

The Correctional Association of New York

FOUNDED 1844

135 EAST 15th STREET, NEW YORK, N.Y. 10003 • (212) 254-5700 • Fax (212) 473-2807 • www.correctionalassociation.org

Eastern Correctional Facility

Eastern is a male prison located in Napanoch, NY. The facility includes a main section, classified as a maximum security-B facility, housing approximately 1,000 inmates and a medium security annex for nearly 180 participants in its Chemical Dependence/Domestic Violence Program. The facility also includes a Sensorially Disabled Unit housing 72 inmates with visual and hearing impairments and a Residential Substance Abuse Treatment Program (RSAT). The Correctional Association's Visiting Committee toured Eastern on May 25, 2005.

Overall, the Visiting Committee found Eastern's program-rich environment of mutual respect among staff and inmates to be a rare example of a maximum security prison that cultivates a rehabilitative culture, promotes safety within the facility and prepares inmates for a successful return to the community.

A total of 674 grievances were filed in 2004. The most highly grieved area was medical, while RSAT, the package room and staff conduct also had a significant number of grievances. It is notable that for 2003, Eastern had proportionally fewer grievances than any other maximum security facility for men in New York State (with the exception of Downstate, where inmates are initially received after sentencing and most are transferred in less than two months). Eastern also had the lowest number of Unusual Incidents per inmate of any maximum security prison in the State.

The following is a summary of the Committee's observations and recommendations:

Eastern's Philosophy

Eastern maintains a constructive environment of mutual respect and personal responsibility among staff and inmates and a broad array of educational and rehabilitative programs. This program activity and positive culture have helped the prison keep violent and disruptive incidents at a comparatively low level. In contrast with most prisons we visit, we heard minimal complaints about staff throughout the facility, and there were extensive opportunities for inmates to learn and enhance their skills. Based upon the comments of former Acting Superintendent Sheryl Butler and the executive team, as well as many staff and inmates, we attribute these elements largely to the leadership of recently retired Superintendent David Miller. We hope that many of the practices that make Eastern a unique facility will remain intact, and we anticipate that the newly appointed Superintendent William Brown will uphold Mr. Miller's legacy.

Only inmates with good prison disciplinary records are transferred to Eastern, and many inmates have requested to be there. However, Eastern is not a voluntary program. Moreover, a review of the population's criminal history shows that 77% have been convicted of violent offenses, compared to a system-wide rate of 56%. This data demonstrates that an inmate's criminal record does not predict what he is capable of accomplishing while incarcerated and that a history of violent crime does not, in and of itself, justify programmatic restrictions.

Infractions are defined more strictly at Eastern than at other maximum security prisons and more harshly punished. For example, being late for a program at many facilities may not result in any disciplinary action at all, but at Eastern, a late inmate will receive a misbehavior report or "ticket." Moreover, inmates who are sentenced to more than 60 days of disciplinary confinement over the course of one year are transferred out of the facility and back to a traditional maximum security prison. As Ms. Butler explained, a "zero tolerance" policy for infractions such as substance abuse and weapons possession means that inmates engaging in these activities automatically receive 90 days of disciplinary confinement and are removed from the facility.

According to Acting Superintendent Butler and the executive team, this philosophy is explained to inmates at reception to the facility. They are told exactly what is expected of them, given greater personal responsibility than at many other prisons, and informed that if they want to stay, they must adhere to the rules. For instance, at most maximum security facilities, inmates are escorted to their programs in large, supervised groups. At Eastern, inmates have a "program card" stating their assigned programs throughout the day, and they are responsible for ensuring that they are in the appropriate area at the correct time, with strict sanctions if they are late. According to Ms. Butler, this practice promotes security and provides inmates with a degree of freedom and responsibility not available at other maximum security prisons.

In contrast with the disciplinary model of most other prisons, Eastern's executive team defines the facility as a therapeutic community. Providing inmates with a lot of responsibility, Ms. Butler told us, "makes the facility more secure." Additionally, whereas many facilities we visit are characterized by extensive inmate idleness, each Eastern inmate has a mandatory full day of educational and/or vocational programming. It is noteworthy that although most Eastern inmates appreciate the opportunities offered by the facility, some inmates find it difficult to adjust to this model of intensive programming and emphasis on personal responsibility, and some reported that they would prefer to return to the structure of a traditional maximum security prison. Recognizing that not all maximum security prisons could apply Eastern's methods, we believe there are many inmates throughout the system who would benefit from this model, and, therefore, recommend that it be replicated at several other maximum and medium security facilities.

Physical Plant

One concern expressed to us by many inmates was the poor quality of the water. We were shown brownish water with a large amount of sediment and told that inmates who can afford to purchase bottled water in the commissary do not drink tap water. We encouraged the

Acting Superintendent to have the water tested and share the results with the inmates and the ILC.

Programs

Eastern has more extensive program offerings than many other prisons in the State. In addition to the traditional vocational and educational classes that exist at most facilities, Eastern works with approximately 300 volunteers from the community to expand opportunities for inmates. Inmates throughout the facility told us that they value these opportunities to learn and enhance their skills. Some of the most popular activities are the poetry and theater workshops, which present performances by inmates that are open to the public. Additionally, approximately 600 inmates and staff gather in the yard many nights to participate in and watch athletic games.

Educational Program

Eastern's educational offerings are extensive. The classes available to inmates are Adult Basic Education (ABE), Pre-General Equivalency Degree (GED) and GED, as well as ABE, GED and English as a Second Language (ESL) class for Spanish-speaking individuals. Inmates who have their high school diploma or GED can participate in courses run by Bard College, through which they can achieve an Associates degree, and a Bachelor's degree program is anticipated in the coming year. Boricua College also runs a one-year College Theology course through which students can earn a certificate.

Approximately 372 students participate in educational classes and waiting lists are manageable. Of the nine teacher positions, one was vacant on the day of our visit. Class sizes and staffing levels were described as adequate by staff, but they mentioned that additional teachers would be helpful. Some of the teachers were described by inmates as dedicated and helpful, and others are seen as uninterested and unmotivated. Inmates described the GED and Pre-GED classrooms as overcrowded.

Forty-two of the 85 students who took the GED in 2004 earned their degrees. Ms. Butler and the executive team do not anticipate that the prison will have difficulty adhering to the Department's new requirement that all inmates receive their GED. She explained that additional teachers have been allocated to the facility to meet the increased demand for educational classes, and that waiting lists for classes are not excessive.

The opportunities for Spanish-dominant inmates were extensive, with sufficient Spanish-speaking staff and courses to ensure that inmates with limited English skills can participate in educational classes. This is a crucial measure for the estimated 10% of inmates at the facility who are Spanish-dominant.

Of the students in educational programs, 58 participate in post-secondary classes and twelve students earned their associates degrees in 2004. College programs at Eastern and all New York State prisons where they exist are privately funded and staffed since State and federal funding for post-secondary education in prison was eliminated in the 1990's. Sixty-five percent of Eastern's inmates have already achieved their GED or high school diploma, compared to 48%

system-wide, making the availability of college courses particularly important for this population. Throughout the facility, the college program was described as excellent by inmates, and those who have earned their degrees were exceptionally proud of their achievement. Providing post-secondary education to inmates is a proven method of reducing recidivism, and it should be expanded to more facilities and funded by the State.

Vocational Program

Eastern offers extensive vocational programs, including Food Preparation, Braille and Large Print, Computer Repair, Cabinet Making, Building Trades, Welding and Masonry classes. In order to participate in the Food Preparation, Computer Repair and Braille and Large Print programs, inmates must have their GED or high school diploma. For all other vocational programs, the GED is not necessary, but participants without their GED must spend the other half day in school. Staff explained to visitors that vocational teachers and educational staff are working together to develop a collaborative learning program that incorporates the subject matter that students are studying in school with the skills they are learning in vocational classes.

Of the eight vocational instructor positions, none were vacant. Each class is assisted by Inmate Program Associates, and the facility works to ensure that at least one of them is Spanish-speaking in each shop in order to assist inmates who do not speak English.

The visiting committee had the opportunity to observe a variety of vocational classes. Notably, the Braille and Large print class struck us as exceptionally valuable for the participants. In the class, the inmates translate or transpose texts into Braille or large print for the visually impaired. We observed a variety of participants working with complicated computer programs and Braille machinery. Inmates were proud of their work; they seemed excited about the opportunity to learn useful new skills and happy to provide a service to people in the community. A strong motivating factor for some of the inmates was the opportunity to become certified by the Library of Congress as Braille translators.

Visitors also had the opportunity to observe the Welding, Cabinet Making and Computer Repair shops. Inmates in each program seemed actively engaged in their work, and staff struck us as dedicated and caring. In each shop that we visited, we were told that the program could benefit from updated machinery.

Substance Abuse Treatment

There were 102 inmates in Eastern's Residential Substance Abuse Treatment (RSAT) program when we visited, and 97 were on the waiting list. Although the waiting list is substantially smaller than at many other prisons, it does demonstrate that a significant number of people in need of treatment must wait for the program. Participants are housed on the same unit and participate in substance abuse treatment for half the day. They spend the rest of the day in programs with inmates throughout the facility.

We were impressed with the program, which is run as a therapeutic community, and the staff. The inmates seemed engaged during the session we observed, and the staff seemed

dedicated to addressing the needs of the participants. We were pleased to learn that even after an inmate graduates from the program, he may be able to continue to reside in the RSAT housing area. In addition, it appears that the staff are interested in assisting inmates seeking placement in the community for care after release. During Monday and Wednesday evenings, the program invites volunteer speakers. More than at other prisons we have visited, the RSAT staff were concerned with forging connections to the community for substance abuse treatment and seemed to emphasize with inmate-participants the need for continuity of care from prison to the community. In addition, there appeared to be fewer program removals than at other RSAT programs we have visited. In 2004, 61 inmates were removed from RSAT and there were 124 graduates. According to staff, once removed, inmates can reapply for the program, and most are readmitted.

Chemical Dependence/Domestic Violence Program

We visited the Annex, a medium security facility adjacent to the prison containing the Chemical Dependence/Domestic Violence Program housing 176 inmates at the time of our visit. This is a nine-month program based upon a therapeutic community model that focuses on treating inmates with both substance abuse and domestic violence problems. Most participants are placed in the program near the end of their sentence, and therefore, during the program, participants are also preparing for their appearance before the parole board and developing an appropriate discharge plan to continue their treatment upon release.

We were impressed by the program and the participants. The inmates appeared engaged and very active in managing their housing area. The program had a total of 10 staff, but there were three vacancies. Since the program has staff present until 9:00pm, it is crucial that these vacancies are filled as soon as possible. The only other concern noted by the staff and inmates is the difficulty in getting long-term placements in community treatment programs. Greater resources may be necessary to assist participants in finding appropriate community placements.

Delinquency Intervention Program

The Delinquency Intervention Program (DIP) is an educational program for approximately 20 junior high school or high school students who receive a tour of the cell blocks and participate in a discussion session with inmates who talk about their criminal behavior and prison experiences. Two or three programs are held each month at the prison. This is not a confrontational encounter with inmates, such as Scared Straight, and the inmate-lecturers are carefully screened. During the session we observed, the students seemed engaged in the presentation. We commend the facility for organizing this program, which offers inmates an opportunity to provide a service to the community and hopefully encourages young people not to get involved in criminal activity.

Transitional Services

At the time of our visit, Eastern was running two of the three phases of Transitional Services in the DOCS program. Phase I is an orientation program for inmates new to the facility. Phase III is a more extensive program for inmates who are nearing their release date. We were

pleased to learn that Phase II, which is designed to help inmates who have substantial time left on their sentence begin the process of planning for their release, will be implemented shortly. The staff seemed dedicated and proud of their work. Unlike many Transitional Services programs, the classes are facilitated by a staff member, rather than only by an Inmate Program Associate.

Phase III is a mandated 160-hour course for inmates approaching release, and participants are assigned giving priority to those with the earliest release date. The curriculum focuses on issues including changes in circumstances, decision making, goal setting and leisure time. Issues surrounding their appearance before the parole board are also addressed, and participants write letters to potential employers and learn about resources available to them on the outside.

Inmates reported that the program is helpful, and they struck visitors as highly engaged. The program could benefit from information about additional resources in communities outside of New York City for those returning to other parts of the State. Inmates were enthusiastic about working with outside organizations who help them prepare for release and stated that they could benefit from additional connections to outside groups prior to reentry. The program would also benefit from more contact with outside organizations providing services for individuals with HIV and Hepatitis C.

Visiting Program

Inmates had positive comments about the visiting program at Eastern. Whereas we often hear complaints about the treatment of visitors by officers or unnecessarily prohibitive screening of visitors, Eastern's inmates were largely satisfied with the program and felt their visitors were treated well. We did hear many complaints about the new policy of not providing visitors who contribute to inmates' commissary accounts with a receipt. We understand this is a Department-wide policy, and we urge DOCS to alleviate this unnecessary cause of stress and distrust among inmates by providing visitors with a written record of the amount they have contributed to their incarcerated loved ones' accounts.

Although inmates are grateful for the Family Reunion Program (FRP), which enables them to spend extended periods of time with immediate family members if they have maintained good behavior, they did tell us that there are sometimes delays of up to three hours for visitors to be allowed in for their FRP visit.

Libraries

General Library

The library is a crowded space with inmates who seemed actively engaged in reading and research. The librarian works to purchase books that are of interest to African-American inmates, as well as material in Spanish and a small section in Mandarin. There is also a section of books on substance abuse for inmates working to overcome addiction. Inmates can participate in an interlibrary loan system, through which they can access books at other libraries. The main problem we heard throughout the facility is the limited space in the library, and members of the

visiting committee found the small room insufficient to provide an area for concentrated reading and research. Overall, most of the inmates we interviewed were satisfied with the library.

Law library

The law library was closed on the day of our visit, but most of the inmates with whom we spoke had positive comments about its services. The improvement requested by inmates and staff alike was the need for regularly updated Westlaw on CD ROM.

Staff Conduct and the Grievance System

Although some inmates expressed frustration with receiving tickets and keeplock time for infractions that they perceive as trivial, most of the inmates we met are pleased to be in a facility that they see as more respectful and offering more autonomy and opportunities than other maximum-security prisons. They noted that there are some correction officers (COs) who harass inmates and abuse their authority, but they stated that this is not a major problem and that most officers are professional and respectful. They described a few of the younger COs as being the most disrespectful, but they told us that the more experienced officers tend to teach the younger ones the culture of the facility, curbing their aggressive or confrontational behavior.

Grievances about CO misconduct increased in 2004, which Ms. Butler explained was largely the result of one inmate who filed a large number of the complaints. Inmates told us that grievances about CO misconduct are addressed by the executive team, and they are confident that the administration works to curb conflicts between inmates and staff. This confirmed Ms. Butler's assertion that "we go over each grievance meticulously," ensuring that viable solutions are identified to problems as they arise.

Special Housing Unit

Visitors to the Special Housing Unit found it to be calm, quiet and well-lit. Since inmates sentenced to lengthy SHU sentences are not permitted to remain at Eastern, the unit was under capacity, with only 10 of 32 cells occupied. We were told that cameras will be installed on the unit, which is an important measure to protect inmates and staff that we encourage system-wide.

We were pleased that the librarian makes weekly trips to the unit, and she told us that she is working to create a system that provides inmates with more diverse and interesting material. We were also pleased that the inmates on the unit have daily access to law library materials. Additionally, inmates with visual impairments who are sentenced to the SHU can access a portable scanner that enables them to read literature and legal documents. SHU inmates can participate in cell study, and there is a Spanish cell study program facilitated by the English as a Second Language teacher, enabling all English- and Spanish-speaking inmates to participate in educational activities while in the SHU. Providing educational opportunities to inmates while they serve their SHU sentences is a practice that can prevent additional disciplinary infractions and ease inmates' transition back to the general population.

It is our understanding that Office of Mental Health (OMH) staff visits daily with each inmate, whether or not he is on the OMH caseload. This is a commendable practice, since 23-hour isolation can be a mentally harrowing experience for any individual. Although there were few people in the SHU when we visited, we were troubled to note that approximately half were on the mental health caseload, especially considering that less than 4% of the prison's population is on the OMH caseload. This type of punishment is inappropriate for inmates with mental illness, as it can cause intense mental distress and can lead to the need for crisis treatment.

Sensorially Disabled Unit

Eastern's Sensorially Disabled Unit (SDU) for inmates with visual or hearing impairments houses 72 individuals. They live on a housing unit that is equipped for their needs, and they have a recreation area separate from the rest of the population. They may also participate in an RSAT program designed to meet their needs, and there is an SDU vocational area where they make all of New York State's dog tags and sew leather products for use by State employees. Inmates with impaired vision can enhance their computer skills on equipment with audio and magnifying technology. Inmates and staff on the unit were pleased with the computer programs available to them, but noted that more advanced technology is now available that could benefit the inmates.

Inmates on the unit are assisted by staff who struck visitors as dedicated, caring and knowledgeable of the needs of the inmates on the unit. Additionally, inmates in need of personal assistance are aided by Inmate Guides, who must have a GED, are screened for violent behavior and participate in a three-to-four-week training course prior to assisting other inmates. Sign language translation is conducted by civilian staff when it relates to confidential medical or mental health concerns, and for non-sensitive information, inmates may assist with translation.

Medical Care Services

Inmates' most consistent complaints and highest number of grievances were about medical care. They raised several specific issues. First, inmates are awakened at 5:30am and are taken to the medical area at 6:00am for sick call even though on some occasions they may not be seen by the sick call nurse for several hours. Second, some inmates asserted that it can take several weeks to see a physician for routine care. Third, inmates going to specialty care at Albany Medical Center are required to wake at 3:30-4:00am and are transported in a van with no ventilation in the inmate seating area for several hours during which time they are in shackles as the van travels to several other facilities before arriving at the hospital. Although the inmate will be unshackled during the brief examination by the specialist, they are shackled again immediately after the examination and then must repeat the lengthy trip, stopping at other facilities before returning to Eastern. Consequently, some inmates felt significantly discouraged from seeking specialty care because of the discomfort of being shackled from early morning until 6:00pm. Fourth, some inmates asserted that they have experienced delays in getting their medications on time. Finally, inmates reported that in some housing locations during the night shift (11:00pm to 7:00am) officers have not promptly responded to inmates' requests for emergency sick call and that in some locations, officers are not touring the housing areas for several hours during the nighttime period.

During our meeting with the medical staff, we learned that the facility has experienced significant nursing vacancies. Currently, the prison is missing 1.5 nurses from their authorized level of 11 nurse positions, a situation that has existed for almost a year. Moreover, in the recent past there were as many as five nurse vacancies. The facility acknowledged that there was a shortage of nurses in their area of the State and that the medical staff were experiencing great difficulties in recruiting nurses to work at the prison. It is inevitable with such shortages that care will suffer and that the prison will not be able to consistently provide timely access to services. Only one nurse generally conducts sick call even though approximately 40 inmates regularly request services. Although the prison is using per diem and extra service nurses, it is crucial that these vacancies be filled as soon as possible to ensure appropriate continuity of care and timely access to services.

The staff stated that it can take 30 days to get a routine appointment with a medical provider. Concerning pharmacy services, the prison is using the regional pharmacy in Ulster Correctional Facility. The medical staff assert that they can get medications from the regional pharmacy by the next day, even if the request is made in the afternoon. There is a 12-bed infirmary that was described as 80% full. We were pleased to learn that there are quarterly facility quality improvement meetings. In addition, we were impressed that inmates infected with HIV and Hepatitis C are generally cared for by the Facility Health Services Director and that a higher percentage of them are on treatment compared to other prisons we have visited.

We did not receive many complaints about the quality of the care provided by the medical staff, but the persistent problem of nurse shortages has negative consequences for inmates' care and for the medical staff who are overtaxed due to chronic understaffing.

Meeting with Staff

Members of the Visiting Committee met with members of the PEF and CSEA unions, representing members of Eastern's civilian workforce. We were disappointed that members of NYSCOPBA, the union representing correction officers, did not meet with us, preventing us from gaining their crucial perspective of the facility's operation.

The staff are pleased with the atmosphere at the facility and enjoy working in an environment that offers extensive programs and has limited violence or disruption. Civilian staff, they stated, have an opportunity to have a greater impact at Eastern than at some other facilities since every inmate is in a program throughout the day. In accordance with our findings, the staff attributed much of the positive atmosphere to former Superintendent Miller's leadership, describing him as an actively engaged administrator who worked closely with inmates and staff to ensure a productive environment. They were hopeful that the next Superintendent will maintain his hands-on, open-door leadership style.

A primary concern was the low number of people of color represented in Eastern's workforce, which can make the facility a somewhat unwelcoming place for African-American and Latino employees. They called for increased efforts to recruit staff of color, noting that it would help to maintain a positive environment in the prison and present the inmates, who are 84% African-American or Latino, with good role models.

The staff identified staffing shortages among nurses, vocational and clerical staff. Nurses, they told us, are difficult to recruit because their pay scale is prohibitively low. Additionally, although there is only one vacancy in the program staff, they reported that staffing levels have diminished in recent years and that some of the vocational shops that have been closed were not replaced.

The employees echoed a problem that we often hear throughout the State relating to the health insurance provided to prison employees. They told us that it is difficult to find providers who participate in their insurance plan, and dentists in particular are exceptionally hard to locate.

Final Meeting with Executive Team

The Visiting Committee shared our many positive impressions of Eastern with Acting Superintendent Butler and the executive team. We told her of our favorable views of the Chemical Dependency/Domestic Violence Program in the Annex and that we believe it should be replicated at other facilities. We also said that we were pleased with the RSAT, Transitional Services and Vocational Programs. We commended her for the calm Special Housing Unit, in which each inmate speaks daily with OMH staff and has access to educational opportunities and the library services. We expressed our support for the planned installation of cameras on the unit, a measure that we support throughout the State.

In the medical area, we discussed our concerns about low staffing levels, which are at least partially attributable to low pay scales, and the long waits to see providers. Ms. Butler told us that Eastern's wages are competitive, and that there is a problem of nursing shortages at hospitals on the outside as well. We described the problem identified by inmates of being woken up unnecessarily early for sick call and then waiting for hours to be seen. Ms. Butler and the executive team disagreed that inmates regularly wait for hours, and stated that they believe the current system is efficient, given the number of people requesting medical attention. We described the concern that COs are inattentive to medical needs on the 11:00pm to 7:00am shift, and Ms. Butler told us she would investigate the issue immediately. Finally, we appreciated her offer to investigate the issue of ventilation on the bus that inmates take when they go to medical visits at other facilities or hospitals, and we were pleased to learn that inmates in serious medical distress are transported directly from Eastern to the facility where they will receive treatment, rather than spending the day in the van.

We expressed our largely positive impressions of the educational programs, with good class sizes and a wide range of opportunities for inmates at all course levels and varying degrees of English ability. We told Ms. Butler that although some teachers are highly-regarded, some are seen as ineffective. We also commended her for the Bard associates program and we are pleased that a Bachelor's program will soon be available.

Recommendations

Inmate-Staff Relations

- Institute measures throughout the State prison system to replicate Eastern's atmosphere of respect and accountability among inmates and staff.

Programs-General

- Duplicate Eastern's high level of inmate program involvement at other prisons.

Educational

- Fill the vacant educational position.
- Review the performance of all teachers to ensure that each class is addressing the needs of the students and that most of the students are engaged in the learning process.
- Facilitate the expansion of the college program at the prison to include a Bachelor's and Master's degree program.

Vocational

- Increase the space available to the vocational classes and purchase updated machinery and materials where needed.
- Increase the number of vocational courses offered at the prison and include courses, such as training in computer skills, that will enable inmates to gain meaningful experience and employment once released.

Substance Abuse Treatment

- Develop additional contacts with community-based programs and increase the services provided to RSAT graduates to assist them in identifying and enrolling in substance abuse programs upon release.

Chemical Dependence/Domestic Violence Program

- Fill all staff vacancies and increase the services provided to program participants to assist them in identifying and enrolling in domestic violence and substance abuse programs upon release.
- Replicate this effective program at other facilities throughout the State.

Transitional Services

- Provide additional information about organizations offering services to former prisoners in communities outside of New York City.
- Provide additional connections to organizations offering services to individuals with HIV and Hepatitis C in outside communities.
- Establish additional ties with outside organizations that could work with inmates prior to release.

Visiting Program

- Provide individuals who contribute money to inmates' commissary accounts with an official receipt that states the amount of their deposit.

- Expedite the procedures for processing FRP visitors prior to their visits.

Staffing

- Institute strategies for hiring additional people of color to work in all areas of the facility.

Libraries

- Increase the space of the general library, providing additional room for individuals to read and research.
- Acquire Westlaw on CD Rom or some other system to enable inmates to perform computer-based legal research so inmates can access legal materials in a timely manner.

Sensorially Disabled Unit

- Purchase advanced audio equipment for visually impaired inmates.

Medical

- Fill all nursing vacancies and if the prison cannot recruit viable candidates in the near future, contact DOCS Central Office to request increased compensation for these positions from the Division of Budget.
- Institute a system of transporting inmates to medical appointments outside of the facility that will provide them with proper ventilation during the trip and reduce the amount of time that inmates are shackled.
- Review the sick call process to ensure that inmates are seen in a timely manner after they are called to the medical area.
- Review the schedule of physician clinic appointments to ensure that inmates seeking chronic care are seen in a timely manner.
- Monitor emergency sick call requests made during the night shift to determine that the security staff investigate requests for such services in a timely manner and promptly communicate these requests to the medical department.

Special Housing Unit

- Remove inmates with major mental disorders from disciplinary housing and place them in residential mental health treatment programs.

Physical Plant

- Test the tap water at the facility to ensure that it is safe and share the results with the inmate population and the ILC.