in the past 12 months	0	
	divided by	Total number of offender grievances (records/property) in the past 12 months	0	0
	(5)	Number of objectives achieved in the past 12 months	4	
	divided by	Number of objectives for the past 12 months	4	1
	(6)	Number of program changes made in the past 12 months	0	
	divided by	Number of program changes recommended in the past 12 months	0	0

7E	(1)	Number of grievances filed by staff in the past 12 months	0	
	divided by	Number of full-time equivalent staff positions in the past 12 months.	30	0
	(2)	Number of staff grievances decided in favor of staff in the past 12 months	0	
	divided by	Total number of staff grievances in the past 12 months	0	0
	(3)	Total number of years of staff members' experience in the field as of the end of the last calendar year	184	
	divided by	Number of staff at the end of the last calendar year (e.g. Average number of years experience)	24	7.667
	(4)	Number of staff termination or demotion hearings in which the facility decision was upheld in the past 12 months	0	
	divided by	Number of staff termination or demotion hearings requested in the past 12 months	0	0
7F	(1)	Total number of hours of volunteer service delivered by members of the community in the past 12 months	34	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0.330
	(2)	Total number of individual community members who provided voluntary service in the past 12 months	3	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0.029
	(3)	Total number of complaints filed by media regarding access to information in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(4)	Total number of positive statements made by media regarding the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(5)	Total number of complaints from the community in the past 12 months	0	



	divided by	Average Daily Offender Population for the Past 12 Months	103	0
	(6)	Total number of hours of community service work delivered by offenders in the past 12 months	4,515	
	divided by	Average Daily Offender Population for the Past 12 Months	103	43.835

<b>Facility Name: TRCC      CYCLE 3      Date: 4-1-2021 to 3-31-2022</b>				
<b>Standard</b>	<b>Outcome Measure</b>	<b>Numerator / Denominator</b>	<b>Value</b>	<b>Calculated O.M</b>
1A	(1)	Number of worker compensation claims filed for injuries that resulted from the physical environment in the past 12 months	3	
	divided by	Average number of Full-Time Equivalent staff positions during the past 12 months	26	0.115
	(2)	Number of illnesses requiring medical attention as a result of the physical environment of the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the past 12 months	99	0
	(3)	Number of physical injuries or emotional trauma requiring treatment as a result of the physical environment of the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(4)	Number of sanitation or health code violations identified by external agencies in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
1B	(1)	Number of accidents resulting in property damage in the past 12 months	0	
	divided by	total number of miles driven in the past 12 months unless otherwise noted	173	0
	(2)	Number of accidents resulting in injuries requiring medical treatment for any party in the past 12 months	0	

	divided by	Total number of miles driven in the past 12 months unless otherwise noted.	173	0
	(3)	Amount (\$) of damage from vehicle accidents in the past 12 months.	0	
	divided by	Total number of miles driven in the past 12 months unless otherwise noted.	173	0
1C	(1)	Number of emergencies, caused by forces external to the facility, that result in property damage in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0
	(2)	Number of injuries, caused by forces external to the facility, requiring medical attention that results from emergencies in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0
	(3)	Number of times that normal facility operations were suspended due to emergencies caused by forces external to the facility in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0
	(4)	Number of hours that facility operations were suspended due to emergencies caused by forces external to the facility in the past 12 months	0	
	divided by	Number of emergencies caused by forces external to the facility.	0	0
	(5)	Number of emergencies that were not caused by forces external to the facility that resulted in property damage in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0
	(6)	Number of injuries requiring medical attention that result from emergencies that were not caused by forces external to the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0

	(7)	Number of times that normal facility operations were suspended due to emergencies that were not caused by forces external to the facility in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0
	(8)	Number of hours that facility operations were suspended due to emergencies that were not caused by forces external to the facility in the past 12 months.	0	
	divided by	Number of emergencies.	0	0
	(9)	Number of injuries requiring medical treatment resulting from fires in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(10)	Number of fires that resulted in property damage in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0
	(11)	Amount (\$) of property damage from fire in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0
	(12)	Number of code violations cited in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0
	(13)	Number of incidents involving toxic or caustic materials in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0
	(14)	Number of incidents of inventory discrepancies during the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0

2A	(1)	Number of incidents in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0
	(2)	Number of physical injuries or emotional trauma requiring treatment as a result of the incidents in the past 12 months.	1	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0.010
	(3)	Number of unauthorized offender absences from the facility in the past 12 months	2	<b>2021-08-002</b> <b>2021-10-002</b>
	divided by	Average Daily Offender Population for the Past 12 Months	99	0.020
	(4)	Number of times facility did not report offender absence to the responsible jurisdiction within the established time.	0	
	divided by	Number of unauthorized offender absences	2	0
	(5)	Number of instances of unauthorized access to the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0
2B	(1)	Number of instances in which force was used in the past 12 months.	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0
	(2)	Number of times that staff uses of force was found to have been inappropriate in the past 12 months.	0	
	divided by	number of instances in which force was used	0	0
	(3)	Number of offender grievances filed alleging inappropriate use of force in the past 12 months	0	

	divided by	Average Daily Offender Population for the Past 12 Months.	99	0
	(4)	Number of grievances alleging inappropriate use of force decided in favor of offender in the past 12 months.	0	
	divided by	number of grievances alleging inappropriate use of force filed	0	0
	(5)	Number of injuries requiring medical treatment resulting from staff use of force in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0
2C	(1)	Number of incidents involving contraband in the past 12 months	21	
	divided by	Average Daily Offender Population for the Past 12 Months.	99	0.212
	(2)	Number of weapons found in the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(3)	Number of controlled substances found in the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
2D	(1)	Number of incidents involving keys in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(2)	Number of incidents involving tools in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
3A	(1)	Number of rule violations in the past 12 months	66	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0.667

	(2)	Number of offenders terminated from the facility due to rule violations in the past 12 months	40	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0.404
4A	(1)	Number of documented offender illnesses attributed food service operations in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(2)	Number of offender grievances about food service decided in favor of the offender the past 12 months	0	
	divided by	Number of offender grievances about food service in the past 12 months.	0	0
	(3)	Number of violations cited by independent authorities for food service sanitation in the past 12 months	0	
4B	(1)	Offender grievances regarding offender access to personal hygiene decided in favor of the offender in the past 12 months	0	
	divided by	Number of offender grievances about access to personal hygiene in the past 12 months	0	0
4C	(1)	Number of suicide attempts in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(2)	Number of offender suicides in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(3)	Number of offender grievances regarding access to health care in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(4)	Number of offender health care access complaints that are found to have merit in the past 12 months	0	
	divided by	Number of offender grievances regarding access to health care in the past 12 months	0	0

	(5)	Number of court suits filed against the facility challenging access to health care in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(6)	Number of health care access court cases decided against the facility in the past 12 months	0	
	divided by	Number of court suits filed against the facility challenging access to health care in the past 12 months	0	0
5A	(1)	Number of offenders who are employed upon release in the past 12 months	1	
	divided by	Number of offenders released in the past 12 months	35	0.029
	(2)	Number of offenders who move into permanent housing upon release in the past 12 months	4	
	divided by	Number of offenders released in the 12 months	35	0.114
	(3)	Number of offender substance abuse tests for which the results were positive in the past 12 mos.	7	
	divided by	Number of tests administered in the past 12 months	291	0.024
	(4)	Total number of offenders who successfully completed the program in the past 12 months	19	
	divided by	Number of offenders who left the program in the past 12 months	35	0.543
	(5)	Number of offenders who showed improvement as measured by the objective assessment instrument prior to release in the past 12 months	35	
	divided by	Number of offenders released in the past 12 months	35	1
	(6)	Number of offenders who were arrested while in residence in the past 12 months	0	
	divided by	Daily Offender Population for the Past 12 Months	99	0

6A	(1)	Total number of offender grievances in the past 12 months, regarding: (a) access to court; (b) mail or correspondence; (c) sexual harassment; (d) discipline; (e) discrimination; (f) protection from harm	1	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0.010
	(2)	Number of offender grievance (see a through e above) decided in favor of offenders in the past 12 months	0	
	divided by	Total number of grievances filed in the past 12 months	34	0
	(3)	Total number of offender court suits alleging violation of offender rights filed against the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(4)	Number of offender court suits alleging violation of offender rights decided in favor of offenders in the past 12 months	0	
	divided by	Total number of offender suits filed in the past 12 months	0	0
6B	(1)	Number of offender grievances regarding discrimination in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(2)	Number of offender grievances regarding discrimination resolved in favor of offenders in the past 12 months	0	
	divided by	Total number of offender grievances filed regarding discrimination in the past 12 months	0	0
	(3)	Number of grievances resolved in favor of offenders in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(4)	Number of grievances resolved in favor of offenders in the past 12 months	0	



	divided by	Total number of grievances filed in the past 12 months	34	0
6C	(1)	Number of disciplinary incidents resolved informally in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(2)	Number of formal offender disciplinary decisions that were appealed in the past 12 months	0	
	divided by	Total number of disciplinary decisions made in the past 12 months	41	0
	(3)	Number of appealed disciplinary decisions decided in favor of the offender in the past 12 months	0	
	divided by	Total number of disciplinary decisions made in the past 12 months	41	0
	(4)	Number grievances filed by offenders challenging disciplinary procedures in the past 12 months	1	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0.010
	(5)	Number of disciplinary-related grievances resolved in favor of the offender in the past 12 months	0	
	divided by	Total number of disciplinary-related grievances filed in the past 12 months	1	0
	(6)	Number of court suits filed against the facility regarding discipline in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(7)	Number of court cases regarding discipline decided against the facility in the past 12 months	0	
	divided by	Total number of court decisions regarding discipline decided in the past 12 months	0	0
	(8)	Number of rule violations in the past 12 months	66	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0.667
	(9)	Number of offenders terminated from the facility due to rule violations in the past 12 months	40	

	divided by	Average Daily Offender Population for the Past 12 Months	99	0.404
6D	(1)	Number of offenders released in the past 12 months who made regular payments toward their restitution obligations	0	
	divided by	Number of offenders who had restitution obligations in the past 12 months	1	0
	(2)	Number of offenders who satisfy their court cost/fines obligations in the past 12 months	0	
	divided by	Number of offenders who had court cost/fine obligations in the past 12 months	3	0
	(3)	Total amount of restitution paid by offenders in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(4)	Total number of hours of community service donated by offenders in the past 12 months	1,678	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(5)	Total number of offenders who participated in restitution in the past 12 months	0	
	divided by	Total number of offenders housed in the past 12 months	143	0
	(6)	Total number of offenders who participated in community service work in the past 12 months	83	
	divided by	Total number of offenders housed in the past 12 months	143	0.580
	(7)	Total number of offenders who participated in victim awareness programs in the past 12 months	0	
	divided by	Total number of offenders housed in the past 12 months	143	0
	(8)	Total amount of restitution paid by offenders in the past 12 months	0	
	divided by	Total number of offenders housed in the past 12 months	143	0

	(9)	Total number of hours delivered by offenders who participated in community service work in the past 12 months	1,678	
	divided by	Total number of offenders housed in the past 12 months	143	11.734
7A		None		
7B	(1)	Total number of years of staff members' education as of the end of the last calendar year	312	
	divided by	Number of staff at the end of the last calendar year	24	13
	(2)	Number of staff who left employment for any reason in the past 12 months	17	
	divided by	Number of full-time equivalent staff positions in the past 12 months	31	0.548
	(3)	Total number of credit hours in course relevant to their facility responsibilities earned by staff participating in higher education in the past 12 months	0	
	divided by	Number of full-time equivalent staff positions in the past 12 months	31	0
	(4)	Number of professional development events attended by staff in the past 12 months	20	
	divided by	Number of full-time equivalent staff positions in the past 12 months	31	0.645
7C	(1)	Number of incidents in which staff were found to have acted in violation of facility policy in the past 12 months	6	
	divided by	Number of full-time equivalent staff positions in the past 12 months	31	0.194
	(2)	Number of staff terminated for conduct violations in the past 12 months	3	
	divided by	Number of full-time equivalent staff positions in the past 12 months	31	0.097
	(3)	Number of offender grievances attributed to improper staff conduct which were upheld in the past 12 months	0	

	divided by	Number of offenders grievances alleging improper staff conduct filed in the past 12 months	0	0
	(4)	Number of offender grievances attributed to improper staff conduct which were upheld in the past 12 months	0	
	divided by	Average Daily Population for the past 12 months	99	0
	(5)	Where staff are tested, the number of staff substance abuse tests failed in the past 12 months	0	
	divided by	Number of staff substance abuse tests administered in the past 12 months	35	0
7D	(1)	Net amount of budget shortfalls or surplus at the end of the last fiscal year (budget less expenditures)	0	
	divided by	Budget for the past 12 months	610,000	0
	(2)	Number of material audit findings by an independent financial auditor at the conclusion of the last audit	0	
	(3)	Number of grievances filed by offenders regarding their records or property in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(4)	Number of offender grievances (records/property) decided in favor of offenders in the past 12 months	0	
	divided by	Total number of offender grievances (records/property) in the past 12 months	0	0
	(5)	Number of objectives achieved in the past 12 months	4	
	divided by	Number of objectives for the past 12 months	4	1
	(6)	Number of program changes made in the past 12 months	0	
	divided by	Number of program changes recommended in the past 12 months	0	0
7E	(1)	Number of grievances filed by staff in the past 12 months	0	

	divided by	Number of full-time equivalent staff positions in the past 12 months.	31	0
	(2)	Number of staff grievances decided in favor of staff in the past 12 months	0	
	divided by	Total number of staff grievances in the past 12 months	31	0
	(3)	Total number of years of staff members' experience in the field as of the end of the last calendar year	198	
	divided by	Number of staff at the end of the last calendar year (e.g. Average number of years experience)	24	8.25
	(4)	Number of staff termination or demotion hearings in which the facility decision was upheld in the past 12 months	0	
	divided by	Number of staff termination or demotion hearings requested in the past 12 months	0	0
7F	(1)	Total number of hours of volunteer service delivered by members of the community in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(2)	Total number of individual community members who provided voluntary service in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(3)	Total number of complaints filed by media regarding access to information in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(4)	Total number of positive statements made by media regarding the facility in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0
	(5)	Total number of complaints from the community in the past 12 months	0	
	divided by	Average Daily Offender Population for the Past 12 Months	99	0

	(6)	Total number of hours of community service work delivered by offenders in the past 12 months	1,678	
	divided by	Average Daily Offender Population for the Past 12 Months	99	16.949