

# The MTC Difference

LINDSEY STATE JAIL—SEPTEMBER 2017 THROUGH AUGUST 2018

At midnight on September 1, 2017, MTC assumed operations of the Lindsey State Jail in Texas. MTC has worked closely with the Texas Department of Criminal Justice (TDCJ), facility staff, inmates, and local communities to ensure an orderly and efficient transition. On September 1, 2018, MTC celebrated its one-year anniversary as the operator of the Lindsey facility.

During the first year of operations, MTC has invested in improvements to the conditions of the facility, expanded and improved programs offered, and quickly established a positive facility culture. This report highlights some of the successes at Lindsey during the first year of transition to MTC operations, which include:



- MTC provided a secure environment to staff and incarcerated men
- MTC expanded opportunities to earn industry certifications and prepare for successful reentry
- MTC expanded opportunities to participate in life-changing programming
- MTC expanded opportunities to engage in positive ways with staff

Every MTC-operated correctional facility uses a similar approach in providing better opportunities for incarcerated people. The key components of the MTC approach used at the Lindsey State Jail included:

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

---

## BIONIC—BELIEVE IT OR NOT, I CARE

---

MTC has a unique history among companies providing correctional services. The family-run company began as an operator of federal Job Corps centers—residential education and career technical training schools for at-risk youth facing significant barriers to employment. MTC then took 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 individuals that we can affect positive change in our own lives and the lives of others. Since taking over operations of the Lindsey State Jail, MTC has demonstrated the BIONIC approach by providing transformational leadership, ensuring a clean and well-maintained facility, treating incarcerated men with respect, and operating a safe and secure environment.

## Transformational leadership has set the tone for MTC’s BIONIC culture

MTC’s approach to corrections depends on transformational leaders at each facility to engage, motivate, and inspire both staff and incarcerated individuals to be BIONIC. The leadership at Lindsey inspires staff and incarcerated men to be BIONIC through leading by example.

---

*“Our company prides itself on being a leader in social impact. And the way we do that here at the Lindsey State Jail is the way we interact with the offender population. We talk to them like they’re human beings, we try to provide them with the opportunities and the tools to be successful upon their release.”*

*–Grady Wallace, Warden, Lindsey State Jail*

---

## MTC invested in facility improvements at Lindsey State Jail

Part of MTC’s BIONIC approach is creating a positive physical environment for staff and incarcerated men and women. Upon taking over operations of Lindsey, MTC made several improvements to the facility (see figure 1). These changes have improved the safety and comfort of both the staff and those serving time at the facility. MTC replaced many of the facility’s old kitchen appliances to improve food service for the incarcerated men. MTC also purchased an ice machine to improve the comfort of incarcerated men in the hot Texas weather.

Figure 1. MTC facility improvements at Lindsey State Jail

<ul style="list-style-type: none"><li>• Replaced all mattresses, pillows, and bedding</li><li>• Purchased new clothing for incarcerated men</li><li>• Purchased new video surveillance system</li><li>• Purchased new lawn mowers</li><li>• Purchased new facility vehicles</li><li>• Purchased a new tractor and a new ATV</li><li>• Replaced all tools with MTC-owned tools</li><li>• Replaced facility entrance signage</li><li>• Installed a new commercial dryer in the laundry</li></ul>	<ul style="list-style-type: none"><li>• Installed a new ice machine</li><li>• Replaced kitchen serving equipment, including a hot food server and two heated food cabinets</li><li>• Replaced a tilt skillet in the kitchen</li><li>• Replaced two walk-in cooler doors and one walk-in freezer door</li><li>• Replaced non-contact visitation phones</li><li>• Added coverings to all recreation yards, providing refuge to incarcerated men from the heat</li></ul>
--	---

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

MTC staff understand that being BIONIC means approaching every interaction with coworkers, incarcerated individuals, and community members with dignity and respect. It also means encouraging and supporting those in their care to make positive changes. The attitudes and beliefs of incarcerated individuals are a strong predictor of their likelihood to reoffend once released from prison. For David Perry, who is serving time at Lindsey State Jail, positive interaction with staff have helped him improve his attitude in noticeable ways.

---

*“My family, when I talk to them, they can tell the difference, too, in the attitude adjustment I’ve had since I’ve been here. It’s working out really good.” – David Perry, Lindsey State Jail*

---



## MTC has maintained safety and security at Lindsey State Jail

Incarcerated individuals can't make positive changes if they aren't safe and secure. MTC provides a safe and a secure environment at Lindsey by providing intensive training and oversight to staff, setting clear standards of behavior for staff and incarcerated men, and holding all accountable for adhering to those standards. During the first year of operating Lindsey, MTC had no escapes, no homicides, no suicides and no inmate on staff assaults.<sup>1</sup>

---

*"It's a very safe environment. A very safe environment." – Patrick Wright, Lindsey State Jail*

---



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

As part of its BIONIC culture, MTC uses an approach called Success for Life® – a case management model that prioritizes successful reintegration of each incarcerated individual into their communities upon release. Success for Life® incorporates evidence-based practices from over 40 years of correctional research to remediate the behaviors and outcomes of criminal conduct. MTC's model begins by assessing each individual's risks, needs, and drivers of criminal behavior and creating a Success for Life® plan. Staff work together with the individual to match the plan with specific interventions and to develop improvement goals.

MTC offers a wide range of programs, interventions, and activities to the men incarcerated at Lindsey, all with the purpose of helping them successfully reintegrate into society after prison by:

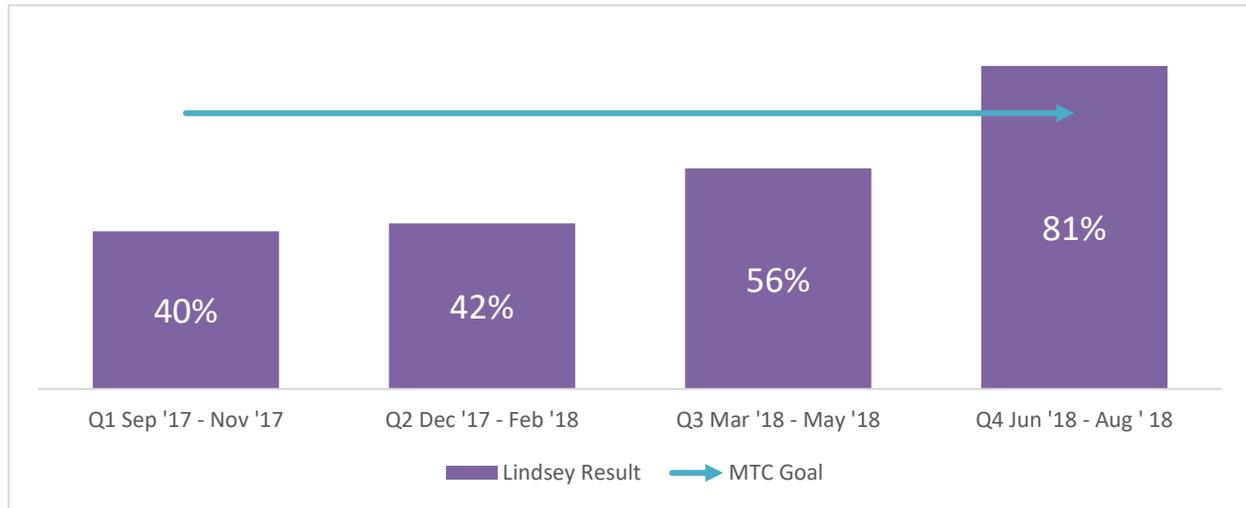
- Addressing cognitive-behavioral needs
- Strengthening positive relationships with family, peers, and community
- Providing educational and vocational opportunities
- Improving emotional regulation skills
- Addressing substance misuse and recovery
- Providing alternative activities, including faith-based and health-promoting activities

All facility leaders and staff are accountable for making the Success for Life® model work. A continuous quality improvement system is in place to measure staff efficiency, engagement with incarcerated men, and program effectiveness. This means that staff are expected to maximize the time spent in direct, meaningful engagement with incarcerated men; incarcerated men are expected to maximize the time they spend in positive activities and programming; and the programs and activities offered are effective in helping them successfully reintegrate into their communities after prison.

### Improvements in staff efficiency: Increasing positive interactions with incarcerated men

Positive interactions with staff have been shown to motivate incarcerated people to participate in rehabilitative programs and promote positive behavioral changes.<sup>2</sup> As part of MTC's Success for Life®, program staff at all MTC correctional facilities are expected to spend at least 70 percent of their time in direct, positive interactions with the incarcerated people in their care. When MTC took over operations of Lindsey, staff adapted quickly to the expectation to maximize time spent in positive interactions with the inmate population. (see figure 2).<sup>3</sup>

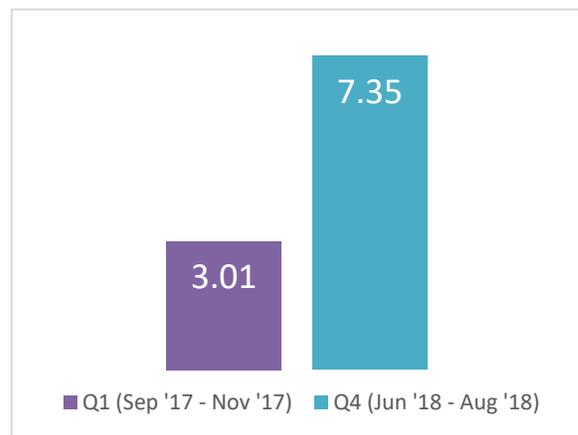
Figure 2. Percent of program staff time spent in interaction with incarcerated men, Lindsey State Jail



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>4</sup> Each individual incarcerated at Lindsey State Jail is screened upon admission to determine their individualized needs for educational, vocational, life skills, and pre-release programs. MTC leaders and staff at Lindsey have developed strategies for increasing the opportunities available for all incarcerated men to participate in a wide range of activities and programs, beyond those required by MTC’s contract. The institution has expanded evening programs, identified additional space to hold activities, and implemented new programs. They have also increased opportunities to participate in tournaments, art classes, service opportunities, and other activities. Security staff were well trained to encourage men to participate in programs and praise them for their successes. As a result of concerted effort from leadership and staff, the average number of hours spent by the men at Lindsey in programs and activities (engagement hours) has steadily risen since MTC took over operations (see figure 3).<sup>5</sup>

Figure 3. Engagement hours per incarcerated person, per week, at Lindsey State Jail



*“Since MTC took over the institution, now there’s all types of program opportunity. There’s Bridges to Life, Toastmasters, there’s an anger management course that they’re doing now, typing, keyboarding... So there’s a lot of things that go on here. You’re able to get InsideOut Dads for fathers. There’s a whole bunch of opportunities. I can say that I’ve been coming back and forth to prison for 23 years, this the first time I’ve ever said ‘I’m not coming back to jail.’” – Peter Rashke, Lindsey State Jail*

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

A critical component of Success for Life® is offering incarcerated people 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>6</sup> MTC is addressing this important issue at Lindsey by enhancing participation in programs that provide the opportunity to earn a GED, learn valuable life skills, and earn industry-recognized credentials in high-demand occupations.

---

*"Today I graduated. Today was one of the best days I've ever had since I can remember. I paid attention, I had a goal in mind. I set it; I accomplished it. Now I feel like I can accomplish anything" – Kirk Cevallos, Lindsey State Jail*

---

MTC added new vocational programs at Lindsey that give participants the chance to earn industry-recognized credentials in high-wage fields. MTC implemented a new painting & facility care program through the National Center for Construction Education and Research (NCCER), in addition to a certification program in Microsoft Open Office. Interest in these vocational programs has been high with 143 men enrolling in the first year.<sup>7</sup>

Throughout MTC's first year of operating Lindsey, the number of incarcerated men completing certificate programs to address their cognitive behavioral, educational, and vocational needs has steadily increased (see figure 4). During the first 12 months, MTC awarded 161 certificates, including GEDs, NCCER vocational certifications, parenting, anger management, and pre-release preparation.

Figure 4. Educational, vocational, and life skills certificates awarded at Lindsey State Jail

Quarter 1 09/17 – 11/17	Quarter 2 12/17 – 02/18	Quarter 3 03/18 – 05/18	Quarter 4 06/18 – 08/18	Total 09/17 – 08/18
1	6	17	137	161

Source. MTC Offender Data System, Certificate Counts

In addition to educational, vocational, and life skills programs, MTC provides programs that target other needs to help men better prepare to successfully transition to their communities. Family relationships are one of the most important predictors of success for incarcerated individuals transitioning back into society. At Lindsey State Jail, MTC partnered with a local faith-based volunteer group to put on a marriage seminar for incarcerated men and their wives. Men interested in taking the seminar took the ten-week class at the facility while their wives took similar courses at home. At the end of the ten weeks, Lindsey brought the men and their wives together for a day-long event. The married couples spent the entire day together, sharing the lessons they'd learned, discussing their futures, and renewing their love.



---

## PARTNERSHIPS WITH VOLUNTEERS AND THE COMMUNITY

---

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 Lindsey State Jail, MTC has established a community relations council (CRC), 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, inviting all to see firsthand how the facility operates.



---

*“I did tour the facility. It was very nice, very clean. I’m impressed with the security protocol. And, just overall, it seems like it’s a very good organization, and well run.” – Jim Cassle, regional president of Legacy Texas Bank; Lindsey State Jail Community Relations Council*

---

Figure 5. Community Relations Council Members at Lindsey State Jail

<ul style="list-style-type: none"><li>• Scott Haynes, <i>Jacksboro Chief of Police</i></li><li>• Mike Smith, <i>Jacksboro City Manager</i></li><li>• Clyde Watson, <i>Jack County Constable</i></li><li>• Allie Elenburg, <i>Faith Community Hospital</i></li><li>• Thomas Spurlock, <i>Jack County Sheriff</i></li><li>• Rick McGrath, <i>OIG</i></li><li>• Waylon Gary, <i>Texas Department of Criminal Justice Contract Monitor</i></li></ul>	<ul style="list-style-type: none"><li>• Leslie Chalmers, <i>Chamber of Commerce</i></li><li>• Lynda Pack, <i>Economic Development Corporation</i></li><li>• Cherry Rushin, <i>Jacksboro Herald-Gazette</i></li><li>• Tim Cassle, <i>Legacy Bank &amp; Lions Club</i></li><li>• Karen Vanderkay, <i>Wise Hope Crisis Center</i></li><li>• Richard Cleghorn, <i>First Assembly of God</i></li></ul>
--	---

---

## MTC IS COMMITTED TO CONTINUOUS IMPROVEMENT AT LINDSEY

---

Since assuming operations of the Lindsey State Jail in September of 2017, MTC has established a BIONIC culture among staff and incarcerated men, implemented an operational philosophy emphasizing effective programming and positive change, and developed strong relationships with community partners and volunteers. MTC will continue to build on the successes of the first year and make further improvements to safety, security, and effective interventions to help prepare incarcerated men for successful reintegration into their communities.

---

<sup>1</sup> MTC Offender Data System, Performance Management Report

<sup>2</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>3</sup> MTC Offender Data Management System, Performance Management Report

<sup>4</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>5</sup> MTC Offender Data Management System, Performance Management Report

<sup>6</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)

<sup>7</sup> MTC Offender Data System, Inmate Program Participation Report