

## Department of Correction – Intradepartmental Memorandum

**DATE:** December 19, 2014  
**TO:** Amanda Masters, Board of Correction  
**FROM:** Hazel Jennings, Acting Assistant Chief of Security  
**SUBJECT: BOARD OF CORRECTION MEETING**


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My name is Hazel Jennings. I am currently assigned as the Acting Assistant Chief of Security and I have been with the Department for 26 years. I support Commissioner's Ponte decision on opening the Enhanced Supervision Housing. The purpose of this housing area is to house the most violent, problematic inmates whose presence within general population housing pose a direct threat to the inmates who are housed within. These inmates are inmates who have been directly involved in "stabbing" and/or "Slashing" incidents or found in possession of Hobby Blades, Scalpels or razors or who are influential Security Risk Group leaders who are directly causing or manipulating other inmates to carry out random acts of violence.

All of the inmates who will be placed in this type of housing area will be screened with the Department of Health and Mental Hygiene to assure that no inmate who is seriously mentally ill and requiring a therapeutic setting will be housed there. Additionally, no adolescents under the age of 19 will be housed there either. When we as the Department look at the statistical data, the calendar year 2014 has had the highest amount of violence within the last fourteen years. From calendar year 2012 stabbing and slashing incidents have increased 25%; "A" Uses of force have increased 6 %; total Uses of Force have increased 37%; serious injuries to inmates have increased 3% and inmate on inmate fights have increased 6%. Some of the tools that will be utilized for managing this housing area will be that inmates will only be locked out of their cells for 7 hours daily. All services will be brought directly to the housing area which will prevent the inmates from co-mingling with general population inmates and all inmates will be afforded 1 hour of outdoor recreation.

The approach will be a 'TEAM' effort of dealing with this challenging population. We currently have approximately 42 inmates who are housed in Enhanced Restraints housing and another dozen or so still serving punitive segregation time. There is also 81 inmates who have been found in possession of Hobby Blades or scalpels. They have been infracted, adjudicated and have served their punitive segregation time. However these inmates are still housed in General Population. Enhanced Supervision Housing will be another effective tool which the Department can utilize to properly house violent inmates and to ensure that safety is provided to both staff and inmates. Safety is paramount !

**Departmental of Correction----Intradepartmental Memorandum**

**DATE** : December 19, 2014  
**TO** : Amanda Masters, Board of Correction  
**FROM** : James Perrino, Acting Assistant Chief, Division III   
**SUBJECT** : BOC MEETING

Good Morning,

My name is Acting Assistant Chief James Perrino. I have been in Corrections for 26 years. I have grown up on this job and with that grown to love this job. I constantly think of ways to make our environment safer for not only staff but for the inmate population. Under this leadership, we have seen more positive changes in such a small period of time and it is very exciting. If one bad apple can run the whole bunch, what would 250 bad apples do? Most of our inmate population are hard working men and woman who are not bad people but may have done a bad thing or accused of doing. We have the responsibility to protect them and make them feel safe. With the ultimate goal to reintroduce them back into our communities.

There is a small amount of people who for whatever reason do not want to do the right thing. They steal, fight for power, prey on the weak. This group is what we have in our jails now. Walking around our dads, mom, sons, and friends. Who have gotten in trouble and gotten incarcerated.

Our Prisons are just like our neighborhoods and communities. Just a smaller scale. How would you feel if the police did not protect you from dangerous people and that your kids were not safe to play or walk around? Wouldn't you say why aren't the police protecting us? That is what the inmates are saying, that they do not feel safe in our prison system.

Give us the tools to make our jails safe and secure and a place where people all over the world come to see and learn from. Most of the men and women are committed to our jobs and deserve to be safe and keep the inmate population safe.

Good morning. My name is Edmund Duffy. I am the Warden of the George Motchan Detention Center located on Rikers Island. I am appreciative of this opportunity to present testimony regarding the proposed Enhanced Supervision Housing.

The proposed rule will allow our department to better manage its most dangerous inmates while getting away from its present reliance on Punitive Segregation to control violence.

Proposed Enhanced Supervision Housing targets those inmates who are identified as being gang leaders, who have repeatedly assaulted staff or inmates, or who have been found in possession of smuggled in scalpel blades or scalpel like implements. In other words, Enhanced Supervision Housing is for inmates who have demonstrated that they are ongoing threats to the safety of others.

#### Gang Leaders

Under current conditions, the security risk group leaders largely pull strings from behind the scenes, instigating large scale incidents, severely injuring inmates who attempt to engage in positive behaviors, and escalating the threat of violence during congregate programs.

The presence of powerful gang leaders intimidates other gang members and non-gang member inmates into certain behaviors. By separating the gang leaders from the general population, other inmates will be protected from their influence. Inmates will be less pressured to join gangs and low-level gang members will be less pressured to follow orders or prove their loyalty. While in Enhanced Supervision Housing, the department will be able to closely monitor Gang Leader behaviors and will be in better position to prevent serious gang related incidents.

#### Repeatedly Assaultive Inmates

It is evident that long-term Punitive Segregation has not had the impact of preventing violence. The placement of inmates with violence proclivity into Enhanced Supervision Housing, with higher staffing ratios and limited intermingling with the general population, would provide a higher level of safety

for the remainder of the population, without compromising the wellbeing of the offender. In addition to providing important safety to the general population, ESH offers a better chance for inmates to rehabilitate their behaviors, because they will interact in smaller groups, with more supervision, and participate in programs, which will make them learn and practice positive behaviors. These positive behaviors are encouraged in ESH through incentives like contact visits, which inmates can earn.

It is important to note that the category is for those who have repeatedly demonstrated assaultive behaviors and who continue to be threats to the safety of others.

#### Inmates with Weapons

Scalpels have become the weapon of choice by our most problematic populations. They are concealable and have cause extremely gruesome injuries when used. Any individual who has possessed a scalpel presents himself as one of our greatest threats - that is, someone willing to smuggle, transport, and ultimately utilize a tool designed to cut through flesh and muscle.

We understand that most inmates while incarcerated are compliant. They seek an atmosphere of safety and routine, but a small group of inmates prevent that.

This small percentage of inmates, who have flagrant disregard for the rules and for the wellbeing of others, needs to be managed in a manner that will protect the majority of inmates who chose not to delve into negative behaviors.

In short, we are seeking a designed, structured method of addressing the bullies who are responsible for the unprecedented increase in inmate violence. In my six years of experience as a Warden and 28 years of experience in corrections, it is my professional opinion and sincere belief that our department is in need of a fundamental change in the way we do business. Support of Enhanced Supervision Housing is the first step in changing culture, where those who seek to disrupt,

assault, and bully will be managed in an environment proportionate to the threat level they present.

Your consideration in giving us the ability to improve conditions of confinement within the George Motchan Detention Center, within our Department, would be the first step to meaningful reform.

**Maison-Lawson, Allison**

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**From:** Barnes, William  
**Sent:** Friday, December 19, 2014 4:03 PM  
**To:** Jennings, Hazel  
**Cc:** Gumusdere, Turhan  
**Subject:** ESH BOC

Good day Members of the Board My name is William Barnes, I am a Deputy Warden for the New York City Department of Correction

Thank you for the opportunity to briefly speak with you today about Violence in our jail system. IN a word VIOLENCE—it attracts attention. It attracts the attention of the media, our elected officials and the public. Violence in the jail is epically sensationalized as inmates are either viewed as the most vulnerable of, or the individuals with the highest propensity for violence. This only deepens our collective goal on our path for resolution which already now permeates our Department in 3 words—REDUCE THE VIOLENCE. Does jail and violence need to be synonymous? I do not feel it is inextricably linked. We the Department of Correction—Essentially the City of New York have a fiduciary responsibility and an ethical obligation to protect everyone who works within our jail system as well as the inmate population. I know the distinguished members of this board share this collected responsibility and are obliged to keep true to its mission.

The Department now more than ever is faced with finding ways in curtailing violence, and managing our most problematic inmates in the least restrictive manner possible. Statistically, most inmates are not recalcitrant in nature, on the contrary \_\_90\_\_% follow all rules and regulations it is the small targeted universe of just 7% that is responsible for violent actions. This relatively small population is the driving factor of jail violence.

The Enhanced Supervision Unit is not Punitive Segregation. It is exactly what the name says “Enhance” To improve the Supervision of 7% of our most violent population to make the jail a safer environment to the some 93% of inmates and staff alike.

Punitive Segregation when applied appropriately for violent infractions is a useful tool for discipline. Albeit a stop-gap solution. Recidivism is the key factor. The Enhanced Supervision Housing unit is our approach in being proactive in the monitoring and managing those inmates who have a propensity for violence.

Some were skeptical when we rolled out a CAPS Unit—many felt it was going to be a MHAUII by another name. We have seen great accomplishments with our Clinical Alternatives to Punitive Segregation, we emphasize a programmatic approach and idleness abatement that has yielded positive modification in those inmates behavior.

The Enhanced Supervision Unit is not going to be a back door to Punitive Segregation. To suggest this is misleading and inaccurate.

All services that are available to the General Population will be available to those in the ESH. With that said, once properly identified, those individuals who present the highest proclivity to harm others, have demonstrated continued assaultive behavior while in our care should be monitored closely managed. We intend to wisely utilize our resources to provide the least restrictive environment without co-mingling known dangerous inmates with others who as I said before can be vulnerable.

**WILLIAM E. BARNES**  
DEPUTY WARDEN of ADMINISTRATION



**New York City Department of Correction**  
*Anna M. Kross Center*  
18-18 Hazen Street East Elmhurst, NY 11370  
718-546-3510

Greetings,

Members of the Board of Correction.

My name is Victor Vazquez; I am the Warden of the Eric M. Taylor Center located on Rikers Island. I have worked for the Department of Correction for the last 31 years and bring with me many years of experience with the Department of Correction.

I am speaking out in support of the Department efforts to create an Enhance Supervision Housing Unit. The reason for the support of the Enhanced Supervision Housing Unit is due to the increase of violent acts committed against civilians, uniform staff and other inmates. Currently in the Department there is a certain element of violent inmates that exhibit violent behavior towards other inmates, civilians and uniformed staff. This small group of inmates which consist of (SRG) Security Risk Groups gang leaders, influentials and problematic inmates has created an unsafe environment for other inmates, civilians and uniform staff members. I believe this proposed amendment will give the N.Y.C. Department of Corrections an additional tool that can be used to contain, control and monitor the most violent and problematic inmates in the Department.

The establishment of this unit will assist the Department's efforts to protect all inmates from predatory and dangerous inmates. The Department also requires an alternative to deal with inmates who after being release from the Punitive Segregation Unit and are still categorized as a danger and /or has the propensity to commit violent acts against other inmates, civilians and uniform staff to be placed into this Enhanced Supervision Housing Unit. It is important to note these inmates placed in this unit will be allowed to lock out of their cells for a 7-hour lockout period and will receive all Mandated Services set forth by Board of Correction Minimum Standards. There is sufficient data that supports separating inmates who threaten and endanger other inmates will make the jails safer. This will assist the Department of Correction efforts to isolate, contain and control this small element of inmates who are involved in the large percentage of our violent incident within the Department. It would also provide a safe work environment for all employees and a safe living environment for all inmates. The Enhanced Supervision Housing Unit will be beneficial to all Civilian, Uniformed Staff and Inmates. It will also assist in the reduction of violence throughout the N.Y.C. Department of Correction Facilities.

In closing, I am asking for your support and consideration for the implementation of the Enhanced Supervision Housing Unit.





NEW YORK CITY DEPARTMENT OF CORRECTION

Joseph Ponte, Commissioner

Pennye L. Jones, Warden

Training Academy

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**DATE:** December 19, 2014  
**TO:** Hazel Jennings, Acting Chief of Security  
**FROM:** Pennye L. Jones, Warden, Training Academy  
**SUBJECT:** BOARD OF CORRECTION – SPEECH

Pursuant to your request, please find below speech:

*My name is Pennye L. Jones, Warden at the New City Department of Correction Training Academy. During my twenty-six (26) year tenure with the Department, I have supervised inmates and ensured proper supervision of the inmate population was maintained.*

*Although the inmate population responsible for the majority of violence within the facilities are small in number, they have a high propensity for violence towards non-aggressive inmates and staff. These inmates are dangerous, repeat offenders, and violent predators who prey on the non-aggressive inmate population.*

*One speaker today in particular, who was previously housed in Department of Correction custody on Rikers Island, displayed the same aggressive, confrontational, combative behavior that is displayed in Correctional facilities daily. His behavior was the same behavior that is displayed by violent inmates in the facilities and used to prey upon the non-aggressive inmate population. A group of speakers today also spoke about the lack of training for Correction Officers who would work in the Enhanced Supervision Housing Unit. As the Commanding Officer of the Training Academy, and under Commissioner Joseph Ponte's direction, training will be conducted expeditiously to reinforce staff's skills in managing this dangerous population of inmates.*

*The Enhanced Supervision Housing Unit is necessary to closely monitor this dangerous and challenging inmate population and moreover limit their access to other inmates. In so doing, this will foster a safe environment for inmates and staff.*

If further information is needed, please advise.

PLJ/ct  
CA# 1338/14

## Maison-Lawson, Allison

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**From:** Stukes, Kenneth  
**Sent:** Friday, December 19, 2014 5:33 PM  
**To:** Jennings, Hazel  
**Subject:** ESH

AS REQUESTED,

ENHANCED SUPERVISION HOUSING IS A PROPOSAL THAT WILL ASSIST THE NEW YORK DEPARTMENT OF CORRECTIONS WITH REGARDS TO MANAGING A POPULATION OF INMATES THAT HAS PARTICIPATED IN SERIOUS ACTS OF VIOLENCE AGAINST INMATES AND/OR STAFF (UNIFORM/NON-UNIFORM), INCLUDING, BUT NOT LIMITED TO SLASHING/STABBING, SERIOUS INJURY TO INMATES/STAFF, ASSAULT OF STAFF, INMATES WHO ARE INITIATORS OF VIOLENCE CAUSED BY OTHERS. JAIL BASED VIOLENCE HAS INCREASED, ONE OF THE PREDOMINATE DRIVING FACTORS OF THE VIOLENCE IS DRIVEN BY SECURITY RISK GROUP INMATES, BLOODS, CRIPS, ETC. INMATES DUE PROCESSED INTO ESH WILL BE AFFORDED ALL SERVICES AND PROGRAMS AFFORDED TO INMATES IN GENERAL POPULATION. THE SANCTIONS PROPOSED IN THE ESH WILL ALLOW INMATES TO BE LOCKED OUT OF THEIR CELLS AT LEAST SEVEN HOURS A DAY. AS THE NYC DEPARTMENT OF CORRECTIONS BEGAN TO REFORM, AND IMPLEMENT CHANGES TO THE USE OF PUNITIVE SEGREGATION TIME, ALTERNATIVE HOUSING MUST BE EXPLORED. AS AN AGENCY, THE NEW YORK DEPARTMENT OF CORRECTION HAS AN OBLIGATION TO PROTECT THE INMATES WITHIN IT'S CUSTODY AS WELL AS THE STAFF. IN ADDITION TO PROVIDING A SAFE AND SECURE JAIL / WORK ENVIRONMENT. I RESPECTFULLY REQUEST THAT THE BOARD OF CORRECTION MEMBERS SUPPORT THE ESH PROPOSAL.



Karen Collins, Warden  
Vernon C. Bain Center  
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**DATE:** December 19, 2014  
**TO:** Hazel Jennings, Acting Assistant Chief of Security  
**FROM:** Karen Collins, Warden, Vernon C. Bain Center  
**SUBJECT: BOC PUBLIC HEARING RE: ENHANCED SUPERVISION HOUSING**

Pursuant to your request regarding the above mentioned subject, the Vernon C. Bain Center is submitting the following response:

Good Morning, My name is Karen Collins and I am the Warden of the Vernon C Bain Center. I have 25 years of service with the New York City Department of Corrections. We believe that Enhanced supervision housing areas are necessary in order to keep the majority of non violent inmates and staff safe from violent inmates. The violent inmates that we are talking about are the ones who have assaulted or caused serious injuries to both inmates and or staff by means of spitting, throwing bodily fluids, biting, knocking out, and slashing which result in permanent disfigurement. These are also the inmates who extort other inmates and their families. The small populations (approximately 2.2%) of violent inmates in our system are responsible for the majority of the violent incidents that are occurring on a daily basis throughout our department. Enhanced supervision of this small group of violent inmates will enable us to closely monitor and identify these predators. With enhanced supervision housing we will be more readily able to identify, manage, and address incidents expeditiously with out interrupting the daily operations and services that are being provided within our facilities. It also deters inmates from being manipulated, extorted and preyed upon. It is this department's obligation to protect all inmates and staff from these violent offenders and protect them from themselves.

**SOME OF THE PROVISIONS THAT WILL BE ALLOWED FOR ARE:**

- ENABLES THE DEPARTMENT TO SEPARATE THE MORE PROBLEMATIC (VIOLENT) INMATES FROM THE NON- VIOLENT INMATES.
- PREVENTS COMINGLING OF THE INMATES IN ENHANCED SUPERVISION WITH INMATES IN GENERAL POPULATION.
- TARGET THE STAFF WHO WILL BE ASSIGNED TO WORK IN THIS UNIT WITH THE SPECIALIZED TRAINING AND TOOLS NEEDED TO OPERATE THE UNIT EFFICIENTLY.
- ENABLES THE DEPARTMENT TO FOCUS IN THIS SPECIAL HOUSING AREA WITH SERVICES AND PROGRAMS.
- INCREASES MORALE WITH THE LINE STAFF THAT THE DEPARTMENT IS TAKING A PROACTIVE STANCE IN MANAGING THIS CHALLENGING POPULATION.

- INMATES WHO MEET THE CRITERIA FOR THIS HOUSING UNIT WILL HAVE LIMITED TIME OUTSIDE OF THERE CELLS LIMITING THE OPPORTUNITY FOR THEM TO ENGAGE IN VIOLENT BEHAVIOR.
- A DETERENCE FOR INMATES IN GENERAL POPULATION ONCE INFORMED IF THEY COMMIT ANY VIOLENT ACTS THEY WILL BE PLACED IN ENHANCED SUPERVISION HOUSING UNIT.
- THIS HOUSING UNIT WILL BE HEAVILY STAFF WITH UNIFORM PROVIDING TOP SECURITY AND ENSURING SAFETY FOR STAFF, CIVILIANS AND INMATES.
- INMATES HOUSED IN THIS UNIT WILL SENSE AND KNOW THE DEPARTMENTS ZERO TOLERANCE FOR VIOLENCE AND EVERY INITIATIVE WE WILL TAKE TO ACHIEVE OUR GOAL.

If additional information is needed, please advise.

KC/or  
VCBC #

c: Karen Collins, Warden

Good Afternoon

My name is Felene Breeland and I am assigned as the Warden of the George R. Vierno Center located on Rikers Island. I have over 25 years of experience within the Department of Correction.

As I stand here today, I proudly support Commissioner Ponte on implementing an Enhanced Supervision Housing Area. The objective of "E.S.H." is to reduce the violence in this jail system and to provide a safer environment for staff and inmates. The inmates that will be designated for "E.S.H." will be Security Risk Group inmates, including but not limited to inmates involved in gang related activity; inmates who have assaulted other inmates either by slashing and/or stabbing, inmates who have seriously injured staff and/or another inmate and inmates who are found to be in possession of scalpel blades and/or scalpel like instruments. Most often, the scalpel blades cannot be detected while inmates are passing through the magnetometer.

The concept is to take 250 ADP or 2.2 percent of the inmate population who will be eligible for "E.S.H." and to allow those inmates who are incarcerated whom do not want to be involved in inmate violence and give them the opportunity to complete their time either to be released to a program, a facility upstate or to their respective homes.

The "ESH" inmates would be allowed to lock out of their cells for a minimum of seven (7) hours a day and have one (1) hour of recreation. The majority of these program services will be afforded in their respective housing areas. This will now allow the other inmates housed in general population to want to participate in these services and not be in fear of a violent incident occurring to them and/or another inmate during these services. Additionally, this will possibly create a non-hostile environment.

I proudly recall when Commissioner Ponte interviewed me for the position of Warden. He stated that the statistics of violence in a particular jail was quite high. He further stated that he was going to assign me to the jail which was "GRVC". He further recommended that I make an assessment of the jail and create a plan on how to curtail the violence. He also recommended that I initiate a plan on how to curtail the violence and create a plan to make a difference. It is for these reasons that I feel "ESH" is being presented by Commissioner Ponte to look at different ways to limit the violence in the facilities and for the safety and security of staff and inmates. Also to closely monitor the inmates by putting them together than having them spread out throughout the Department. My motto has always been "you never know if it works, until you try".

Also, I like the concept of the "ESH" inmates having non-contact visits. This will give them an incentive to behave in fashion to be privileged to gain their contact visits back.

Thanks for allowing me to present myself today on Enhanced Supervision Housing.

**Maison-Lawson, Allison**

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**From:** Clifford, Michele  
**Sent:** Friday, December 19, 2014 4:36 PM  
**To:** Jennings, Hazel  
**Subject:** BOC Comments - RMSC

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

**Michele Clifford, Warden – RMSC**

**23 years of service**

**718-546-7500 / 718-546-7846 (fax)**

As a Department, we need to move forward and implement change to meet our goals of reducing violence. Alternatives such as the Enhance Security Housing would give us another tool to manage inmates that exhibit violent behavior with rehabilitative incentives. The programs that would be implemented, should be geared to discharge planning, self improvement and educational. This would create a safer environment for both staff and inmates. I believe this is definitely a step in the right direction.

Thank you.

**Karen Lewis - RMSC**

**Deputy Warden of Administration - R.M.S.C**

**23 years of service**

**718-546-7515 / 718-546-7743 (fax)**

I, Deputy Warden Karen Lewis, assigned to the Rose M. Singer Center strongly believe that we need Enhanced Supervision Housing as a way to impose minimal restrictions on inmates that have demonstrated histories of jail violence. These increased restrictions on violent inmates are essential to keep staff and other inmates safe from jail violence.

Ronald Miller – RMSC

Deputy Warden of Security/Program

**20 years of service**

**718-546-7510 / 718-546-7503 (fax)**

The Enhanced Supervision Housing is a progressive step in the right direction to reduce violence, and maintain control of a small, but very dangerous, population, that if left in General Population, would endanger staff, uniformed as well as civilian, and others in the inmate population.

My name is Terrence Graham, I am a Deputy Warden of Restricted Housing Unit assigned to the George R. Vierno Center on Rikers Island. I support all efforts to establish Enhanced Supervision Housing (ESH) throughout this Department. I strongly promote ESH because it is an option that promotes a safer working environment for staff and reduces the likelihood of inmate on inmate violence. This Department has gone through great efforts to reduce random acts of violence such as slashing, stabbings and shootings. It's apparent the Department has problems on their hands. The Security Risk Groups (SRG) are increasing their membership daily and becoming more aggressive towards staff, inmates and on occasions civilians. Statistics illustrates the same inmates are continuously committing violent violations throughout this Department and utilizing mental hygiene issues as a means to stop/ prohibit their admission into the Central Punitive Segregation unit (CPSU).

My name is Carolyn Saunders and I am a Deputy Warden assigned to the George R. Vierno Center on Rikers Island. I stand before you today to express my support for the Enhanced Supervision Housing unit. Over the last several years, the department has realized a marked increase in our violence indicators in the areas of inmate on inmate violence and inmate on staff violence. Inmates are being brutally slashed by other inmates with scalpel blades which has become the weapon of choice when the inmates cut one another. These scalpels go undetected by our electronic searching procedures due to the inmates wrapping them in black electrical tape.

In the past, the department housed all of the repeat slashers in the Otis Bantum Correctional facility in housing area 1 South and the most assaultive inmates in housing area 3 South. By keeping these inmates isolated in a central area it greatly assisted us in keeping the rest of the inmate population safe as well as the staff. We need an area where we can monitor the movement and activity of this core group of inmates who are largely responsible for the most violent acts committed in the agency.

The Enhanced Supervision Housing unit would be the most appropriate type of housing area for these inmates.



My name is Hakim Saracen EL-Qahir, and I am assigned to the George R. Vierno Center as the Operations Deputy Warden. On December 19, 2014, I attended the Board of Correction meeting in regards to the Enhanced Supervision Housing.

The Board of Correction meeting on December 19, 2014, was wonderful to watch the opposition side of their protest to the Enhanced Supervision Housing. The central theme of all who were not in favor of this DOC project, their opposition was mainly from the components who believed this is was a form of torture. Others consider this ESH project another form of solitary confinement.

Many from the Mental Health field were against this plan focusing on the inmate's isolation in a cell setting. One former Mental Health advisor who was part of the MHAUII and ITU program, felt DOC will not keep it's promise to this ESH project, as in the past DOC were not totally committed to the project. Further, he noted no one from the City Department of Mental Health were present at this meeting, impart to their objection to the plan.

On several occasions, former civilians who were housed at Riker Island came to talk of their opposition to this ESH project. One in particular was a 53 year old who displayed the behavior and the reason to support the ESH. His behavior even shocked those who wanted to support him, but his deviant behavior and challenging Norman Seabrook was a little too much.

It would have been better served if the BOC had alternated those who were in favor of the ESH with those who were not in favor, instead of having the Commissioner, followed by the First Deputy Commissioner then Chief Murphy present, then for the next several hours only hearing from the opposition.

Good afternoon, my name is Deputy Warden Horace Hill of the George R. Vierno Center. I'm here before you to attest that something needs to be done with the inmates that are affecting the day to day operation of the Department.

The most violent inmates make other inmates violent, by having them defending themselves of the violence placed on them. By doing this the amount of violent inmates has increased.

The violent inmates have other inmates, their friend and families involve in extortions and bringing in drugs and weapons in the facilities. The drugs and weapons are catalysts to drive up the violence.

Where there are drugs, there is money. Where there are drugs and money, there are weapons (scalpel is a weapon of choice). This increase in violence has not only affected the jails and the streets of our city.

Having friends, family, and other parties who would not have thought to be involve in a criminal activity, now finds themselves becoming more criminal minded. With the increase in violence in the Department, there is also the increase visitor arrests. This is a serious dynamic whereas it is affecting families and creating generations of more criminal and violent persons.

The most violent inmates make other inmates violent, by having them defending themselves of the violence placed on them. By doing this the amount of violent inmates then will increase

My name is Anastasia Henderson-Blackmon. I am a Deputy Warden assigned to the George R. Vierno Center located on Rikers Island. I am appreciative of this opportunity to express my view and testimony regarding the Enhanced Supervision Housing.

The Enhanced Supervision Housing will allow the New York City Department of Correction to efficiently manage its most dangerous inmates, without utilizing the current housing unit known as Punitive Segregation to control violence.

The Proposed ESH purpose will target those inmates who are identified as being gang leaders, who have repeatedly assaulted staff or inmates, or who have been found in possession of smuggled in scalpel blades or scalpel like implements. In other words, ESH is for inmates who have demonstrated that they are ongoing threats to the safety of others.

Under current conditions, the SRG as we call them leaders who are currently incarcerated known as gang bangers use different methods from behind the scenes to ignite, promote criminal mischief, and enormous scale incidents, which results severe injuries to inmates who attempt to engage in positive behaviors while detained on Rikers Island. Security risk groups usually escalate the threat of violence during congregate programs.

SRG use tactical ways to intimidate rival gangs and their leaders. Unfortunately, non-gang member detainees are also geared to promoting misbehavior while detained. The use ESH will separate the security risk groups from general population inmates that will then ensure safety to staff and deter negative gang affiliation.

It is important to have a method of discouraging the inmate population that we care for from either joining gangs or striving for gang leadership positions. ESH will promote inmate and staff safety.

While in ESH, the department will be able to closely monitor Security Risk Group leaders' patterns, while closely monitoring that they receive all mandated services within guidelines.

Detainees who possess the threat to the safety of the inmate population along with staff, is proven to himself that he is a challenging individual. He will do all and anything to transport, smuggle and even use what is know as a scalpel to cut into anyone's body.

As a Deputy Warden with 19 years of experience within the New York City Department of Correction, it is my opinion that we seek a drastic and non other then the best practice to ensure our inmate population and staff is safe. ESH will enhance the way we care, and control our inmates. Most importantly, ESH will ensure that SRG's are customized according to their level of threat.

## Maison-Lawson, Allison

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**From:** Stukes, Kenneth  
**Sent:** Friday, December 19, 2014 5:30 PM  
**To:** Jennings, Hazel  
**Subject:** FW:

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**From:** Harris, Damon  
**Sent:** Friday, December 19, 2014 5:20 PM  
**To:** Stukes, Kenneth; Matthews, Melissa; Lemon, Charlton  
**Cc:** Vargas, Tanezia  
**Subject:**

The department currently faces challenges with the leaders, influential, and problematic inmates associated with various Security Risk Groups who are responsible for most of the violent related incidents within the department. A new intensive initiative such as the Enhanced Supervision Housing is a fresh idea that must be given a chance to overcome these challenges in order to achieve a sustainable reduction in inmate violence.

If given all available resources, staff expertise and outside resources we can achieve the goal of reducing violence incrementally and improve safety and security for the inmate population, civilians and staff.

Damon Harris  
Deputy Warden Of Security



New York City Department of Correction  
Otis Bantum Correctional Center  
CPSU/NIC/WF  
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[damon.harris@doc.nyc.gov](mailto:damon.harris@doc.nyc.gov)

-----Original Message-----

**From:** Stukes, Kenneth  
**Sent:** Friday, December 19, 2014 4:05 PM  
**To:** Lemon, Charlton; Harris, Damon; Matthews, Melissa  
**Subject:** ESH

Please submit to my office a brief summary of your comments for ESH to be submitted BOC. I will be at the facility approx. 15 min.

**Department of Correction - Intradepartmental Memorandum**

**Date** : December 19, 2014  
**To** : Victor Vazquez, Warden, EMTC  
**From** : Anthony S. Toulon, Deputy Warden of Administration  
**Subject** : Enhanced Supervised Housing Unit

Submitted herein, is a report pertaining to my perspective pertaining to the Department's Enhanced Supervised Housing Unit. Based on the data provided, concept behind the Enhanced Supervised Housing Unit, along with the Departments' goals and initiatives on Violence Reduction, there is a very strong case made for ESH. With the strict and enhanced supervision, problematic inmates will be better managed and closely supervised, while still providing all programs and vital services requested & desired. In addition, with the close supervision of these individuals, it is the hope that this increased monitoring of these problematic inmates will change their behavior and a safer environment for the inmate population, uniform and non-uniform staff. Inmates predicated on committing violence, have a propensity of doing so, when staff are distracted or performing other duties. With enhanced supervision, closer monitoring, increasing staff to inmate ratio, surveillance of the inmate's behavior is more closely scrutinized minimizing incidents. Trending forward, in order to greatly reduce violence in the jail setting, creating more ESH units should be considered.

**Anthony S. Toulon,**  
**Deputy Warden of Administration**



**600AR**

**DEPARTMENT OF CORRECTION INTRADEPARTMENTAL MEMORANDUM**

**DATE** : December 19, 2014  
**TO** : Victor Vasquez, Warden (Through Channels)  
**FROM** : Floyd Phipps, Deputy Warden EMTC Security  
**SUBJECT** : Enhanced Supervision Housing

I am in favor and support the enhanced supervision housing. I believe it gives us (DOC) another management tool in managing the most violent of our population. Right now there isn't any such tool that allows us (DOC) to manage these most violent inmates in our custody. This management tool would aid us in better manage these most problematic inmates.

This would be a team effort with an emphasis on accountability and management. This Enhanced Supervision housing management tool would be about ACCOUNTABILITY. Even the most harden inmate understands self accountability. One has to be accountable for ones conduct. Therefore through incentive by way of Enhanced supervision housing I believe the department can change behavior of the most violent offenders within our custody.

As it concerns the Mental Health population, DOC Staff working with Mental health providers within the setting of Enhanced Supervision Housing will allow us ( DOC ) to reduce the violence among our most violent Mental health population in essence (DOC) would create a safer environment for staff and the non violent inmate population.

This in no way I believe it is punitive in its entirety but therapeutic it is in its nature. In doing this kind of program, ESH will produce an inmate who is willing at his own pace to return to General population and live with others in a less violent manner, and achieving the most desirable goal of the department in returning an inmate that has gone through the ESH program and has come out on the end an inmate better able to cope in the community. It's a WIN, WIN for the Department of Correction and the Community.

Respectfully submitted,

**Maison-Lawson, Allison**

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**From:** Stukes, Kenneth  
**Sent:** Friday, December 19, 2014 4:17 PM  
**To:** Jennings, Hazel  
**Subject:** Fw: ESH

----- Original Message -----

**From:** Matthews, Melissa  
**Sent:** Friday, December 19, 2014 04:08 PM  
**To:** Stukes, Kenneth; Lemon, Charlton; Harris, Damon  
**Subject:** RE: ESH

The ESH will be an effective tool of managing inmate behavior if all resources/funding is provided. If all staffing needed is approved and all programs are ready to begin prior to opening.

ESH will also protect the non-violent inmates by keeping them contained in a centralized locale.

-----Original Message-----

**From:** Stukes, Kenneth  
**Sent:** Friday, December 19, 2014 4:05 PM  
**To:** Lemon, Charlton; Harris, Damon; Matthews, Melissa  
**Subject:** ESH

Please submit to my office a brief summary of your comments for ESH to be submitted BOC. I will be at the facility approx. 15 min.

## Department of Correction – Intradepartmental Memorandum

**DATE:** December 19, 2014  
**TO:** Amanda Masters, Board of Correction  
**FROM:** Robert Kelly III, Deputy Warden  
**SUBJECT: BOARD OF CORRECTION MEETING**

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- Served twelve (12) years in numerous commands (EMTC, RNDC, VCBC, HQ, RMSC, AMKC)
- Worked with the Department's most volatile and assaultive inmates
- Enhanced Supervision Housing Unit (ESHU) is necessary to deter inmates from committing acts of violence against other inmates as well as staff while also offering incentives
- Locking out for seven (7) hours will continue social skills while being supervised by staff
- ESHU will not prohibit any services or mandated programs
- ESHU will provide a safer environment for inmates and staff att... alike.