



Operating Procedure

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Subject STRUCTURED LIVING UNIT PROGRAM	
ACA/PREA Standards None	
Office of Primary Responsibility Re-Entry and Programs Director	
Incarcerated Offender Access Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	FOIA Exempt Attachments Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> #2 <input type="checkbox"/>

I. PURPOSE

This operating procedure provides protocols for management of non-productive and non-compliant offender behaviors through restricted housing assignments to Structured Living Units in designated Department of Corrections institutions.

II. COMPLIANCE

This operating procedure applies to designated institutions operated by the Department of Corrections (DOC). Practices and procedures shall comply with applicable State and Federal laws and regulations, Board of Corrections policies and regulations, ACA standards, PREA standards, and DOC directives and operating procedures.

III. DEFINITIONS

Special Housing Unit - A housing unit designated to house those offenders whose movement and housing must be strictly monitored to protect themselves and others. A general term for special purpose bed assignments including segregation, disciplinary segregation, general detention, and pre-hearing detention

Structured Living Unit (SLU) - A unit or pod designated to house offenders that have been identified as needing a more structured living environment than in a regular general population but do not need the level of control in a Special Housing Unit.

IV. PROCEDURE

A. Structured Living Unit Program

1. This operating procedure will apply to those offenders whose behavior indicates a need for a more structured living environment than provided in General Population, but do not require placement in a Special Housing Unit.
2. Structured Living Units (SLU) allow institutions the latitude to reduce reliance on segregation while providing a programmatic approach in addressing aggressive, assaultive, or maladaptive behaviors.
3. The SLU will provide an adjunct to Special Housing for identified offenders and disciplinary convictions addressing cell restriction.
4. The SLU will also provide a transition period for preparing offenders to return from Special Housing to General Population.
5. SLUs are designed to remove certain distractions that are available in General Population housing units and provide role models, programs, and counseling to guide the offender to more appropriate behaviors so that they may move to less restrictive environments.
6. Only institutions approved by the Regional Administrator and Regional Operations Chief may operate a SLU. With approval, an institution may operate multiple SLUs with different levels of privileges to provide increased incentives to modify inappropriate behaviors.
7. A SLU should be a discrete pod or housing unit that houses only offenders assigned to the SLU.

8. Each institution with a SLU shall develop and maintain an *Understanding Structured Living Unit Housing* handbook to be provided to each offender assigned to a SLU. The *Understanding Structured Living Unit Housing* handbook shall include institution specific information on the following subjects:
 - a. Criteria for placement in SLU
 - b. A *SLU Behavior Contract* to be signed by each offender assigned to SLU, which specifies behavior and programmatic requirements to progress to General Population
 - c. Institutional rules specific to the SLU
 - d. Daily operating schedule for the SLU
 - e. Privileges allowed in SLU
 9. Institutions operating a SLU shall include in the general orientation materials for all offenders entering the facility (see Operating Procedure 810.2, *Transferred Offender Receiving and Orientation*) the criteria for placement in SLU and a general description of the of the privileges allowed.
 10. The Facility Unit Head or designee should select staff for the SLU based on their skills in working with high risk/needs offenders.
 - a. The role of all staff in the SLU is to provide an intense level of interaction with offenders, and to use normal daily interactions to role model appropriate behavior and to teach offenders how to resolve issues.
 - b. All staff that work in the SLU are critical to the change process. SLU security & counseling staff should have good communication skills and a demonstrated ability to use communication to deescalate conflict and to motivate offenders towards compliance with rules and program expectations.
 - c. All staff assigned to SLU should complete the *Effective Communications and Motivational Strategies* (ECMS) course offered through the ASD.
 - d. Minimum staffing levels are as follows:
 - i. Each Building that houses SLU will have a minimum of 1 Sergeant to oversee operations. The Building Supervisor will ensure each cell receives a visual inspection daily for compliance with rules, regulations, and sanitation.
 - ii. Counselor staff ratio should be 1 Counselor to every 44 offenders or less. Counselors should maintain a high presence on the unit and make daily rounds during work schedule.
 - iii. Full Security and Counselor staffing should be maintained at all times
 11. All programs for SLU offenders will be conducted separate from other offenders.
 - a. Programs should be offered in the SLU pod to minimize offender movement.
 - b. Completion of a minimum of one or more of the following programs should be required for movement to higher privilege housing.
 - i. Breaking Barriers: A Cognitive Reality Model & Orientation
 - ii. Anger Management
 - iii. Thinking For A Change
 - iv. Getting Motivated for Change (DOC independent study workbook)
 12. The *SLU Behavior Contract* may require an offender to complete a previously completed program.
- B. Assignment to a Structured Living Unit**
1. Offenders who exhibit behaviors inappropriate for a less restrictive environment may be assigned to a SLU. General criteria include but are not limited to:
 - a. Behaviors that are disruptive to facility operations
 - b. Failure to comply with authority
 - c. Release from Special Housing Unit or a more restrictive SLU

- d. Refusal to commit to or make progress in a programming plan
2. The SLU Review Team is responsible for assignment into and out of the SLU. The *Understanding Structured Living Unit Housing* handbook will designate SLU Review Team members and the minimum number and rank of members necessary for SLU Review Team actions and any necessary review and approval process. The SLU Review Team may include, but not be limited to Unit Manager, Institutional Program Manager, Building Supervisor, Unit Counselors, Unit Security staff, Institutional Investigator/Gang Specialist. Other staff with relevant input may be included, i.e. Hearings Officer, Qualified Mental Health Professional, etc.
3. SLU Review Team actions should be conducted informally as a program assignment. Actions should be documented on the *Classification Hearing Docket - DOC 11F* (see Operating Procedure 830.1, *Facility Classification Management*) with the ranking member of the SLU Review Team signing as the Program Assignment Reviewer (PAR).
4. The *Understanding Structured Living Unit Housing* handbook should define the process whereby any staff member may refer any offender to the SLU Review Team and identify the position responsible for tracking offenders assigned to the SLU and docketing offenders for the SLU Review Team. Attachment 1 provides a sample *Structured Living Referral* which should be adapted to the institution's specific referral criteria and process.

C. Management of a Structured Living Unit

1. On entry into a SLU, staff will meet with each offender to provide the following information:
 - a. Thorough explanation of SLU operation and requirements
 - b. A copy of the handout *Understanding Structured Living Unit Housing*; the handout will be tailored for each facility based on the template provided in Attachment 2.
 - c. Goals and objectives of SLU Assignment
 - d. Reason for offender's assignment to SLU
 - e. Offender opportunities and responsibilities for behavior change
 - f. Expectations for achievement including program participation, self-study completion, and behavior and attitude measures
 - g. Performance review procedures
 - h. Role of SLU staff in role modeling and supporting change
2. Staff will develop a written *SLU Behavior Contract* with each offender assigned to the SLU. The *SLU Behavior Contract* may be part of the handout *Understanding Structured Living Unit Housing* or a separate document developed by the facility.
 - a. Offender refusal to help develop and sign a *SLU Behavior Contract* will be grounds for placement on General Detention and referral to the ICA to review for Segregation and/or higher security level.
 - b. The offender's movement out of SLU to higher privilege housing depends on progress with the *SLU Behavior Contract*.
 - c. The *SLU Behavior Contract* will stipulate behavior expectations, programs, and assignments the offender is expected to complete to qualify for movement to higher privilege housing. The *SLU Behavior Contract* should also specify any other specific requirements according to the offender's needs.
 - d. Based on the offender's changing needs, the *SLU Behavior Contract* may be modified at any time and the changes initialed by the offender.
3. The behavior and attitude of offenders assigned to the SLU shall be observed and evaluated daily.
4. Each SLU cell shall receive a daily visual inspection for compliance with rules and sanitation requirements.
5. The SLU Review Team should consider offenders that meet the following criteria for advancement

- to higher privilege housing based on the offender's positive behavior, demonstrated ability to make responsible choices, and accomplishment of the objectives in the *SLU Behavior Contract*:
- a. No disciplinary infractions or involvement in serious events documented by Incident Report since assignment to the SLU or within the last 90 days
 - b. Satisfactory completion, as determined by staff, of programs and goals designated on *SLU Behavior Contract*
 - c. Completion of Self-Study assigned
 - d. Good personal hygiene and cell cleanliness based on regular cell inspection by staff
6. At any time, based on their behaviors, offenders may be removed from the SLU for Pre-Hearing Detention, General Detention, or referred to the ICA for segregation and/or higher security level review in accordance with appropriate operating procedures.
7. The SLU Review Team should meet at least weekly as needed to consider offenders referred for assignment into or out of the SLU. The Team must review offenders within 90 days of their previous SLU review. Based on the offender's behaviors, possible SLU Review Team actions include:
- a. Refer the offender for higher privilege housing based on compliance with *SLU Behavior Contract*
 - b. Assign a new review date of less than 90 days to allow the offender additional time to improve on identified behavior or complete an assignment
 - c. Assign the offender to remain in SLU up to 180 days from entrance into SLU
 - d. Refer the offender to ICA for higher security level or segregation review based on negative behavior in SLU (required after 180 consecutive days in SLU without SLU Review Team recommendation for a higher privilege level pod)
- D. Living Conditions for Structured Living Units - The following privileges and living conditions should be provided in all SLUs. Any privilege/living condition not listed should be the same as for general population housing units. The handout *Understanding Structured Living Unit Housing* should address methods to access services such as medical, mental health, legal services, barbering/hair care, etc.
- Cell Assignment** - Double bunking should be the norm with offenders directly compared for compatibility
- Clothing** - Three clean sets of jumpsuits or scrubs shall be provided weekly
- Personal Property** - Offenders may bring personal property already in their possession to the SLU. Additional purchases may only be within the SLU Commissary Limit. The SLU Review Team may remove electronic items for non-compliant behaviors.
- Commissary** - Items delivered to and disbursed in the SLU. New personal property items may only be purchased within the weekly spend limit (cannot save unspent amounts for larger purchases). Weekly spend limits: Security Level 3 - \$45.00; Security Level 4 - \$35.00; Security Level 5 - \$25.00. Nicotine replacement products are exempt from commissary limits.
- Holiday Pack** - None
- Offender Movement** - Restricted to no more than one tier at a time; escort may be required when SLU offenders could contact offenders from outside the SLU
- Meals** - Same menu as General Population; meal times and movement should be controlled and restricted to minimize contact with offenders from outside the SLU; Security Level 4 and 5 to be escorted to and from meals served in the dining hall.
- Recreation** - Contact with non-SLU offenders should be minimized; no tournaments; no access to the gym; Security Level 3 and 4, two hours per day in pod, one hour per day outside; Security Level 5, one hour per day in pod, one hour every other day outside
- Lifestyle** - Television in pod, turned off no later than 10:00 PM and during formal counts and programs in pod area; no microwaves; in facilities with means to control, turn off electrical power in cells at 10:15

PM, turn on at wake up; Lock-down nightly including weekends and holidays Security Level 3 – 9:30 PM, Security Level 4 – 8:30 PM, Security Level 5 – 6:00 PM

Personal Hygiene - Access to showers during out-of-cell time; must comply with grooming policy

Telephone - Access during scheduled recreation times; evening pod time for phone calls rotated among facility pods

Religious Practice - Religious practice in cells; religious items allowed as per Operating Procedure 802.1 *Offender Property*. Institutional Chaplains will be available upon written request and are encouraged to make SLU rounds weekly.

Work, Jobs - Offenders assigned to SLU pod will be removed from any job held previously. More senior offenders in the SLU who have made sufficient positive progress in achieving their *SLU Behavior Contract* may qualify for jobs as housemen within the SLU.

Education - Academic classes should be offered in the pod if resources are available.

Visitation - Same as for General Population housing units, except the SLU Review Team may limit an offender to non-contact visits for non-compliant behaviors.

E. Structured Living Unit Program Review and Evaluation

1. SLU design and operation is modeled on national research in penological evidence based practices proven to change criminal behavior. The Virginia DOC will conduct on-going evaluation of the SLU model and adjust the model based on findings.
2. Each facility operating a SLU will collect measures including:
 - a. Offender name, number, and length of stay in SLU
 - b. COMPAS Risk & Needs Assessment Profile on each offender
 - c. Programs attended
 - d. Number transferred from SLU to higher privilege housing and length of stay
 - e. Number transferred from SLU to higher security and length of stay
 - f. Staffing and staff training

V. REFERENCES

Operating Procedure 802.1 *Offender Property*

Operating Procedure 810.2, *Transferred Offender Receiving and Orientation*

Operating Procedure 830.1, *Facility Classification Management*

VI. FORM CITATIONS

None

VII. REVIEW DATE

The office of primary responsibility shall review this operating procedure annually and re-write it no later than three years from the effective date.

Signature Copy on File

3/4/15

A. David Robinson, Chief of Corrections Operations

Date