



# Reshaping Restrictive Housing: From Vision to Reality

**JUNE 29, 2015**

**CORRECTIONS COMMISSION**

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Project funded by the Department of Justice, Office of Justice Programs, Bureau of Justice Assistance

# National Landscape



National landscape is changing in regards to Administrative Segregation

- Congressional Hearings
- Court Challenges

The Department of Corrections needs to be proactive in the reform of Administrative Segregation

# South Dakota Department of Corrections



## Changes Made to Administrative Segregation

- The end of January 2015 our last inmates were placed into our new program
- Technical Assistance Grant through The Crime and Justice Institute

# **New Definition for Restrictive Housing**



**Restrictive Housing is a status for inmates whose continued presence in the general population poses a serious threat to life, property, self, staff or other inmates, or to the security or orderly operations of a correctional facility.**

- **Placement on Restrictive Housing is based on the behavior of the inmate.**
- **Does not include disciplinary segregation or protective custody inmates.**
- **Is not used as a disciplinary sanction or punitive status.**
- **Designed to support a safe and productive environment for staff and inmates assigned to general population.**
- **Create a path for inmates to successfully transition to a less restrictive setting.**

# How an Inmate Gets into Restrictive Housing




- Continued Major Incidents
- Assaultive Behaviors
- Threatening Behaviors

The Inmates are in Jail  
in Prison




# **13 Guiding Principles for Restrictive Housing**



- 1. Provide a process, a separate review for decisions to place an offender in Restrictive Housing (RH).**
- 2. Provide periodic classification reviews of offenders in RH, every 180 days.**
- 3. Provide in-person mental health assessments, within 72 hours of placement and continued assessments including a treatment plan.**
- 4. Provide structured and progressive levels including increased privileges as an incentive for positive behavior and/or program participation.**

# **13 Guiding Principles for Restrictive Housing**



5. Determine length of stay in RH on the nature/level of threat to the safe and orderly operation of GP, program participation, rule compliance and the recommendation of those assigned to conduct reviews, as opposed to strictly held time periods.
6. Provide appropriate access to medical and mental health staff and services.
7. Provide access to visiting opportunities
8. Provide appropriate exercise opportunities
9. Ability to maintain Proper Hygiene

# **13 Guiding Principles for Restrictive Housing**



- 10. Provide program opportunities to support transition back to GP or the community.**
- 11. Collect sufficient data to assess the effectiveness of implementation of these guiding principles.**
- 12. Conduct an objective review of all offenders in RH by persons independent of the placement authority to determine the offenders' need for continued placement in RH**
- 13. Require all staff assigned working in RH units receive training in managing offenders on RH**



# Keys to Our Reform



- **Enhanced measures on:**
  - Entry
  - Reviews
  - Discharge to General Population
- **Level System**
- **Programming**
- **Property Allowed as Incentives**
- **Out of cell time**
  - Socialization is important
- **Earning their way out**
- **Performance Measures**



# Taking Action



- **Institutional Safety**
  - How many incidents of self-harm, suicide, inmate and staff assaults do you have?
  - Do these events effect employee retention?
  - What are you doing differently with those who have a mental illness?
- **Public Safety**
  - How many offenders are releasing from restrictive housing directly to community?
    - Is this practice good for public safety?

# Public Safety



- **Restrictive Housing is a Public Safety Issue**
  - **95% of our inmates will be released from prison at some time**
    - ✦ **They will be our neighbors**
    - ✦ **Their children will go to school with our children and grandchildren**

# Public Safety



- We had too many offenders that have spent their last day of their sentence in Restrictive Housing and have gone straight from Restrictive Housing into the community
- High Risk Releases are a Public Safety Issue and Concern

# Turning the Vision Into Reality



**NEW RESTRICTIVE HOUSING PROGRAM**

# Restrictive Housing Program Mission



*To provide safe and secure facilities by successfully managing our offenders in restrictive housing with an incentive-based step program and cognitive behavioral programming.*

*Empower staff through continuous professional development and engagement to effectively supervise our most disruptive offenders.*

# Restrictive Housing Program Goals



- Reduce violence in Restrictive Housing and the General Population
- Reduce the average length of stay for inmates placed in Restrictive Housing
- Reduce returns to Restrictive Housing
- Reduce the number of inmates releasing directly from Restrictive Housing to the Community

# Restrictive Housing Placement



- **Revised criteria to be more specific**
  - Focus on violent and/or dangerous behaviors
- **Formal referral to be seen for a hearing**
  - Requires Associate Warden approval
- **Implementing an out-of-cell, broader mental health assessment prior to hearing**
- **Created a Multi-Disciplinary Team review process**



# Level System Purpose



- Intended to provide opportunities for inmates in restrictive housing to demonstrate their readiness for return to general population through:
  - Earned, progressive privileges and property
  - Positive behavior
  - Participation in programming

# Level System Structure



	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
<b>Duration</b>	15 days maximum	90 days minimum	90 days minimum	120 days minimum	120 days minimum
<b>Location</b>	Unit A (section 3)	Unit A (section 3)	Unit A (section 4)	Unit A (section 5)	Unit D (section 6)
<b>Recreation</b> <i>-duration 60 minutes</i> <i>-daily showers</i> <i>-telephone use during recreation</i>	3 days/week *recreation enclosure	5 days/week *recreation enclosure	7 days/week *recreation enclosure	7 days/week *recreation enclosure Unrestrained movement to rec enclosure and shower inside the section.	7 days/week *rotating between dayroom and gym/outdoor yard
<b>Meals</b>	In-cell	In-cell	In-cell	In-cell	Dayroom
<b>Commissary</b>	Hygiene/mail items only	\$10 weekly limit	\$15 weekly limit	\$20 weekly limit	\$30 weekly limit
<b>Visits</b>	None	1 noncontact visit/week, maximum of 3 visitors	2 noncontact visits/week, maximum of 3 visitors	2 noncontact visits/week/visitor	2 noncontact visits/week/visitor *potential for contact
<b>Television</b>	No television in cell (televisions are in section)	No television in cell (televisions are in section)	1 state issued television per cell	1 state issued television per cell	1 personal TV per inmate
<b>Restraints</b>	Handcuffs with leash behind the back and full-restraints off unit (belly chain/leg irons)	Handcuffs with leash behind the back and full-restraints off unit (belly chain/leg irons)	Handcuffs with leash behind the back and full-restraints off unit (belly chain/leg irons)	Handcuffed in the front on/off unit	No restraints when out of cell; maximum 8 inmates out of cell at one time.
<b>Work Assignments</b>	None	None	None	Rotating non-paid work assignments for unit	Rotating non-paid work assignments for unit
<b>Programming</b> <i>*GED, CD, MH programming offered at all levels</i>	None	In-cell only/individual electives	In-cell only/pre-MRT manual "Thinking for Good" and individual electives	Group programming; MRT Steps 1-3	Group programming; MRT Steps 4-12

# Level System Property Allowances



LEVEL 1	LEVEL 2	LEVELS 3 & 4	LEVEL 5
Shoes and Shower Sandals Socks/t-shirts/underwear Medical alert bracelet Comb/hairbrush Toothbrush/toothpaste Deodorant Shampoo/conditioner/gel Lotion/foot powder/pumice Washcloths Wedding bands Loaner radio/ear buds Magazines and books Legal mail/copies Address Book Eye glasses/dentures Deck of Cards	Level 1 Property, PLUS: Calculator Batteries Personal radio/batteries Photographs/albums Insulated cup/spoon Storage container	Level 2 Property, PLUS: Television (no remote) Ability to order craftwork -No leather work Sweat shorts/shirt/pants Stereo adapter jacks Audio extension cords Chess/checkers/dominoes Desk Lamp Extension Cord	Level 4 Property, PLUS: Area rug Disposable razors After shave/shaving cream Fingernail clippers Mirror (4x4) Padlocks Leatherwork TV remotes Scissors Watch



# Level System Movement

## Progression\*:

- Level 1 to Level 2
  - RH Manager
- Level 2 to Level 3
  - RH Manager
- Level 3 to Level 4
  - Level Review Committee (LRC)
- Level 4 to Level 5
  - LRC
- Level 5 to GP
  - LRC

## Regression:

- Level 2 to Level 1
  - RH Manager
- Level 3 to Level 2
  - RH Manager and/or Unit A Unit Manager, Case Manager and Unit A Sergeant (Corporal in absence)
- Level 4 to Level 3
  - LRC
- Level 5 to Level 4
  - LRC

\*Out-of-cell reviews are conducted for the offender every 30 days

# Turning the Vision Into Reality



**LESSONS LEARNED AND KEYS TO SUCCESS**

# Prioritize Staff



- Early engagement in the program design
- Select your best staff
  - Interviews
  - Recommendations
  - Review of HR records (e.g., attendance, performance reviews)
- Incentivize restrictive housing
  - Shift differential
  - Schedule
  - Team concept
  - Specialized training

# **Prioritize Staff : Benefits and Early Successes**



- Increased efficiency on the unit
- Fewer issues with inmates on the unit
- Improved staff morale
- Better officer adherence to daily procedures and rules
- Increased awareness of individual inmates and how to work best with them



# Use a Phased Approach



- **Communicate future changes to offenders and staff**
- **Start with those most likely to succeed**
  - Initial inmate selection process
- **Start small**
  - Started with one level - Transition Unit (level 4)
    - ✦ Then level 5
  - Allowed time to
    - ✦ Train staff
    - ✦ Make physical plant changes
    - ✦ Work out the kinks

# Use a Phased Approach: Benefits and Early Successes

- **Staff buy-in**

- Saw immediate benefits of the level system

- ✦ Cleanliness
- ✦ Noise level
- ✦ Behavior

- Developed more comfort with the concept and familiarity with the program components and procedures
- Saw that security and safety were enhanced, not compromised

- **Inmate buy-in**

- Saw others progressing and wanted the opportunity



# Other Keys to Success



- Dedicate staff to design and implement the program
- Engage many individuals at all levels
- Take advantage of NIC training and learn from other states
- Put processes in place to hold each other accountable for timelines and quality
- Provide opportunities for inmates to prove they are ready for general population by giving them clear choices and holding them accountable

# Prioritize Staff : Benefits and Early Successes

- “I chose to apply [for the position] simply because of the team aspect. I think the team aspect here is wonderful. I think working with the same eight, nine, ten people is a great thing because everyone is on the same page all the time, every day. I think that’s better for us and better for the inmates.”

~ Officer Tim Mullin

- “I like the team concept. Having a good group of guys frequently that you have that bond with, knowing the ins and outs of how everybody likes the unit run makes it a lot more fluid and makes it fun to come to work every day.”

~ Officer Derek Palmer

## What benefits have you seen as a result of the changes being made?



- *“The inmates are asking questions about the program and they actually seem like they care. Some guys, even the ones who used to lay around on their bunks all day, actually hop up for walk-throughs, their lights are uncovered, and you can almost see that these guys have a little hope. They know that if their behavior is good they have potential to get out. They are wanting to improve, and they are asking and looking for ways to improve.”*

*~Sergeant Matthew Honetschlager*

# Meeting our Mission and Vision



- Our Mission Statement identifies that we maximize the opportunities for rehabilitation and a part of our vision is to enhance public safety.
- In order to do this we need to give the offenders the tools necessary to be successful.
- Institutional Conduct is a great predictor of Recidivism.
- Many states that have gone through this process will tell you that they have cut their population in Restrictive Housing in half, and major rule infractions went down in half as well.

# Benefits of Restrictive Housing Reform



- Major Rule Infractions go down
- More offenders will get parole
- Major rule infractions cause offenders to be non-compliant
- Non-compliance keeps offenders from getting paroled
- Institutional Conduct is the largest predictor of revocations
- This will affect recidivism
- This will affect your prison population.

# Areas of Opportunities



- An area that still needs development is in Mental Health
- It is very hard to separate Restrictive Housing from Mental Health Services.
- American State Corrections Association (ASCA) is working on similar Guiding Principles to address this issue.



# Turning the Vision Into Reality



**QUESTIONS AND ANSWERS**

# For More Information



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This project was supported by Grant No. 2013-DP-BX-K011 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.