

Criminal Justice Institute (CJI) Factsheet

The Department of Correction has embarked on a long-term reform agenda that is meant to increase safety by changing the culture within its facilities, among uniformed officers, staff, and inmates. This reform agenda, represented in the DOC's 14-Point Anti-Violence Reform Agenda, aims to enhance safety and security within the facilities by improving several areas. Included within this effort are a redesign of DOC's Housing and Classification system, the application of that system on specific populations, and better management of those populations based on their risk level and need. Basic Correctional Practices, better staffing models for specific housing units, programming provision, and inmate movement and monitoring will all be assessed and improved for the purpose of ensuring the proper implementation of these initiatives. This project is specifically aimed at supporting facility staff and DOC leadership in achieving this through assessing best practices, evaluating correctional practice needs, and determining appropriate coaching and training models for these practices.

DOC is seeking to implement fully its newly developed correctional best practices related to classification and housing, escort protocols, custody management, and correctional reporting and accountability practices. It is anticipated that, when DOC staff are fully trained and the new practices are fully implemented over a reasonable period of time, there will be a significant reduction in institutional violence in the housing units in which the newly developed correctional practices as well as reinforced best practices regarding classification and housing, inmate management, and inmate programming, were implemented.

To provide these services DOC will work with the Criminal Justice Institute (CJI) who will coach existing leadership and determine means by which to enhance performance of the Department's correctional staff at multiple levels.

CJI will deploy a five-person team with a combined more than 100 years of experience in the field of corrections. The entire team will be on site working inside Department of Correction facilities for eight weeks. The team will be

led by Gary Maynard who has more than 40 years of experience. Maynard has led Departments of Corrections in four different states.

The team will observe and analyze the implementation of newly developed best practices related to:

- classification and housing
- escort protocols
- custody management
- correctional reporting and accountability practices

The group will provide feedback on ways to achieve better outcomes. They will also coach and mentor staff to bring DOC's long-term agenda to improve staff and inmate safety and reduce violence closer to a being a reality. With benefit of a better understanding of each facility's culture, staff values and beliefs, and inmate attitudes, the Department will be able to develop achievable strategies for improving performance and creating a safer work place.

CJI worked as a consultant with the NYC Department of Correction on the Nunez vs. NYC Department of Correction lawsuit focused on the Department's Use of Force policy and practice. There had been numerous cases of excessive force being used by officers on detainees and inmates, some resulting in serious injury. CJI worked on the Use of Force policy and assisted the New York City's Law Department, and NYC Department of Correction's attorneys in the rewrite of that policy. The Department asked CJI to tour all the major facilities on Riker's Island. After the visits, several recommendations were made to the Department's attorneys relative to operational issues that could be improved. Shortly after the policy was rewritten and submitted to the plaintiff's attorneys, the case went to settlement discussions. The revision of the policy was a key component to the settlement of the case.

CJI's five team members are:

Gary Maynard (Team Leader):

Gary Maynard's experience in dealing with issues of housing, classification and security of prison and jail facilities has been primarily in

the operational field. As Director of four unique state correctional systems, he has led the design of new prison facilities, and worked extensively with architects and engineers to properly size, secure and operate effectively and efficiently, new prisons. As the chief executive officer of state prison and jail systems, he has been closely involved in the modification and retrofitting of housing units and program spaces to better accommodate offender security and proper classification. Mr. Maynard was known for his extensive use of corrections data, including security data as well as program and treatment data to improve education, mental health and vocational programs to enhance the transition of offenders back into the community. His work in Maryland resulted in a thousand fewer inmates returning to prison.

Camille Camp:

Over the course of her thirty-eight year career, Camille Camp served sixteen years in direct field operations, beginning in 1971 in the South Carolina Department of Youth Services' male adolescent maximum-security facility as a counselor, social worker, Unit Supervisor, and Director of Social Work Services for the Intensive Care Units. In the state's adult agency, she was Warden of the men's Maximum Security Center. In Arizona she was responsible for adult corrections, opening six institutions and founding the agency's training academy. In Philadelphia County, she took operational and administrative responsibility for six years to restructure and reengineer the system by creating and implementing its body of policies and procedures, developing and building two new prisons, and creating and implementing an inmate management information system.

George M. Camp:

George M. Camp has over 40 years' experience in correctional management and consulting. He served the public sector from 1962 to 1977 in a variety of positions that included Director of the Missouri Department of Corrections; First Deputy Commissioner of the New York State Division of Criminal Justice Services; Assistant Commissioner of the New York City Department of Correction; and Associate Warden of the Federal Prison in Lompoc, California and the U.S. Penitentiary in Marion, Illinois. He has conducted and directed operational audits, needs assessments, management studies, and strategic planning efforts, throughout the country. He is currently working on a 10-year Master Plan for the Philadelphia Prison System, a

Strategic Plan for Hawaii's Correctional System, and a 500-bed Maximum Security Prison for the Arizona Department of Corrections.

Patricia L. Hardyman:

Dr. Hardyman has assessed, designed, validated, and/or implemented objective classification systems for numerous correctional agencies throughout the country. She also participated in the NIC internal classification initiative and served as principal investigator for the development and implementation of gender responsive classification systems for state and local correctional systems. In addition, she conducted a national assessment of the current intake and needs assessment practices among correctional agencies. Her recent projects include development and testing of instruments to identify institutional sexual predators and victims for multiple state and local departments of corrections. She has also worked closely with large jail systems to develop objective and valid classification systems for the Cook County Detention Center, Philadelphia Prison System and Orleans Parish.

Wayne T. Choinski:

Wayne T. Choinski brings over 30 years of experience in the field of corrections. His extensive correctional experience includes having served as a senior administrator at several large correctional institutions, a regional administrator responsible for the oversight of nine correctional facilities including jails and the senior administrator for community corrections. As a senior associate with CJI, Inc., Wayne has consulted on numerous projects involving: Correctional system assessment; Master plan development; Bed space expansion; Evaluation and monitoring of detention standards; Management of maximum-security units; and Operational and staffing assessments.