



NEW YORK CITY
BOARD OF CORRECTION

November 10, 2015

MEMBERS PRESENT

Stanley Brezenoff, Chair
Derrick D. Cephas, Esq., Vice Chair
Jennifer Jones Austin, Esq.
Robert L. Cohen, M.D.
Honorable Bryanne Hamill
Michael Regan
Stanley Richards
Steven M. Safyer, M.D.

Martha W. King, Executive Director

DEPARTMENT OF CORRECTION

Joseph Ponte, Commissioner
Martin Murphy, Chief of Department
Michael Blake, Deputy Commissioner
Cynthia Brann, Deputy Commissioner
Timothy Farrell, Deputy Commissioner
Winette Saunders-Halyard, Deputy Commissioner
Errol Toulon Jr., Deputy Commissioner of Operations
Yolanda Canty, Assistant Chief
Nick Cuttonaro, Assistant Commissioner
Karen Collins, Assistant Acting Chief of Division III
Hazel Jennings, Bureau Chief of Security
Kenneth Stukes, Assistant Chief of Security
James Walsh, Deputy Commissioner of Adult Programming
Shirvahna Gobin, Assistant Commissioner for Strategic Planning
Annie DiCaterino, Strategic Planning
Heidi Grossman, Esq., Deputy Commissioner of Legal Matters/General Counsel
Paulette Johnson, Assistant Commissioner of Nutritional Services
Brenda Cooke, Executive Agency Counsel
Joel Duverge, Administrative Staff Analyst
Marsha Farkin, Project Management Analyst
Matthew Adams, Project Coordinator
Danielle Leidner, Director for Intergovernmental Affairs
Jeff Thamkittikasem, Chief of Staff
Sean Jones, Deputy Chief of Staff
Marisa Alberti, Policy Analyst

Anna Marzullo, Senior Policy Advisor
James Perrino, Assistant Chief
Carleen McLaughlin, Director of Legislative Affairs and Special Projects
Faye Yelardy, Director of Special Projects
Eve Kessler, Director of Public Affairs
Elizabeth Seibold, Press Officer
Shaleem Thompson, Deputy Director
Clement Glenn, Deputy Warden in Command
Ada Pressley, Deputy Warden
Sherma Dunbar, Assistant Deputy Warden
Turhan Gumusdere, Assistant Chief, Field Operations Unit
Marsha Elliot, Captain
Patrick Alicea, Correction Officer
James Black, Correction Officer
Thouplous Breauford, Correction Officer
Damien Brown, Correction Officer
Marc Van Braunsby, Correction Officer
Charles Caruth, Correction Officer
Kevin Dalex, Correction Officer
Jessica Davis, Correction Officer
Tashena Lewis, Correction Officer
Stacey Marvis, Correction Officer
Elvin McLauchlin, Correction Officer
Kim Perkinson, Correction Officer
C. Sylvester, Correction Officer
Mckenzie Dancho, Intern
Renee Cox, DOC
Michael Fields, DOC
Darin Glover, DOC
M. Gonzalez, DOC
Marini, DOC
Stacey Morris, DOC
A. Neely, DOC
Victor Otruia, DOC
Angel Resto, DOC
Jose Rodriquez, DOC
Stanley Saint-Pharel, DOC
R. Samuels, DOC
Ronnie Santana, DOC
Edward Yates, DOC
William Valenta, DOC
Victor Vasquez, DOC

Correctional Health Services/HHC

Homer Venters, M.D., Assistant Commissioner, Bureau of Correctional Health Services
Patsy Yang, DrPH, Executive Deputy Commissioner and Chief Operating Officer
Patrick Alberts, Agency Attorney, Division of Prevention and Primary Care
Lucia Caltagirone, Agency Attorney Intern
Levi Fishman, Associate Director of Public Affairs

OTHERS IN ATTENDANCE

Alex Abell, Urban Justice Center
Carly Baetz, Mount Sinai
Agnes Baik, Legal Aid Society (LAS)
Jeff Barrett, John Jay College
Christopher Branson, New York University School of Medicine
Alicia Butler, Registered Nurse, NYS Nursing Association
Dahiana Castillo, Office of Management and Budget (OMB)
Angel Castro, Correction Officers' Benevolent Association (COBA)
Liz Castro, COBA
Joyce Conley, The Moss Group
Albert Craig, COBA
Mark Cranston, Warden, Middlesex County Department of Correction and Youth Services
Megan Crowe, Urban Justice Center (UJC)
Laurie Davidson, Doctors, SEIU
Kelsey Deavila, Bronx Defender Services (BDS)/ Jails Action Coalition (JAC)
Marian Defes, JAC
Margret Egan, CUNY
Erika Eichelberger, Journalist
Peter Eliscu, Public
Riley Doyle Evans, BDS
Joseph Ferramosca, Correction Captains' Association
Steven Flores, COBA
Frederic Fusco, COBA
Liz Gewirtz, JAC
Cassandra Golden, OMB
Susan Goodwillie, JAC
Nicole Gough, JAC
Courtney Gross, NY1
Kaitlin Hanson, UJC/JAC
Dr. Peter Herz, Doctors Council SEIU
Elias Husamudeen, COBA
Nabil Hussein, Shut Down Rikers
Dara Illowsky, Shut Down Rikers
Karen Imas, Weintaub, Connelly, McLaughlin & Woloz
Ashoka Jegroo, Public
J. Jorgensen, Press
Sarah Kerr, Legal Aid Society (LAS)
Paul Kelsow, Public
Deandra Khan, NYCLU
Tanya Krupat, Osborne Association
Natalie Block-Levin, JAC
Elena Landriscina, Disability Rights New York
Victoria Law, Independent
Alex Lesman, NYC Bar Association
Laura Limuli, BOC Director of Research, Emeritus
Evelyn Litwok, JAC

Anneke Lucas, Liberation Prison
Jeff Mailman, NY City Council
Amanda Masters, NYC Public Advocate – Hon. Letitia James
Dr. Sandra McEachrane, Doctors Council SEIU
Kathleen McKean, Bronx Defender Services
Dion Middleton, NYCD
Morgan Monaco, Mayor's Office of Operations
Rev. Kahi Mootoo, NAN
Jessica Morales, Public
Valentina Morales, Mental Hygiene Legal Service (MHLS)
JE Mulligan, Black and Pink NYC Org.
Nathan Nikolic, Public
Akua Ofori, Public
Gloria Opalmino, Politicio.org
Amanda Parson, Montefiore
Anne Pickering, UJC/JAC
John Pietro, NYS Nurses Association
Kathryn Pliml, JAC
Charlotte Pope, CDF-NY
Grace Price, Public
Frank Proscia, M.D., Doctors Council SEIU
Celia Rhoads, Law Department
Elizabeth Mayers, JAC
Scott Paltrowitz, Correctional Association
Jennifer Parish, Urban Justice Center /JAC
Steve Riester, NYC Council, Finance Division
Kathleen Rubenstein, Law Department
Yesenia Santiago, COBA
Norman Seabrook, President, COBA
Carol Shaeffer, Public
Jane Stanicki, JAC/Hour Children
Marc Steier, COBA
Eric Stone, Paul Weiss
Samantha Uruchima, UJC
Amelia Warne, COBA
Gale Weiner, JAC
Craig Wiggins, Public
Dakar X, Public
Michelle Zhang, Children's Rights

Chair Brezenoff began the meeting by asking for consideration of the October meeting minutes. He asked for comments or questions. There was a motion to approve the minutes and a second. The minutes were unanimously approved. Next Executive Director King gave her report. She expressed her concern regarding the recent attack on an officer. Executive Director King said that the Board intends to release a draft of the PREA rule at the February meeting. She said that she wanted to clarify that the Board would not be voting today on the proposed rule but that there would likely be a December meeting to vote. She also said that the normal Board meeting location would be changing for the January meeting to 125 Worth Street.

Next Chair Brezenoff asked for an update from the ad-hoc Adolescent and Young Adult Committee. Member Hamill said that she also wanted to express her sadness regarding the attack on an officer. She said that the attack was in the unit that had been discussed at previous Board meetings, the administrative segregation unit of GMDC. She said that her committee has been meeting with DOC leaders to discuss the young adult plan and the TRU plan, as well as with HHC to discuss the therapeutic programming for young adults. Member Hamill said that HHC would be enhancing the mental observation unit for adolescents at RNDC and increasing access to special housing units for young adults with mental illness. She said that the Commissioner and his team are still working to strategize about housing young adults after punitive segregation is eliminated. Member Hamill said that Commissioner Ponte will be asking for a variance to delay the elimination of punitive segregation until the end of February so the Department has more time to plan for alternative housing. She expressed her support for this variance.

Next the Chair asked for the ad-hoc Violence Committee update. Member Cohen expressed his concern about the violence against an officer and shared that the Committee would be meeting with COBA at their request next week. He also shared that there is another ad-hoc Board committee which focuses on deaths and serious incidents which would be reviewing the recent act of violence. He said that he had planned to share issues regarding visits at today's meeting but because of differences in data between DOC and BOC he will postpone that discussion. However, he said that using either data set showed an increasing rate of non-contact visits.

Chair Brezenoff asked HHC to provide an update on the transition from Corizon. Dr. Patsy Yang represented HHC. She explained that she heads the new division of HHC that oversees correctional health. She said that DOHMH employees have come to work at Rikers while HHC staff continues vetting Corizon employees to decide if they should stay on. They are also working with the prior management in an effort to create unity of leadership. Affiliates were approved by the Health and Hospitals Corporation Board and have met with the union to update the Doctor's Council. HHC expects to be done next week but the unions asked that no employees be notified until management is ready to issue decisions to all employees. This will likely happen at the end of November. Dr. Yang said that they have begun conversations with City Hall and OMB about future needs for enhanced quality. They are also working within HHC to leverage their other services and assets to improve continuity of care upon discharge. She said that her team has been meeting with the Commissioner and increasing the number of staff meetings, including morning huddles at some facilities.

Member Cohen asked Dr. Yang about the role of the Department and HHC in deciding which employees to maintain. She said that security clearance authority rests with DOC, but HHC does credentialing, licensing, etc. Member Cohen asked how security clearance decisions work. Deputy Commissioner Blake said that they do fingerprinting. All felonies and 43 misdemeanors can disqualify staff from continuing to work. Member Cohen asked if the misdemeanors are

absolute (a conviction or any of the misdemeanors would disqualify the person). Deputy Commissioner Blake said that they were not necessarily absolute; rather a team would look at the employee's history to make a decision.

Dr. Venters spoke about the Restricted Housing Unit (RHU), Clinical Alternative to Punitive Segregation (CAPS), Program to Accelerate Clinical Effectiveness (PACE) and some adolescent and young adult units. He said that there is only one RHU – it is in GRVC. He explained that HHC closed the RHU at OBCC and is working to improve it. They are still eager to get the fourth PACE unit open which will house inmates who cycle between Rikers and the state mental health system. He said that they have struggled with addressing intellectual and developmental disabilities in adolescent and young adult settings and will consequently have more dedicated adolescent psychiatry resources. Dr. Venters said that every adolescent will be receiving a substance abuse and mental health assessment. They also want to have a working group to address issues with sick call because there are patients who struggle to get access. Member Hamill commended the advancements.

Chair Brezenoff then moved to DOC updates. Commissioner Ponte thanked the Board for their support for the officer who was slashed and explained the officer's status and the Department's response.

Protestors then interrupted the meeting and were escorted out of the auditorium by DOHMH police. The Commissioner resumed and said that the attack was not related to the specific officer. He said that this incident raised concerns related to the Board's rulemaking and he hoped the Board would support the proposed rule changes, as well as efforts to introduce body scanners. Member Regan asked how the officer who was slashed was recovering and the Commissioner explained that he was doing as best as he can. He explained that it has also been very hard on his fellow officers.

Next the Commissioner presented on the APUs (Accelerated Program Unit)¹. He explained that the APU was instituted to show that a housing model with increased officer support and inmate programming makes a safer environment for staff and inmates. There are eight housing units with 450 inmates that have circulated through. He said that there have been no serious incidents (slashings, stabbings and uses of force). He explained that they will be expanding the program to both GMDC and GRVC. The model includes staff empowerment and the Commissioner said that the staff in the unit have felt that they have made an impact on the inmates. He said that the Department has implemented a new classification tool that aims to mix inmates appropriately based on class, gang status and more. The Commissioner encouraged the Board members to visit the unit and said it feels different than other facilities. Next the APU will expand to AMKC. Chair Brezenoff asked for the timeframe of the expansion. The Commissioner said that GRVC expansion will happen in early 2016. Vice Chair Cephas asked what kind of programs the inmates have enjoyed. The Commissioner said that some are vocational and educational in which they can earn certificates. They are also working on implementing more programming for young adults. Member Richards said that when he visited he was impressed and thought the incentive model was nice to see because gangs and inmates were co-existing peacefully. Member Cohen said that on his recent visit to GRVC he noticed a transformation.

¹ The presentation is posted on the BOC website.

Next Deputy Commissioner Farrell and Assistant Commissioner Gobin provided an update on uniform roll-out². Deputy Commissioner Farrell shared information on the number of inmates in uniforms previously and updated on the early stage of the rollout. He said that, after hearing the Board's concerns at last month's meeting, DOC decided to pause the rollout of the uniforms to ensure that the Department was in compliance with Minimum Standards and that systems were in place for court appearances and laundry. Assistant Commissioner Gobin said that they have been reviewing laundry capabilities and stock of uniforms, undergarments, shoes, and other necessities. She said that they have implemented laundry schedules that have been posted throughout the facilities and these schedules allow for all inmates to have uniforms laundered twice weekly. She said that central laundry services can also support facilities. They are waiting for a delivery of uniforms that they expect to arrive in December or January. Member Regan asked why the Department chose tan uniforms. Chief Murphy responded that, excluding the traditional black and white striped uniforms and orange jumpsuits, they had already used all remaining colors.

Assistant Commissioner Gobin said that inmates will be allowed to keep their own undergarments and, additionally, an order for institutional undergarments and outerwear has been placed. She said that the Department has instituted quality assurance reviews for the three uniformed facilities (RMSC, BKDC, and RNDC). These reviews happen weekly and they are doing an audit pilot program at RMSC that will be rolled out to other facilities.

Member Regan asked Deputy Commissioner Farrell about clothing for trial. Deputy Commissioner Farrell said that when DOC receives "on trial" lists they are distributed to facilities to ensure that clothing is ready for inmates in the intake room for transfer to the courthouse. Member Regan asked about people who may be released. Deputy Commissioner Farrell said that is part of the reason they chose uniforms without insignias. He said that they are also planning to establish a clothing box so they could leave with street attire.

Member Hamill asked about inmates who were going before a grand jury because a uniform, even without an insignia would be prejudicial. Deputy Commissioner Farrell said that grand jury visits are also allowed to wear street clothes. Member Hamill asked what happens if the court dates are not shared with DOC with enough time to get the clothing ready for inmates. Deputy Commissioner Farrell said that these requests are prioritized. Member Hamill asked about family court appearances and Deputy Commissioner Farrell said that, if it was a routine appearance, the inmates may not be entitled to wear street clothes.

Executive Director King thanked Deputy Commissioner Farrell and Assistant Commissioner Gobin for their efforts after the BOC sent them a letter on the rollout.

Deputy Commissioner Farrell said that they are working with medical staff to arrange for expedient ordering of special shoes for inmates who need them. Member Richards asked about boots. Deputy Commissioner Farrell said that, in the interim before they can order medical footwear, inmates who need extra support will get work boots instead of sneakers. Member Richards asked that the staff monitor rollout especially as it pertains to court clothes.

Chair Brezenoff asked that DOC discuss the proposed rule and any evolved Department thinking on it. Mr. Thamkittikasem said that DOC would support a modified proposal allowing DOC to

² The presentation is posted on the BOC website.

collect information on visitors to do analysis for about three months without taking any action to restrict those visitors so they could look for patterns. He said that if they were eventually allowed to restrict visitors, the restriction decisions would be decided by a distinct group outside of any facility. He also said that instead of proposing visit denials based on intelligence they collect, they could move people to non-contact visits.

He said that DOC would recommend a change pm on physical contact by raising the age to 14 for children who can sit on the side of the visit table with the inmate. They also ask that only one child at a time sits on the side with the inmate.

He said that DOC would ask for a variance for the seven day override temporarily while they find a safe alternative to punitive segregation.

Member Richards thanked the Department for the suggestion of looking at data from visitors before using restrictions. Member Cohen asked for any other information about what data DOC thinks will be useful in finding contraband as well as what is meant by allowing visitors who are friends with the inmate and how that is defined. Mr. Thamkittikasem said that DOC does not believe that they will be using the authority to look into visitors broadly; rather he said it would help identify the small number of visitors who are negative. He said that the Department would need to look at the data of visitor's backgrounds in order to answer Member Cohen's question about what types of behavior are correlated with a visitor who is bringing in contraband. Finally he said that they would not want to limit friends, rather they want to limit people who have no relationship with the inmate, especially when that visitor is visiting many inmates. Member Cohen said that the rule says intimate friend. Mr. Thamkittikasem said that they were trying not to be specific so that they could be open to many types of positive visitors.

Member Jones Austin said that she wanted to look into what type of child relationship is required for visits. She also said that the revisions being proposed have been formed by the comments at the public hearing. She said that she thinks the rule is progressing and thanked the Department for working with the Board. Member Hamill asked about how widely data collection on visitors would be used. Mr. Thamkittikasem said that they would not have the capacity to look at all visitors. Member Hamill asked if she was correct that the rule allows DOC to look at all visitors' data and Mr. Thamkittikasem agreed. Member Hamill asked how long it may take for the Department to develop safe housing in lieu of punitive segregation. Commissioner Ponte said that the biggest challenge is the physical building.

Member Hamill asked about the DOC's other recommendations. Mr. Thamkittikasem said that he would defer to Ms. Grossman who confirmed that their interest was in the getting to consistency with the State Commission on Correction's standards. Chair Brezenoff asked if the goal of gathering information of visitors is to decide if this is worthwhile. Mr. Thamkittikasem said that is one reason but the other intention was to determine what data would be useful to collect in the future. Member Jones Austin said that she wanted to clarify that the data collection would not be used to restrict visitors entirely just to move them to non-contact visits. Member Cephas asked if this would be a continuous process because people will get an understanding of what the criteria is to change their patterns. Mr. Thamkittikasem said that was correct and is why they want to do constant and retrospective reviews. Member Brezenoff said that regardless it is serious to propose any limitations and added his praise for the Department's new thinking.

Chair Brezenoff said that next the Board would consider variances. He said that the Board received one today from the Department requesting that visits for Thanksgiving Day be conducted on a day schedule rather than an evening schedule³. This variance has been granted for many years. Member Regan moved. Member Cephas seconded. The variance passed unanimously.

Chair Brezenoff next discussed the limited variance request that would extend the deadline to eliminate punitive segregation for young people to February 28th, 2016. Member Hamill said that she wanted to add a condition that she had discussed with the Department: by January 4th, 2016 DOC would provide BOC a plan detailing alternative disciplinary systems and housing alternatives. Chair Brezenoff said they would need to do a motion on the condition. Member Hamill moved. Member Cephas seconded. The motion passed unanimously. Chair Brezenoff ask for a motion with the condition. Member Hamill moved. Vice Chair Cephas seconded. The motion passed unanimously.

Next Chair Brezenoff considered a variance from HHC. Dr. Venters approached and provided a summary of the HHC proposed variance continuation which he said would allow for a small number of young adults to be housed with older adults in specialized clinical housing areas. Member Regan moved. Member Hamill said that she thought the Board should revise the rules so it is not a variance but for the time being she agreed with the intention of the variance. She seconded. The motion passed unanimously.

Chief Murphy introduced DOC's continuing variations. First he introduced one allowing for the co-mingling of city-sentenced and detainee adolescents at RNDC. Member Regan moved to approve the variance. Member Cephas seconded. The motion passed unanimously.

Next, Chief Murphy explained the variance requesting the co-mingling of city-sentenced and detainee pregnant inmates at RMSC. Member Regan moved to approve the variance. Vice Chair Cephas seconded. The motion passed unanimously.

Chief Murphy said the next variance was for the use of suicide-resistant smocks and bedding. Member Regan moved the variance. Vice Chair Cephas seconded. Chair Brezenoff said that there were conditions associated and read them out. Member Cohen said that he thought it was policy not to wear a smock when being moved within jails. Chair Brezenoff suggested that we add a note saying it is policy. Member Cohen said that it should be its own condition. Chair Brezenoff asked to vote on all seven conditions. All members voted in favor. Vice Chair Cephas moved to approve the variance with the conditions. Member Cohen seconded. The motion passed unanimously.

Chief Murphy said that the last variance was for limited recreation for inmates in the communicable disease unit at the West Facility. Member Regan moved to approve the variance. Vice Chair Cephas seconded. The motion passed unanimously.

Chair Brezenoff said that he was told there were conditions associated with the variance at RNDC. Member Hamill said that she saw the condition and read it aloud. Chair Brezenoff asked for a motion on the condition. Member Hamill moved. Member Regan seconded. All voted in

³ All records of variance action and variance requests can be found on the BOC website.

favor. Vice Chair Cephas moved on the variance. Member Cohen seconded. The motion passed unanimously.

Member Cohen asked for explanation of the status of attorney visit practice and policy. Chief Murphy said that they have reverted back to the existing policy and practice.

Chair Brezenoff began the public comment period. The full public comment period can be viewed at: <https://youtu.be/d55LfEzgzg?t=5746>. Comments were given by Norman Seabrook (COBA), Elias Husamudeen (COBA), and Stacey Marvis (NYC Correction Officer).. Member Jones-Austin said that she would like to come and tour with Officer Marvis. Many other Members said that they would also come to walk with COBA. Member Cohen said that he believes the officer overtime issue is critical. Member Hamill said that she goes to Rikers regularly and speaks to officers and understands the danger they are in. Member Richards said that he spoke to Mr. Seabrook and would also be coming out. Member Richards said that the system is hurting both sides – officers and inmates and we need to work to fix it. Next comments were given by Albert Craig (COBA), and Sarah Kerr (Legal Aid Society and JAC). In response to Ms. Kerr, Member Cohen said that the Board has an obligation to share documents that have changed.

Next, comments were given by Dr. Frank Proscia (Doctor’s Council SEIU), Dr. Sandra McEachrane (Doctor’s Council, SEIU), Dr. Peter Herz (Doctor’s Council, SEIU), Alicia Butler (NYS Nursing Association) and Joseph Ferramosca (Correction Captains’ Association). In response to Mr. Ferramosca, Member Cohen asked for a comment on the state of the training academy. Mr. Ferramosca said that it is totally inadequate. Jennifer Parish (Urban Justice Center, JAC) spoke next. Chair Brezenoff said that rulemaking is ongoing and the Board has not circulated revisions because no version or items were close to being voted on or endorsed by the Board. He said they would be sure to share a final rule broadly when they were ready to do so. Next Riley Doyle-Evans (Brooklyn Defender Services) spoke, followed by Kelly Grace Price, Evelyn Litwok (JAC), Alex Lesman (NYS Bar Association), and Rev. Kahi Mootoo (NAN).

Chair Brezenoff concluded the public comment period and said that there was currently no meeting scheduled for December but that there would likely be one.

New York City Department of Correction

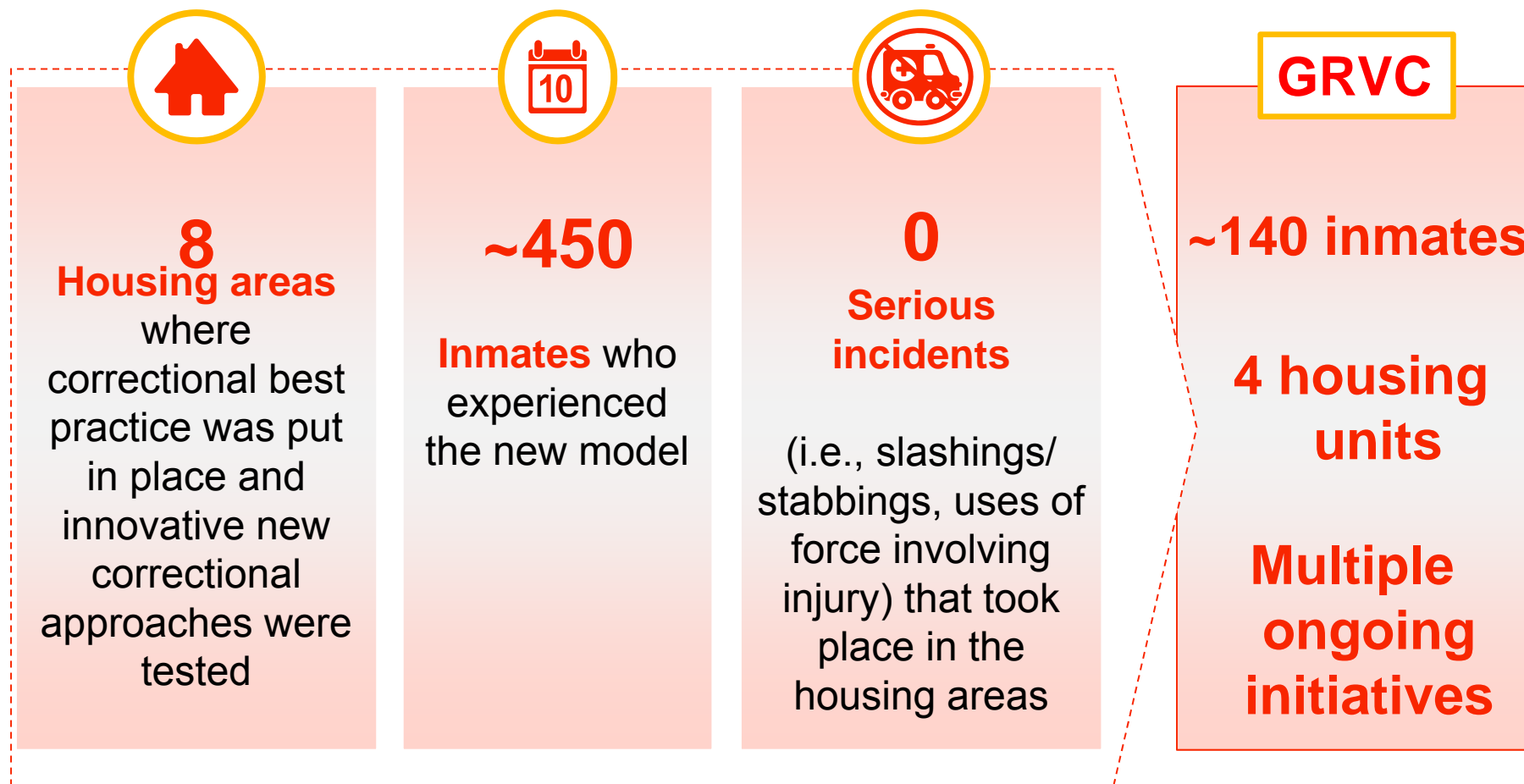


**Lessons learned from DOC's "Accelerated Program Unit"
and how they are being used in the Model Facility**

PRELIMINARY
November 2015

CONFIDENTIAL AND PROPRIETARY
PRE-DECISIONAL

DOC's "Accelerated Program Unit" (APU) has set a new standard for what corrections can be – and GRVC as the model facility will expand that standard



The APU story (1/2)

DOC leadership elected to fast track implementation of several elements **of the DOC Antiviolence Reform Agenda** with a **high potential to reduce violence and improve officer and inmate experience**

- **Eight housing areas** in DOC's George Motchan Detention Center (GMDC) were converted into the **"Accelerated Program Unit" (APU) between late May and early July**
 - **264 inmates could be housed at a given time** with 64 high classification inmates and 200 low classification inmates
 - Inmates were housed based on a new housing and classification approach that relies on advanced analytics and human intelligence, **balancing gang affiliation, age, and past incident history** to create stable housing units
- **Several key elements were fast tracked in APU:**
 - ① **Staff Smarter: optimally allocate and empower staff**, e.g., staffing ratios were increased and posts steadied
 - ② **Manage performance: improve key processes, housing and classification approach, and performance management**, e.g., rehearsals and drills
 - ③ **Improve experience: engage and show value to inmates**, e.g., enhanced programming and incentives tied to behavior

The APU story (2/2)

- **Incident levels in APU were lower than GMDC and DOC overall**, with no serious incidents since inception and few minor ones – inmates did not want to risk losing APU privileges
 - The **most difficult population (high classification inmates)** experienced one minor incident
 - **Lower classification inmates** experienced significantly lower incident levels than DOC overall
- **APU has been well accepted by diverse stakeholders**
 - **Staff (uniform and non-uniform)** have displayed an eagerness to be posted in APU
 - **Inmates** were concerned in the early days of APU but facility was able to get buy in through inmate councils and active engagement (e.g., incentives) – inmates in APU regularly express appreciation
- APU practices will be **rolled out across DOC over time**, with near term implementation in select facilities




GRVC as the Model Facility

GRVC combines unit transformations based on the APU model and facility-wide initiatives

- **Four housing areas** in GRVC have been “restarted” with refurbished cell areas, new housing and classification strategy, steady and empowered officers, improved training, and enhanced programming
 - **New unit management model** to build in best correctional practices and consistency across the population
 - **New housing units brought online every three / four weeks**
- **Facility-wide initiatives** focus on leadership, security, intelligence, building the right staffing levels, and select elements of the 14-point plan
- **Timeline moving forward**
 - **Next move anticipated for 11/9**, incorporating an additional 72 inmates
 - Additional moves, conducted every three to four weeks, will cover all GRVC GP (completed Q1 2016)
 - **Upon completion of all housing area restarts, the transformation will have impacted ~50% of DOC’s general population high / med high inmates**

Several key elements were put in place in APU and are now being reinforced in GRVC. These combined correctional best practice and innovative new approaches.

Key elements

1 Staff smarter 	2 Manage performance 	3 Improve experience 
<p>1 Implement steady teams to improve accountability and buy-in from staff in each housing unit</p> <p>2 Increase staffing and reduce overtime to improve quality of inmate supervision</p> <p>3 Empower COs to make consistent, correct decisions</p> <ul style="list-style-type: none">▪ Provide additional training▪ Show COs “what right looks like”▪ Allow COs to address issues	<p>4 Implement new housing and classification approach combining data analytics with human intel</p> <p>5 Prepare for moves with rehearsals and drills</p> <p>6 Drive performance with ongoing review and problem-solving</p> <ul style="list-style-type: none">▪ Daily check-ins raise and solve issues▪ Weekly sessions to check progress and identify improvements <p>7 Increase number and quality of focused tours by senior staff</p>	<p>8 Increase programming opportunities to 5 hours to reduce idleness</p> <p>9 Improve conditions of housing units to improve safety and experience (e.g., fresh paint, 3 TVs per unit, security cameras)</p> <p>10 Inform inmates of the “new normal”: what they can expect (e.g., programming, TVs) and what is expected of them (good behavior)</p> <p>11 Incentivize inmates to behave well (e.g., locking in later, family days)</p>

GRVC restarted housing areas have had lower incident levels since inception...

GRVC housing area incidents since restart				
Unit	10A	10B	8A	8B
Classification	Med-High	High	High	Med-High
Launch date	9/14	9/16	10/19	10/13
UOF A: Monthly avg per 100 inmates	0	0	0	5.2
<i>Baseline: Monthly avg per 100 inmates last 3 months GRVC GP MAX Baseline DOC GP MAX Baseline</i>	.13 .02	.13 .02	.13 .02	.13 .02
UOF B: Monthly avg per 100 inmates	0	3.9	0	0
<i>Baseline: Monthly avg per 100 inmates last 3 months GRVC GP MAX Baseline DOC GP MAX Baseline</i>	6.99 3.07	6.99 3.07	6.99 3.07	6.99 3.07
UOF C: Monthly avg per 100 inmates	0	0	5.6	0
<i>Baseline: Monthly avg per 100 inmates last 3 months GRVC GP MAX Baseline DOC GP MAX Baseline</i>	10.2 4.42	10.2 4.42	10.2 4.42	10.2 4.42
Assault on staff: Monthly avg per 100 inmates	0	1.9	0	0
<i>Baseline: Monthly avg per 100 inmates last 3 months GRVC GP MAX Baseline DOC GP MAX Baseline</i>	1.62 1.45	1.62 1.45	1.62 1.45	1.62 1.45
House level²	5	4	4	4

■ Below GRVC GP MAX baseline¹
■ Above GRVC GP MAX baseline

1 Baseline derived from legacy GP MAX classifications

2 Refers to the incentive based program where each "level" is associated with certain incentives granted for good behavior

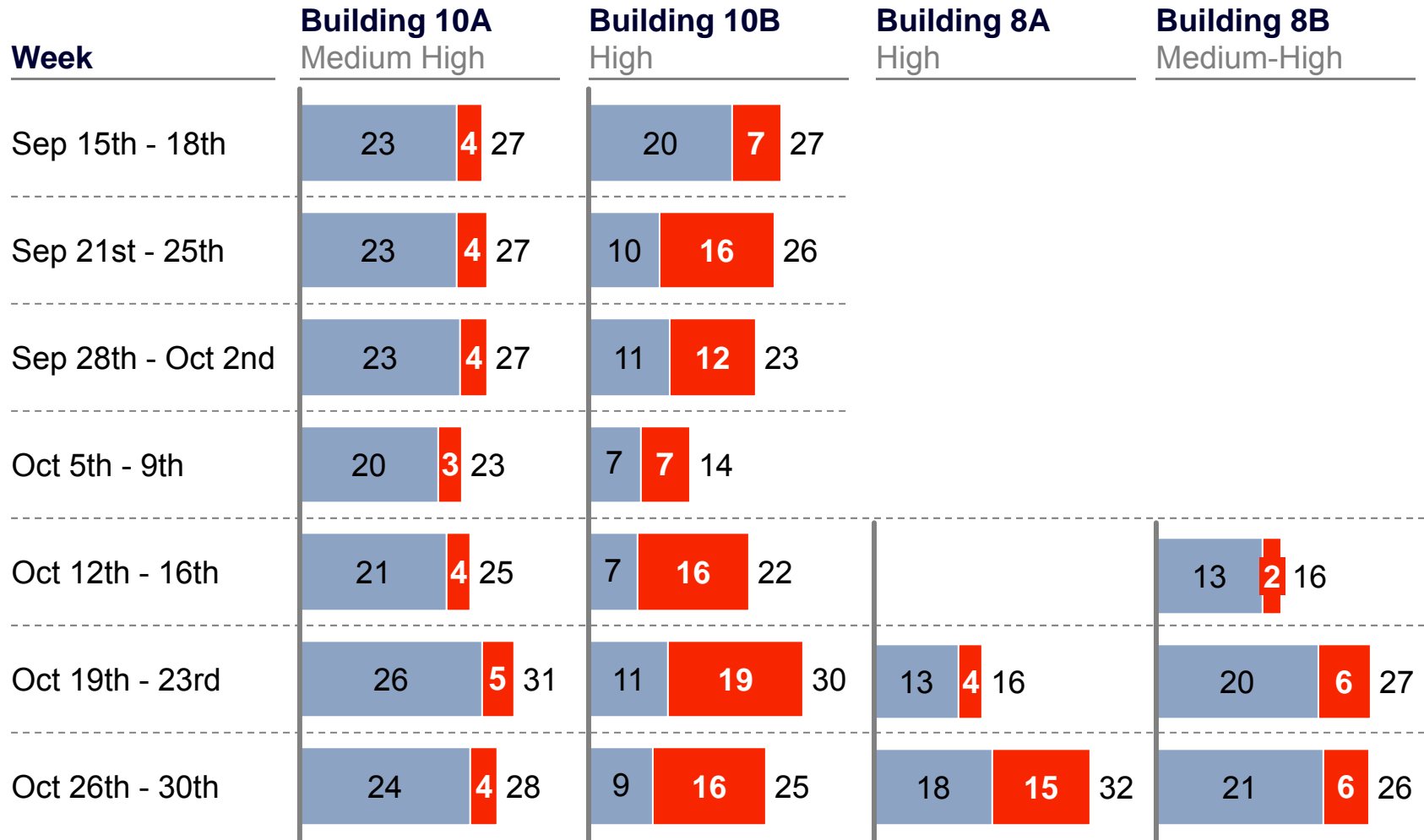
Confidential and Proprietary Pre-decisional document

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...and high program participation in most houses

■ Attending ■ Not attending ¹

Average daily attendance



¹ The average # of inmates who do not attend program daily is equal to: the total number of inmates less the number who participate - the inmates with legitimate excusals (i.e. court, visits, work etc.)

Source: DOC adult programming stats

Confidential and Proprietary Pre-decisional document

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A diverse set of stakeholders has bought into the new approach

Uniform staff in APU

“Coming to work and knowing I will be working with the same team makes all the difference – we have a good rhythm going”

“This is really different. I was skeptical at first, but it really is”

“I’ve never seen such a quiet and peaceful housing unit – when the inmates are watching TV with earphones in it’s almost eerie how tranquil things are and how relaxed I feel”

Non-uniform staff in APU

“It has been inspiring to see how bought into the additional programming the inmates are, to hear ‘I want to get that OSHA certificate too!’”

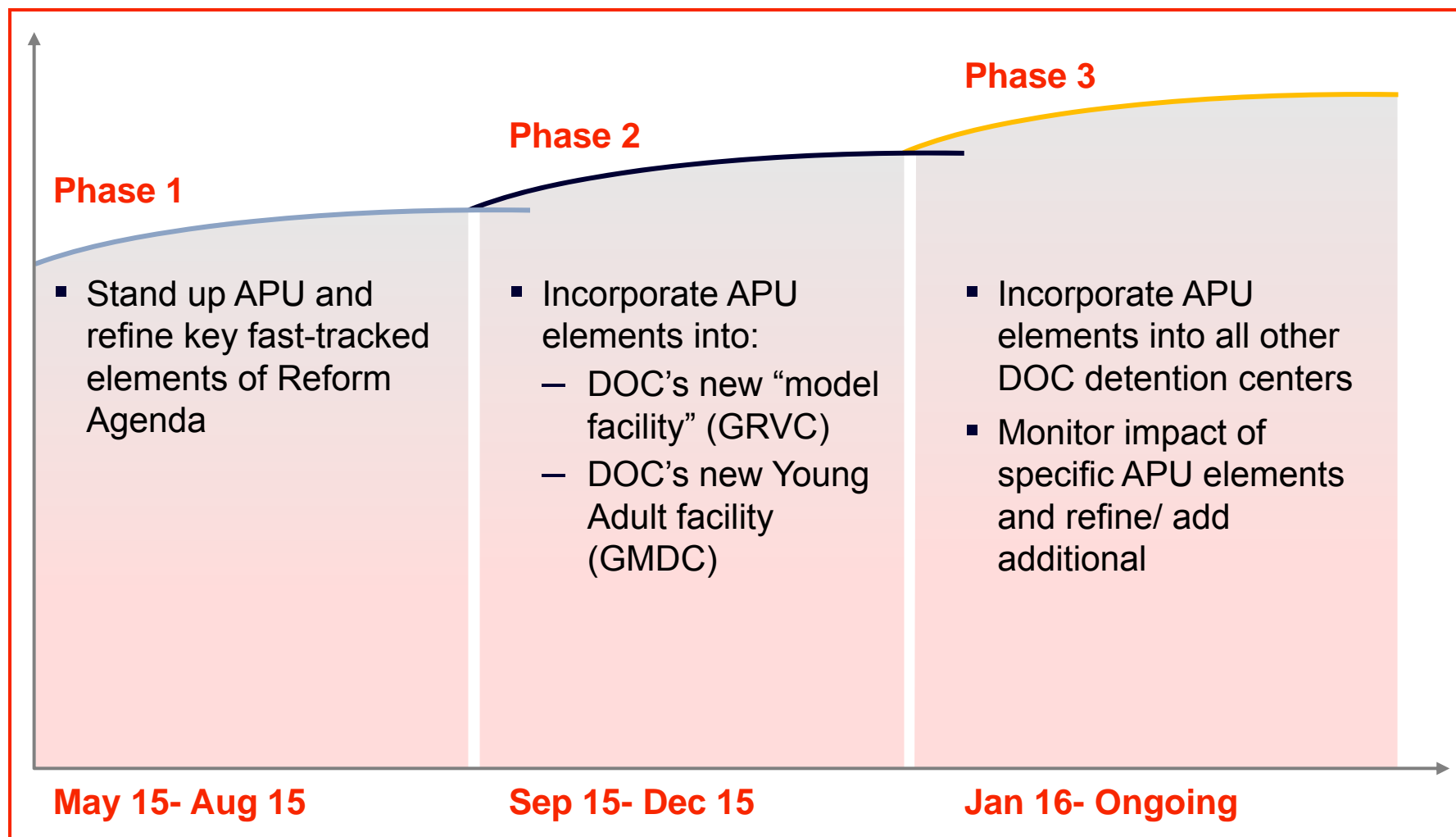
“I don’t want this to end – I want to spread it across DOC”

APU Inmates

“I feel safer, and I feel like I have an opportunity to improve myself – I don’t want to lose that opportunity”

“The only downside to APU is how much I get asked about it by inmates outside my unit who want to come in...and how often people come by to see how cool it is”

Enablers of success from APU are already being incorporated in other parts of GMDC and GRVC and will be spread across the Department over time



NYC Department of Correction

PRESENTATION TO THE BOARD OF CORRECTION

November 10, 2015

Historical Overview of Institutional Uniforms

- Previous DOC administration provided uniforms to the following inmate populations:
 - **Central Punitive Segregation (CPSU):**
Orange uniforms; Total population of **144** inmates
 - **Restrictive Housing Units (RHU):**
Orange uniforms; Total population of **32** inmates
 - **City Sentenced Adult Inmates:**
Green uniforms; Total population of **1120** inmates
 - **City Sentenced Adolescent Inmates;**
Beige uniforms; Total population of **12** inmates
 - **Adolescent Detainee Inmates:**
Brown uniforms; Total population of **173** inmates

Overview of Institutional Uniforms Continued

- These uniforms encompass 12% of DOC's current inmate population.
- It is important to note that this percentage of uniform is separate from DOC's recent efforts to roll out the new tan institutional uniforms.
- DOC's roll out of tan institutional uniforms is focused on general population.

Objective of Institutional Uniforms







- The Department has begun to implement its institutional uniform plan, wherein all individuals entering Department custody will be provided with uniforms for the duration of their incarceration.
 - The Department has set a minimum standard of 3 tan uniforms per inmate; consisting of 3 shirts and 3 pairs of pants.
 - Inmates are also afforded the option to receive a sweatshirt.
 - In addition to the standard uniform provided, seasonal outerwear will be available upon request for use while traveling or engaging in outdoor recreation.
- Special populations, such as adolescents, have different colored uniforms in order to make them immediately and visually distinguishable from adult inmates.
- The use of inmate uniforms can substantially reduce the incidence of theft, extortion, weapons and contraband concealment, and will reduce Security Risk Group (SRG) identifiers in all housing areas.

Uniform Roll Out to Date

- The following facilities are 100% complete with the roll out of institutional uniforms and have been issued 3 tan institutional uniforms:
 - **BKDC** – Total population of inmates have been completely outfitted with institutional uniforms (**652**)
 - **RMSC** – Total population of inmates have been completely outfitted with institutional uniforms (**727**)
 - **RNDC** – Total population of inmates have been completely outfitted with institutional uniforms (**595**)

Uniform Color Key

- Below is an “Institutional Uniform Color Key” to distinguish which population type belongs in which uniform color.

Institutional Uniform Color Key	
Uniform Color	Population Type
 Tan	Adult & Young Adult Detainee Inmate
 Green	Adult - City Sentenced Inmates
 Brown	Adolescent Detainee Inmate
 Brown w/ Stencil	Adolescent - City Sentenced Inmates
 Orange	CPSU, RHU, Administrative Seg.
 Gray	ESH

*Subject to change based on new policy. The department is currently performing analysis to standardize uniforms across facilities and incorporate into policy.

BOC Feedback

- Based on feedback from the BOC the Department has suspended roll out of uniforms as of October 15, 2015, in order to conduct quality assurance of all uniforms.
- BOC concerns currently being addressed by the Department:
 - Providing inmates with the BOC minimum standard of uniforms (2 shirts and 1 pair of pants)
 - Providing adequate laundry services
 - Providing inmate's clothing for trial and court appearances

Current Analysis Being Conducted

- In order to ensure that the Department is meeting the minimum standards for institutional uniforms, the Department has decided to examine and conduct analysis on the following:
 - Uniform Directive
 - Distribution of Uniforms
 - Storehouse Inventory
 - Laundering Services (Facility Laundry/Central Laundry)
 - Inmate Notification
 - New Admission Process
 - Trial Clothing/Court Clothing
 - Packages

Conducting Site Surveys of all facilities laundry capabilities

- The Department conducted site surveys of every facility in order to determine their laundry capabilities.
- Site surveys consisted of:
 - identifying how many washer and dryers each facility has
 - identifying the amount of washer and dryers in need of repair
 - identifying space to add additional washer and dryers

Implementing Facility Laundry Schedules

- All facilities have established a laundering schedule that allows for uniforms to be washed twice per week as per the minimum standards
- In order to ensure clear direction of this policy the Department has posted a laundry pick up and exchange schedule in all housing areas, law library and public access areas/visiting rooms allowing the department to clearly inform inmates when their housing areas will be available to receive clean uniforms

Example of a Facility Laundry Schedules

- Robert N. Davoren Center (RNDC) Laundry Schedule

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
2 Building 6 Building Mod 8 Lower Dorm 3 Building	1 Building Mod 2 North Mod 3 4 Building	Mod 1 Mod 2 South Mod 4 5 Building	Mod 8 Lower Dorm 3 Building	2 Building 6 Building	1 Building Mod 2 North Mod 3 4 Building	Mod 1 Mod 2 South Mod 4 5 Building

Central Laundry Services

- Central laundry services serves as a backup for to facility laundering services.
- The Department has created a schedule specifying the drop off and pick up details for each facility to utilize central laundering services if and when necessary.
 - Each facility will have the opportunity to drop off their uniforms twice per week (3 times per week for larger facilities; such as, AMKC and GMDC).
 - Same day services will also be provided for each facility.
- Central laundry service capabilities:
 - Tunnel washer system is capable of washing 15,000 pounds of laundry per shift, which would equate to 30,000 pounds of laundry per day.

Central Laundering Schedule

CENTRAL LAUNDERING SCHEDULE				
PICK-UP (AM)				
Monday	Tuesday	Wednesday	Thursday	Friday
RNDC	VCBC	RNDC	GRVC	OBCC
West/BKDC	MDC	AMKC	MDC	NIC
NIC	CPSU/OBCC	OBCC	GMDC	West/BKDC
EMTC	GRVC	EMTC	VCBC	AMKC
DROP-OFF (PM)				
Monday	Tuesday	Wednesday	Thursday	Friday
RNDC	VCBC	RNDC	GRVC	OBCC
West/BKDC	MDC	AMKC	MDC	NIC
NIC	CPSU/OBCC	OBCC	GMDC	West/BKDC
EMTC	GRVC	EMTC	VCBC	AMKC
RMSC	AMKC	GMDC	RMSC	GMDC

Uniform Inventory

- It is the Department's goal to maintain a sufficient inventory of uniforms at all times.
- As of 10/30/15 the storehouse inventory for uniforms consists of:
 - 31,000 shirts
 - 30,000 pants
 - 18,000 sweatshirts
- The Department placed an order of additional uniforms which is expected to be delivered in December or January.
- To maintain a sufficient supply of inventory the Department will reorder 34% of its uniforms on a yearly basis.

Uniform Inventory

SIZE	SHORT SLEEVE	LONG SLEEVE	PANTS	SWEAT SHIRT
Small	-	456	100	378
Medium	124	1,032	588	642
Large	1,098	3,360	3,699	2,901
XL	1,209	3,960	5,151	3,295
2X	2,896	3,780	6,645	3,510
3X	2,903	2,952	6,353	4,316
4X	1,402	1,392	2,882	1,187
5X	1,287	1,248	2,367	598
6X	564	576	1,166	598
7X	573	600	1,173	598
TOTAL	12,056	19,356	30,124	18,023

Procurement of Undergarments

- The Department will allow inmates to keep their own undergarments as long as they apply with the DOC standards and there is no deemed security issue with their undergarments.
- Moving forward, the Department has placed an order to receive institutional undergarments consisting of: boxer shorts, tee shirts, thermal tops and thermal bottoms. The Department is awaiting arrival of the undergarment order at this time.
 - The Department has distributed institutional undergarments to Mental Observation and Protective Custody Units in GRVC and AMKC and has since suspended the roll out of undergarments until the Department receives a sufficient supply with the order which has been placed.

Procurement of Undergarments

Institutional Undergarments Order:				
Size	Boxer Shorts	Tee Shirts	Thermal Tops	Thermal Bottoms
Small	600	600	300	300
Medium	3600	3600	1200	1200
Large	4800	4800	2400	2400
XL	4800	4800	2400	2400
2X	3600	3600	2400	2400
3X	1800	1800	1200	1200
4X	900	900	600	600
5X	120	120	120	120
6X	60	60	60	60
7X	60	60	60	60
Total	20340	20340	10740	10740

*The department refrains from distributing undergarments based on gender; inmates will have the opportunity to choose the undergarments that are appropriate for their needs in order to serve all identities throughout our inmate population.

Procurement of Outerwear

- Currently, the Department has an inventory of **954** jackets.
- The Department has purchased **10,208** jackets and is pending the arrival of the order.

Outerwear Ordered							
Green Coat		Orange Coat		Brown Coat		Gray Coat	
Size	Amount Ordered	Size	Amount Ordered	Size	Amount Ordered	Size	Amount Ordered
Small	60	Small	60	Small	216	Small	84
Medium	240	Medium	180	Medium	1248	Medium	504
Large	240	Large	240	Large	1080	Large	432
XL	300	XL	360	XL	1512	XL	612
2X	300	2X	240	2X	576	2X	240
3X	240	3X	240	3X	252	3X	108
4X	60	4X	180	4X	84	4X	34
5X	60	5X	60	5X	36	5X	15
6X	12	6X	60	6X	10	6X	6
7X	5	7X	10	7X	6	7X	6
Total	1517	Total	1630	Total	5020	Total	2041
Total Outerwear Ordered: 10,208							

Uniform Inventory Reconciliation Checklists

- In order to ensure that each facility has received the proper allotment of uniforms for every inmate to meet the DOC minimum standard the Department has implemented an Uniform Inventory Reconciliation Checklist.
- The checklist is distributed to the facilities on a weekly basis to complete and determine the number of uniforms needed to meet the minimum standard
- The checklist is assessed weekly and the storehouse issues the remaining uniforms to those facilities who have need received 3 uniforms per inmate.

Uniform Auditing Pilot

- The Department is conducting a quality assurance/auditing pilot to assess compliance with the BOC and SCOC minimum standards on the issuance, exchange and laundering of uniforms and all other facility issued clothing.
- The pilot began at RMSC on November 2, 2015.
- Once lessons learned have been gathered and assessed, the Department will roll out to the remaining facilities and will discontinue the use of the uniform inventory reconciliation checklists.

Uniform Directive

- The Department has a draft Uniform Directive in the review process standardizing the agency's procedures governing the issuance and exchange of uniforms, underclothing, and footwear to all inmates incarcerated within the DOC.

Court Clothing

- The Department has established a policy which permits inmates on trail status or jury selection the option to wear civilian attire for those appearances.

Medically Prescribed Footwear

Boot Inventory		
Boot Type	Size	Quantity
Boots Rubber 17" Pullover	8	150
Boots Rubber 17" Pullover	10	282
Boots Rubber 17" Pullover	12	360
Boots Rubber 17" Pullover	13	0
Boots Rubber 17" Pullover	14	240
Boots Rubber Short Knee Black	10	0
Boots Rubber Short Knee Black	12	0
Boots Rubber Short Knee Black	8	0
Boots Rubber Hip Insulated Black	9	0
Boots work black	15	95
Boots work black	16	18
Boots work black	17	34
Boots work black	18	24
Boots work black	10	120
Boots work black	11	501
Boots work black	13	72
Boots work black	12	1056
Boots work black	14	723
Boots work black	7	348
Boots work black	8	1174
Boots work black	9	142
Boots work black	5	56
Boots work black	6	121
Boots work black	5 1/2	0
Boots work black	6 1/2	24
Boots work black	7 1/2	24
Total	5564	

- The Department is working with HHC to identify a specific orthopedic shoe for all inmates who have been prescribed medically necessary footwear.
- In the interim the Department will provide inmates with a departmental boot upon receipt of medical documentation.

Next Steps

- Roll out auditing system to all facilities
- Finalize and issue Uniform Directive
- Continuation of institutional uniform roll out early 2016:
 - Phase 1: OBCC, AMKC
 - Phase 2: MDC, VCBC
 - Phase 3: GRVC
 - Phase 4: GMDC, BHPW, and all other remaining inmates

Thank You