

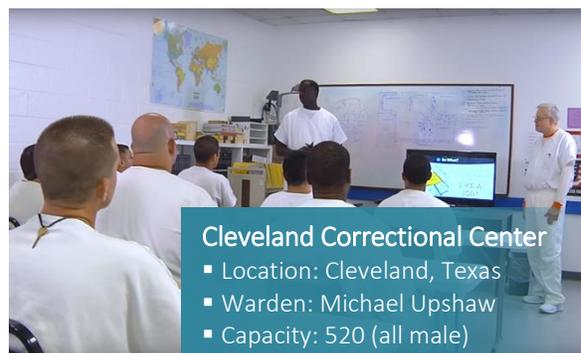
# The MTC Difference

CLEVELAND AND LOCKHART CORRECTIONAL FACILITIES—SEPTEMBER 2015 THROUGH AUGUST 2017

At midnight on September 1, 2015, MTC assumed operations of the Lockhart and Cleveland correctional facilities in Texas. MTC made a measurable positive impact on each facility during the first two years by investing in improvements to the conditions of the facilities, expanding and improving programs offered, and improving facility culture. On September 1, 2017, MTC celebrated its two-year anniversary as the operator of the Cleveland and Lockhart facilities.

MTC believes that with the right opportunities, incarcerated men and women can make the necessary changes in their lives to successfully return to their homes and families and stay out of prison. The opportunities provided to the incarcerated men and women at Cleveland and Lockhart during MTC's first two years include:

- **The opportunity to serve time in a safe and secure environment**  
During the first two years of MTC operation there were no escapes, homicides, suicides, attempted suicides, disruptive events, inmate on staff assaults, or major contraband finds at either Cleveland or Lockhart.<sup>1</sup>
- **Opportunities to earn industry-recognized certifications and prepare for successful reentry**  
Cleveland launched new vocational programs in electrical and painting and facility care, which are certified by the National Center for Construction & Education Research (NCCER). Lockhart added printing and imaging and culinary arts programs to the facility's vocational offerings. As a result, 279 incarcerated men and women earned industry-recognized certifications that will give them a head-start once they are released.<sup>2</sup>
- **Additional opportunities to participate in life-changing programming**  
For 2018, MTC has set a goal for each incarcerated man and woman to spend an average of 20 hours per week in programming. Cleveland and Lockhart are well on their way to achieving this goal:
  - Men incarcerated at Cleveland increased the amount of hours they spend in programming by 23 percent from 14 hours per week the first year to 17 hours per week the second year. The Cleveland facility is on track to average 20 hours per week in 2018.
  - Women incarcerated at Lockhart were engaged in an average of 21 hours per week of programming, increasing to an average of 23 hours per week the second year.<sup>3</sup>
- **Opportunities to engage in positive ways with staff and volunteers**  
Between the two facilities, MTC provided 1.6 million hours of programming from September 2015 through August 2017. This includes 713,848 of hours not required by contract.<sup>4</sup>



Every MTC-operated correctional facility uses a similar approach in providing better opportunities for incarcerated men and women. The key components of the MTC approach include:

- A BIONIC (believe it or not, I care) culture at each facility that fosters respectful interactions
- Success for Life®—an operational philosophy emphasizing effective programming and positive changes in the lives of incarcerated men and women
- Partnerships with volunteers and the community to prepare incarcerated men and women to successfully return to their communities

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## BIONIC—BELIEVE IT OR NOT, I CARE

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MTC has a unique history among companies providing correctional services. The family-run company began as a provider of federal Job Corps programs—residential education and career technical training programs for at-risk youth facing significant barriers to employment. MTC has brought that passion for improving people’s lives through education and training to another at-risk population: incarcerated men and women.

MTC’s approach to improving the lives of people facing difficult challenges is embodied by the company’s philosophy—Believe it or not, I care (BIONIC). BIONIC is the belief and attitude among all MTC leaders, staff, and incarcerated men and women that people can change and improve the quality of their lives. Since taking over operations of the Cleveland and Lockhart Correctional facilities, MTC has demonstrated the BIONIC approach through transformational leadership, clean and well-maintained facilities, treating incarcerated men and women with respect, and improving the safety and security of the facility.

### Transformational leadership has improved staff communication, culture, and teamwork

MTC’s BIONIC approach to corrections depends on strong leadership to engage, motivate, and inspire employees. Annual employment engagement surveys at both Cleveland and Lockhart demonstrate that staff have a lot of confidence in their leaders, are motivated by the example of their leaders, and believe that their leaders hold them accountable for improving the facility and making an impact in the lives of those in their custody. Figure 1 provides examples from employee engagement surveys of how the staff at Cleveland and Lockhart view their leaders.

Figure 1. Employee statements on leadership from MTC employee engagement surveys, 2016 to 2017

Cleveland Correctional Center	Lockhart Correctional Facility
<ul style="list-style-type: none"> <li>• “(The warden) is always involved in every aspect of the facility, it’s employees, offenders and community and reminds us each and every day to be BIONIC.”</li> <li>• “(The) first major strength at our facility is having an active, helpful, respectful, hands-on warden.”</li> <li>• “We have a very well experienced warden that has the ability to make the necessary changes needed to better this facility”</li> <li>• “I believe our warden is one of our major strengths. MTC is a better company.”</li> </ul>	<ul style="list-style-type: none"> <li>• “A strength Lockhart Correctional Facility (has) is a strong vision on rehabilitating the offenders and decreasing the recidivism rate.</li> <li>• “One of the strengths (is) the major and warden working together to get this place back on track.”</li> <li>• “The warden (is) visible in the facility and the supervisor(s) lead by example”</li> <li>• “We have a warden with a clear vision.”</li> </ul>

Source. MTC Employee Engagement Surveys, 2016 and 2017

## MTC invested in facility improvements at Cleveland and Lockhart

Part of MTC’s BIONIC approach is creating a positive physical environment for staff and incarcerated men and women. Upon taking over operations, MTC made several improvements to both the Cleveland and Lockhart correctional facilities (see figure 2).

Figure 2. MTC facility improvements to the Cleveland and Lockhart facilities, 2015-2017

Cleveland Correctional Center	Lockhart Correctional Facility
<ul style="list-style-type: none"><li>• Replaced mattresses and bedding</li><li>• Purchased new uniforms for the incarcerated men</li><li>• Replaced old carpet in administrative offices with new flooring</li><li>• Replaced furniture</li></ul>	<ul style="list-style-type: none"><li>• Replaced mattresses, pillows, shoes, nightgowns, and uniforms for the incarcerated women</li><li>• Repaired air conditioning units</li><li>• Replaced most of the office furniture</li><li>• Painted the facility and added murals</li><li>• Replaced kitchen supplies, including ovens and utensils</li></ul>

## Incarcerated men and women have noticed the MTC difference in staff interactions

MTC staff understand that being BIONIC means approaching every interaction with coworkers, incarcerated men and women, and community members with dignity and respect. It also means encouraging and supporting the incarcerated men and women in their care to make positive changes.

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*“The officers here, they speak to you with kindness. They call you by your last name. They say ‘Ms. Barnett’ and they are never rude. They talk to you, they listen, they hear you. So MTC has brought back some self-esteem for me being here with the way they respect us as inmates.”*

*–Toni Barnett, Lockhart Correctional Facility*

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Ricki Miles, who was serving time at Cleveland during MTC’s transition, credits MTC’s BIONIC approach with helping him and the other men make the positive changes necessary to return to their homes, families, and communities.

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*“This is probably the best time I’ve ever done in any institution anywhere. We are treated with the respect as a human being and it’s given us the ability to wash a lot of the prison mentality off of us and prepare ourselves to reenter society.”*

*–Ricki Miles, Cleveland Correctional Center*

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## MTC has maintained safety and security at Cleveland and Lockhart

Incarcerated men and women can’t make positive changes if they aren’t safe and secure. MTC is serious about providing a secure environment for staff and the men and women in custody. During the first two years of operating Cleveland and Lockhart, MTC has had no escapes, homicides, suicides or attempted suicides, disruptive events, or major contraband finds (see figure 4).

Figure 4. Indicators of safety and security at Cleveland and Lockhart, September 2015 – August 2017

Cleveland Correctional Center	Lockhart Correctional Facility
<ul style="list-style-type: none"> <li>• No escapes or unauthorized absences</li> <li>• No inmate-on-inmate assaults with serious injury</li> <li>• No inmate-on-staff assaults</li> <li>• No homicides</li> <li>• No allegations under PREA</li> <li>• No use of restrictive housing</li> <li>• No positive drug tests</li> <li>• No disruptive events</li> <li>• No major contraband finds (illicit substances, weapons, or cell phones)</li> <li>• No planned use of force</li> <li>• No suicides or attempted suicides</li> </ul>	<ul style="list-style-type: none"> <li>• No escapes or unauthorized absences</li> <li>• No inmate on staff assaults</li> <li>• No substantiated allegations under PREA</li> <li>• No major contraband finds (illicit substances, weapons, or cell phones)</li> <li>• No use of force</li> <li>• No homicides</li> <li>• No suicides or attempted suicides</li> <li>• No positive drug tests</li> <li>• No disruptive events</li> <li>• No use of restrictive housing</li> </ul>

Source. MTC Monthly Performance Management Reports, 09/01/2015 – 08/31/2017

## SUCCESS FOR LIFE®—PREPARING INCARCERATED MEN AND WOMEN FOR REENTRY



As part of its BIONIC culture, MTC uses an approach to rehabilitation called Success for Life®. With Success for Life®, MTC facilities achieve goals in three key areas: 1) staff efficiency, 2) engagement with incarcerated men and women, and 3) program effectiveness. This means that staff are expected to maximize the time spent in direct, meaningful engagement with incarcerated men and women; incarcerated men and women are

expected to maximize the time they spend in positive activities and programming; and the programs and activities offered are designed to address the needs of participants and reduce the likelihood of recidivism.

### Improvements in staff efficiency: Increasing positive interactions with offenders

Positive interactions with staff have been shown to motivate incarcerated people to participate in rehabilitative programs and promote positive behavioral changes.<sup>5</sup> Through Success for Life®, staff at Cleveland and Lockhart facilities continue to increase the amount of time they spend in positive interactions with the incarcerated men and women in their care (see figure 5).

Figure 5. Percent of program staff time spent in direct interaction with incarcerated men and women

	Year One 09/2015 – 08/2016	Year Two 09/2016 – 08/2017
<b>Cleveland</b>	60%	76%
<b>Lockhart</b>	77%	90%

Source. MTC Monthly Performance Management Reports, 09/01/2015 through 08/31/2017

### Improvements in program engagement: Increasing time spent in meaningful programs

Incarcerated men and women who participate in meaningful programs, classes, and activities are less likely to be engaged in disruptive behavior in prison and more likely to successfully reenter society upon

release from prison.<sup>6</sup> MTC staff have made continuous efforts at Cleveland and Lockhart to encourage incarcerated men and women to participate in life-improving programs (see figure 6.)

Figure 6. Engagement hours, per incarcerated person, per week at Cleveland and Lockhart

	Year One 09/2015 – 08/2016	Year Two 09/2016 – 08/2017
<b>Cleveland</b>	14	17
<b>Lockhart</b>	21	23

Source. MTC Monthly Performance Management Reports, 09/01/2015 through 08/31/2017

### Improvements in program effectiveness: Enhancing programs to reduce recidivism

A critical component of Success for Life<sup>®</sup> is offering incarcerated men and women the programs and opportunities they need to improve their chances of success after prison. A lack of education, vocational skills training, and steady work experience affects peoples’ ability to find meaningful employment after prison, putting them at greater risk of reoffending.<sup>7</sup> MTC is addressing this important issue at Cleveland and Lockhart by implementing and enhancing participation in programs that give participants the chance to earn a GED, learn valuable life skills, and earn industry-recognized credentials in high-demand occupations.

MTC added new vocational programs at Cleveland and Lockhart that give participants the chance to earn industry-recognized credentials in high-wage fields. At Cleveland, MTC implemented two programs through the National Center for Construction Education and Research (NCCER): electrical and painting and facility care. The programs really took off in the second year. After a combined 17 certification awards the first year, there were 42 in the second year: 26 for electrical and 16 for painting and facility care.

At Lockhart Correctional Facility, MTC added printing and imaging and culinary arts programs and enhanced participation in business information and Open Office computer applications programs. Vocational certificates awarded in MTC’s second year at Lockhart more than tripled from 50 to 153—providing these women a head start in finding meaningful employment after prison.

Figure 7. Educational, vocational, and life skills certificates awarded at Cleveland and Lockhart

	Year One 09/2015 – 08/2016	Year Two 09/2016 – 08/2017
<b>Cleveland</b>		
<i>Educational</i> (GED)	0	15
<i>Vocational</i> (Microsoft Office, NCCER Electrical, NCCER painting & facilities)	34	42
<i>Life Skills</i> (pre-release, parenting, anger management, financial management)	85	65
<b>Lockhart</b>		
<i>Educational</i> (Adult Basic Education, GED)	39	42
<i>Vocational</i> (Business information mgmt., culinary arts, Open Office applications, printing & imaging)	50	153
<i>Life Skills</i> (pre-release, parenting, anger management, financial management)	716	826

Source. MTC Offender Data System, Certificate Counts, September 1, 2015 through August 31, 2017

During MTC’s second year operating Cleveland and Lockhart, there were increases at both facilities in the number of educational, life skills, and vocational certificates awarded (see figure 7). Attainment of

these skills and credentials will improve these incarcerated men and women’s chances of successfully returning home after prison and decreasing the likelihood that they will end up back in prison.

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## PARTNERSHIPS WITH VOLUNTEERS AND THE COMMUNITY

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MTC understands the important roles that volunteers and the community have in preparing incarcerated men and women for successful lives after prison. Since assuming operations of the Cleveland and Lockhart facilities, MTC has established community relations councils (CRCs) at each facility comprised of community leaders and city officials. Facility leaders and CRC members meet regularly to share positive updates, address concerns, and collaborate on issues important to the community. MTC opens its doors to the community and invites the community to see firsthand how the facilities operate. Here are a few testimonials from CRC members:

- In the spring of 2017, participants in Lockhart Correctional Facility’s culinary arts program provided finger foods and tortillas to the city’s annual art walk. Lockhart Mayor Lew White expressed gratitude to the warden in a letter, writing that the prison’s “willingness to coordinate the cooking of all the food for the event was a great asset to the event overall.”
- CRC member and Cleveland, Texas Mayor, Niki Coates, has spoken highly of MTC and the leadership at Cleveland Correctional Center. “The (Cleveland Correctional Center) warden has a desire, he has passion for the inmates and what they do when they leave here. They’re learning a lot. They leave here a lot better than when they come in through their programs. The track record is there for people to see.”

Figure 8. Community Relations Council Members at Cleveland and Lockhart

Cleveland Correctional Center	Lockhart Correctional Facility
<ul style="list-style-type: none"> <li>• Niki Coats—Mayor, City of Cleveland</li> <li>• Darrel Broussard—Chief of Police, City of Cleveland</li> <li>• Bobby Radar—Sheriff, Liberty County</li> <li>• Kelly McDonald—City Manager, City of Cleveland</li> <li>• Sean Anderson—Fire Chief, City of Cleveland</li> <li>• Darrell Myers—Superintendent, Cleveland Independent School District</li> <li>• Robert Reynolds—Member, Industrial Board</li> <li>• Vanesa Brashier—Editor, Cleveland Advocate</li> <li>• Jim Carson—VP/COO, Chamber of Commerce</li> <li>• Alfred Anderson—Director, Chamber of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Lew White—Mayor, City of Lockhart</li> <li>• Ken Schawe—Judge, Caldwell County</li> <li>• Rob Tobias—Director, Lockhart Economic Development</li> <li>• Fermin Islas—Local Official</li> <li>• John Roescher— Captain, Lockhart Police Department</li> <li>• Joseph Gorman—Fire Chief, Lockhart Fire Department</li> <li>• Jody King—Caldwell County Habitat for Humanity</li> <li>• Larry Ramirez—Lockhart Evening Lions Club</li> <li>• Ken Doran—Lockhart Kiwanis Club</li> <li>• Nick Dornak—Keep Lockhart Beautiful Program</li> <li>• Anna Wagner—City of Lockhart Master Gardeners</li> </ul>

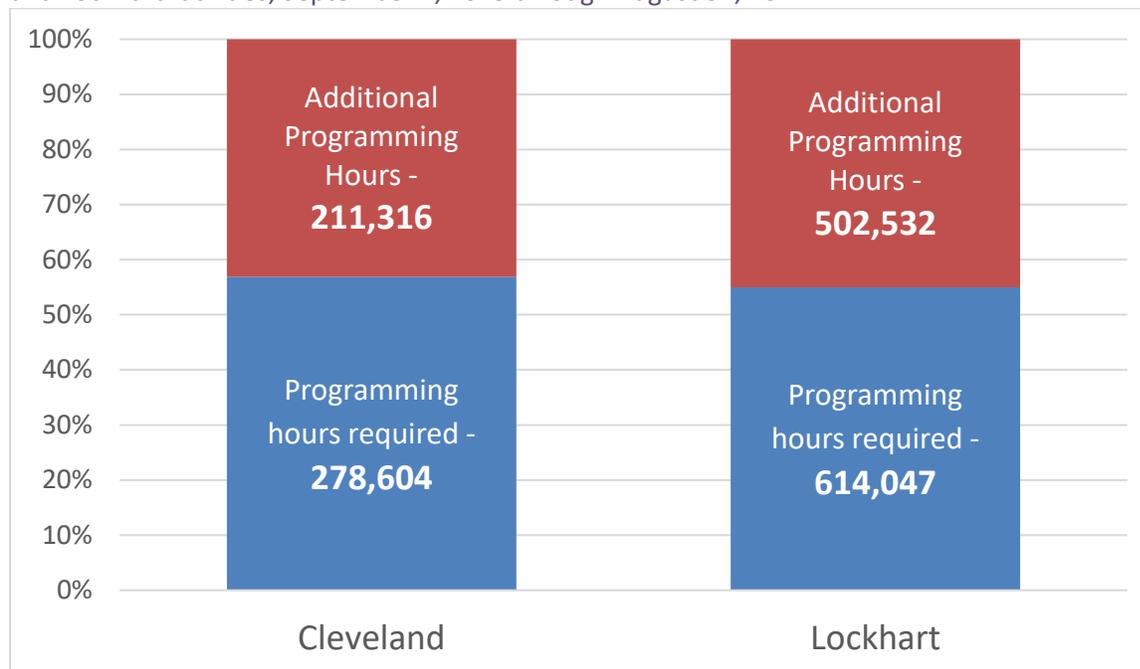
### MTC goes above and beyond in offering programming to incarcerated men and women

*Cleveland and Lockhart offered a combined 80 percent more programming hours than required*  
MTC provides incarcerated men and women at the Cleveland and Lockhart facilities with several additional programs, activities, and opportunities to improve their lives, far beyond what is required and reimbursed by the contract. From September 1, 2015 through August 31, 2017 MTC provided an additional 211,316 hours of programming at Cleveland and 502,532 hours at Lockhart, beyond what was

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required by the contract (see figure 9). Between the two facilities, MTC provided an additional 713,848 hours of programming—80 percent above and beyond what is contracted.

Figure 9. Comparison of program hours required by contract with those beyond the contract, Cleveland and Lockhart facilities, September 1, 2015 through August 31, 2017



Source. MTC Offender Data System, S4L Engaged Hours Totals by Site, 09/01/2015 – 08/31/2017

MTC could not make these additional programs and activities possible without strong partnerships with dedicated volunteer groups. Volunteers support allows the men and women incarcerated at Cleveland and Lockhart the chance to participate in positive activities like education, sports, choir, religious services, meditation, sobriety support groups, arts and crafts and much more. Some of the most successful examples of these invaluable partnerships include:

- **Healing Trauma**—In 2017, Lockhart formed a partnership with Austin-based nonprofit Truth Be Told to provide a program called Healing Trauma, an evidence-based program proven to reduce trauma symptoms and rates of depression among incarcerated women.
- **A Day with My Dad**—Cleveland frequently partners with local faith-based organizations to organize special events for the men incarcerated at the facility. One such event was the facility's first ever Day with My Dad—a full-day event that brought incarcerated fathers and their children together for quality bonding, healing, and reconciliation.

Volunteers at MTC correctional facilities know they are partnering with corrections leaders and staff who share their values and their commitment to making positive changes in the lives of incarcerated men and women.



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*"I'm fortunate to volunteer in a prison that more closely models the shift I'd like to see. The warden is big on programs, and he promotes a culture in which everybody on the unit — staff, correctional officers and inmates — must treat each other with dignity and respect."*

*—Katie F., volunteer, Lockhart Correctional Facility*

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<sup>1</sup> MTC Offender Data System, Performance Management Report, 09/01/2015 – 08/31/2017

<sup>2</sup> MTC Offender Data System, Certificate Counts, 09/01/2015 – 08/31/2017

<sup>3</sup> MTC Offender Data System, Performance Management Report, 09/01/2015 – 08/31/2017

<sup>4</sup> MTC Offender Data System, S4L Engaged Hours Totals by Site, 09/01/2015 – 08/31/2017

<sup>5</sup> Urban Institute. (January 2016). *Transforming Prisons, Restoring Lives: Final Recommendations of the Charles Colson Task Force on Federal Corrections* (pp. 36-37). Retrieved from <http://www.urban.org/sites/default/files/publication/77101/2000589-Transforming-Prisons-Restoring-Lives.pdf>

<sup>6</sup> The Correctional Association of New York. (January 2009). *Education from the Inside, Out: The Multiple Benefits of College Programs in Prison*. Retrieved from [http://www.correctionalassociation.org/wp-content/uploads/2012/05/Higher\\_Education\\_Full\\_Report\\_2009.pdf](http://www.correctionalassociation.org/wp-content/uploads/2012/05/Higher_Education_Full_Report_2009.pdf)

<sup>7</sup> Davis, Lois M., Robert Bozick, Jennifer L. Steele, Jessica Saunders and Jeremy N. V. Miles. (2013). *Evaluating the Effectiveness of Correctional Education: A Meta-Analysis of Programs That Provide Education to Incarcerated Adults* (p. 3). Santa Monica, CA: RAND Corporation. Retrieved from [http://www.rand.org/pubs/research\\_reports/RR266.html](http://www.rand.org/pubs/research_reports/RR266.html)