At midnight on September 1, 2015, MTC assumed operations of the Lockhart and Cleveland correctional facilities in Texas. One year after taking over these contracts, MTC has made a measurable positive impact on the facilities, the programs offered, and the quality of operations. Most importantly, MTC’s BIONIC approach to corrections is better preparing offenders to successfully return to their communities.

Cleveland Correctional Center

The Cleveland Correctional Center is a 520-bed facility for male offenders located just northeast of Houston, Texas. The facility provides many educational, vocational, and life skills programs to prepare offenders for successful reentry. Cleveland is one of just two sites for the Prison Entrepreneurship Program (PEP) in Texas, a mentorship and career skills program that is highly successful at reducing recidivism.

Facility Improvements

MTC has made several enhancements to the facility since taking over that have improved the environment for both staff and offenders. These include:

- Purchased new mattresses for inmates
- Purchased new uniforms
- Replaced carpet with new flooring in administrative offices (figure 1)

Programming Improvements

MTC has implemented two new vocational programs for inmates. These programs—electrical and painting and facility care—use the National Center for Construction Education and Research (NCCER) curriculum. The addition of these two programs led to a doubling in the average daily vocational enrollments—from 42 during the year before MTC took over to 84 during the first year after. The offenders that graduated from these programs will enter the job market with certificates in occupations that are in high demand in the Houston area (see figure 2).

During MTC’s first year of operation, 85 life skills certificates and 35 vocational certificates were issued to help prepare offenders for successful reentry.
Impressive Audit Results

Just one year after MTC took over the facility, Cleveland aced its first ACA audit, with a score of 100% on all mandatory and non-mandatory standards.

Cleveland has also performed well in audits by the Texas Department of Criminal Justice (TDCJ). In May, a team comprised of representatives from three different TDCJ facilities conducted a Security Review of the facility. The review team commented that “the Unit (Cleveland) was very clean and offered distinctive features we all wanted to bring to our own Units.” There has not been a use of force incident since MTC took over the facility.

Impact on Staff and Offenders

MTC’s BIONIC philosophy has made an impact on the relationship among staff and offenders. During an MTC security audit, it was observed that “offender concerns were routinely addressed by staff and security staff were constantly observed interacting with the population.”

Offenders interviewed have felt the difference since MTC took over. Ricki Miles has served time in other institutions and has seen other operator transitions. “This is probably the best time I’ve ever done in any institution anywhere,” said Miles. “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.” Miles also added that he didn’t feel like there was a single staff member he could not approach about an issue and Cleveland’s grievance data shows that’s true. There were just 137 grievances filed during MTC’s first year and 100% of those were resolved.

Cleveland staff have also experienced the MTC difference. One staff member interviewed says she has had more growth opportunities during the first year with MTC than during all her 7 years with her previous employer. Cleveland received a score of 3.78 in the most recent employee engagement survey, higher than the MTC Corrections average of 3.73. The highest rating was in response to, I feel we have an effective warden.

Impact on Community

During the first year of MTC operation, Cleveland coordinated and implemented a community relations council. The following council meets at the facility quarterly:

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Annual Average Employment 2014</th>
<th>Annual Average Employment 2024</th>
<th>Percent Growth 2014 to 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricians</td>
<td>18,450</td>
<td>24,130</td>
<td>30.8%</td>
</tr>
<tr>
<td>Painters, Construction &amp; Maintenance</td>
<td>11,050</td>
<td>13,720</td>
<td>24.2%</td>
</tr>
</tbody>
</table>

Source: Gulf Coast Workforce Development Area Long-Term Occupation Projections, 2014-2024
Lockhart Correctional Facility

Lockhart is a 1,000-bed, all-female facility located south of Austin, Texas. One of the facility’s unique programs is the Prison Industry Enhancement (PIE) Program. The facility partners with Henderson Controls, Inc. and OnShore Resources to provide employment to offenders paying between $7.78 and $9.78 an hour.

Facility Improvements

MTC staff involved in the transition at Lockhart describe a facility that was poorly maintained (see figure 3). MTC made many improvements to the facility, such as:

- Replaced mattresses, pillows, shoes, nightgowns, and uniforms
- Replaced most of the office furniture
- Painted the facility and added murals
- Replaced kitchen supplies, including ovens and utensils

Programming Improvements

Lockhart offers offenders a wide array of educational, vocational, life skills, and recreational activities and programs. Among the enhanced programming options are two new vocational courses: culinary arts and printing and imaging. Since MTC took over the facility, there has been an increase in certificates awarded in every category (see figure 4). Participation in and completion of these programs will improve offenders’ chances of successful reentry.
Figure 4. Comparison of Certificate Completions at Lockhart, 2015 and 2016

<table>
<thead>
<tr>
<th></th>
<th>GEDs</th>
<th>Vocational Certificates</th>
<th>Life Skills Certificates</th>
</tr>
</thead>
<tbody>
<tr>
<td>January to June 2015</td>
<td>0</td>
<td>13</td>
<td>95</td>
</tr>
<tr>
<td>January to June 2016</td>
<td>37</td>
<td>27</td>
<td>434</td>
</tr>
</tbody>
</table>

Source: 2015 certificate data taken from ASCA indicators reported by the previous operator and obtained from Lockhart staff during the transition. 2016 certificate data is taken from MTC’s Offender Data System.

Impressive Audit Results

Lockhart completed its first ACA audit with an overall score of 99.5%. The lead auditor was very impressed with the positive impact MTC staff have made on the inmates, stating that “in all my years of auditing facilities, I have never been to one with such high offender morale.” There has not been a use of force incident since MTC took over the facility.

MTC Impact on Staff and Offenders

The high level of offender morale can be attributed to the attentiveness and responsiveness of Lockhart’s staff and leadership. Staff are highly engaged in their work, scoring a 3.89 on their most recent employee engagement score, much higher than the MTC Corrections average of 3.73. The positive change in the relationship between staff and offenders is evidenced by a significant drop in grievances filed since MTC took over. There were a total of 701 inmate grievances filed from January 2015 (when Lockhart moved to an all-female facility) to June 2015. Under MTC’s operation, there were just 183 grievances filed during the same time period in 2016—a 73.8% reduction.

Further evidence of the improvement in offender morale comes from the inmates and their friends and family. A few months after the transition, MTC received a letter from the friend of one woman serving time at Lockhart. The letter states, “She (the offender) has said since your company took over her facility, everything across the board has simply been better. Better food, better administration, better conditions, cleanliness, etc.”

Impact on Community

During the first year of MTC operation, Lockhart coordinated and implemented a community relations council. The following council meets at the facility quarterly:

- Lew White
  Mayor, City of Lockhart
- Ken Schawe
  Caldwell County Judge
- Sandra Mauldin
  Lockhart Economic Development Director
- Fermin Islas
  Local Official
Sharing the MTC Difference
The success of the transitions at Cleveland and Lockhart demonstrate the difference MTC’s BIONIC approach to corrections makes on facilities, staff, and the offenders in their care. These successes are being documented so that they can be shared with staff, customers, community members, offenders and their families, and elected officials.