



New York City Council

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Finance Division

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Hearing on the Mayor's Fiscal Year 2011 Executive Budget

Department of Correction

June 1, 2010

Committee on Finance

Hon. Domenic M. Recchia, Jr., Chair

Committee on Fire and Criminal Justice Services

Hon. Elizabeth Crowley, Chair

Andy Grossman, Deputy Director, Finance Division
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Summary and Highlights

Department of Correction Financial Summary

Dollars in thousands

	2008 Actual	2009 Actual	2010 Adopted	2010 Exec. Plan	2011 Exec. Plan	Difference, 2010 – 2011*
Personal Services	\$841,605	\$879,917	\$871,374	\$894,970	\$888,462	\$17,088
Other Than Personal Services	124,053	130,283	131,049	129,229	122,725	(8,324)
Table Total	\$965,659	\$1,010,200	\$1,002,423	\$1,024,200	\$1,011,187	\$8,764

*Difference refers to the variance between the Fiscal 2010 Adopted Budget and the Fiscal 2011 Executive Budget.

The Department of Correction's Fiscal 2011 Executive Expense Budget of \$1.011 billion is \$8.8 million more than its Fiscal 2010 Adopted Expense Budget of \$1.002 billion. The \$8.8-million increase in total funds is due to an increase in the Personal Services budget of approximately \$17 million offset by a decrease in the Other Than Personal Services budget of approximately \$8.32 million.

At the time of Adoption for Fiscal 2010, the agency's estimated budget for Fiscal 2011 was approximately \$20.5 million greater than the Adopted 2010 budget. The agency's estimated Personal Services budget of \$885.9 million for Fiscal 2011 was already approximately \$14.6 million higher than its Fiscal 2010 Adopted PS Budget of \$871.3 million. The agency's estimated OTPS budget of \$136.9 million for Fiscal 2011 was \$5.9 million higher than its Fiscal 2010 Adopted OTPS budget of \$131 million.

The Fiscal 2011 Executive Budget now increases by only \$8.8 million when compared to the Fiscal 2010 Adopted Budget rather than the \$20.5-million increase in June. This reduction of \$11.7 million is due to the various actions contained in this budget cycle.

- Revision to Inmate Classification System.** According to the Preliminary Mayor's Management Report (PMMR), "DOC was undertaking a review and revision of its security classification system with assistance from the National Institute of Corrections. DOHMH was also developing a classification instrument and both departments were together revamping the operation of their mental observation housing units." The current classification system is outdated and has too many specialized housing units which require increased staffing and increased costs. Population management and staffing efficiencies can only be achieved once the classification system has been revised (see page 10).
- Population Management Efficiencies.** The Department of Correction is planning to achieve population management efficiencies through the consolidation of inmate housing. Together, the January and Executive Plans include five Program to Eliminate the Gap (PEG) proposals to improve inmate housing. If implemented in Fiscal 2011, these efficiencies would allow DOC to reduce its uniform headcount by 185 positions and generate savings of approximately \$15.7 million annually (see page 9 and 10).
- Staffing Efficiencies.** The Department of Correction is planning to achieve staffing efficiencies by streamlining the functions of its uniform employees within its Jail Operations and Rikers Island Operations and Security program areas. Together, the January and Executive Plans include seven PEG proposals to eliminate and/or reduce uniform positions within the Department's headquarters, jail, support command and Court units. If implemented in Fiscal 2011, these staffing and operational efficiencies would allow DOC to reduce its uniform headcount by 471 positions and generate savings of approximately \$30 million annually (see page 10 and 11).
- Leasing Beds to Other Jurisdictions.** The January Plan contained a PEG proposal to have DOC house 300 inmates from other jurisdictions annually beginning in Fiscal 2010. This proposal, if implemented

would allow DOC to reduce its City funded budget by \$3.6 million in Fiscal 2010, increasing to \$16.4 million in Fiscal 2011. As recently as May 26, 2010, the Department had not reached an agreement with any jurisdiction to house inmates. The original savings, however, are still projected (see page 12).

- **State Revenue Reduction.** The Executive Budget replaces \$11 million in State funding for State Ready Inmates and Parole Violators with City tax-levy funding for Fiscal 2010 and the outyears (see page 11).
- **Mix Detainees and Sentenced Inmates.** According to the Executive Budget, the Department will be able to reduce its uniform headcount by 18 positions and generate savings in the amount of \$513,000 in Fiscal 2011 and \$1 million in Fiscal 2012 and the outyears by housing detainees and sentenced inmates together. In order to achieve the PEG savings, a variance may be required from the New York City Board of Correction prior to implementation (see page 10).
- **PEG Restorations.** The current Executive Plan for Fiscal 2010 includes approximately \$31 million in PEG restorations. These restorations relate to the six initiatives and have occurred over the last four financial plans. The current Executive Plan still assumes savings for Fiscal 2011 and the outyears, though it is unclear whether the agency will still be able to achieve the projected savings (see page 13).

Department of Correction

The Department of Correction (DOC) provides custody, control and care of misdemeanants and felons sentenced to one year of incarceration or less; detainees awaiting trial or sentence; newly sentenced felons awaiting transportation to State correctional facilities; alleged parole violators awaiting revocation hearings; and State prisoners with court appearances in New York City. Professional care and services, including health and mental health care, opportunities for religious observance, educational instruction, vocational training, discharge planning and substance abuse counseling are provided. In Fiscal 2009, the Department handled over 100,000 admissions, managed an average daily population of 13,362 and transported 307,149 individuals to court.

- Key Public Services Areas**
- Provide a safe and secure environment for inmates and staff
 - Provide access to services to prepare inmates for life after release.
 - Provide correction-related services and information to the public.

- Critical Objectives**
- Ensure the security and safety of inmates while in custody.
 - Reduce inmate violence in correctional facilities.
 - Provide inmates access to health services.
 - Efficiently manage bed capacity and cell maintenance and repair.
 - Ensure timely transport of inmates to courts throughout the City.
 - Ensure access to programs, including educational opportunities, drug abuse programs and vocational training.
 - Notify crime victims when inmates are released and provide inmate information to the public.

SOURCE: Mayor's Management Report

Department of Correction Financial Summary by Program Area

Dollars in Thousands

	2008 Actual	2009 Actual	2010 Adopted	2010 Exec. Plan	2011 Exec. Plan	Difference, 2010 – 2011
Budget by Program Area						
Jail Operations	\$784,258	\$826,099	\$858,494	\$898,033	\$881,238	\$22,745
Rikers Security & Operations	33,603	32,084	23,785	21,873	21,409	(2,376)
Infrastructure & Environmental Health	34,060	39,230	31,642	33,018	32,233	591
Hospital Prison Ward	18,816	18,591	13,989	13,775	14,001	12
Health & Programs	13,703	13,023	10,677	13,563	11,293	615
Management & Administration	44,558	46,784	57,956	37,987	45,104	(12,853)
Academy & Training	36,660	34,389	5,878	5,950	5,908	30
TOTAL	\$965,659	\$1,010,200	\$1,002,423	\$1,024,200	\$1,011,187	\$8,764
Funding						
City Funds			\$976,672	\$989,321	\$968,637	(\$8,035)
Other Categorical			0	606	0	0
State			3,871	1,110	1,109	(2,762)
Federal – Other			21,538	32,458	41,309	19,771
Intra-City			340	705	131	(209)
TOTAL			\$1,002,423	\$1,024,200	\$1,011,187	\$8,764

Department of Correction Headcount Summary

	2008 Actual	2009 Actual	2010 Adopted	2010 Exec. Plan	2011 Exec. Plan	Difference, 2010 – 2011
Positions						
Full-Time Positions - Civilian	1,406	1,420	1,517	1,564	1,638	121
Full-Time Positions - Uniformed	9,149	9,068	8,869	8,664	8,576	(293)
TOTAL	10,555	10,488	10,386	10,228	10,214	(172)

Agency Overtime Reconciliation

Actual Overtime - Fiscal 2005-2009

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Uniform	\$56,246,924	\$64,956,427	\$91,382,925	\$98,621,364	\$91,004,855
Civilian	\$5,422,400	\$6,102,352	\$9,152,219	\$8,899,003	\$7,842,406
Total OT	\$61,669,324	\$71,058,779	\$100,535,144	\$107,520,367	\$98,847,260

Planned Overtime - Fiscal 2011 Executive Budget

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Uniform					
City Tax-levy	\$77,597,011	\$69,929,360	\$70,000,000	\$70,000,000	\$70,000,000
Federal	\$218,984	\$70,640			
Other Categorical	\$48,519				
Sub-total	\$77,864,514	\$70,000,000	\$70,000,000	\$70,000,000	\$70,000,000
Civilian					
City Tax-levy	\$7,141,107	\$6,141,107	\$6,141,107	\$6,141,107	\$6,141,107
Total	\$85,005,621	\$76,141,107	\$76,141,107	\$76,141,107	\$76,141,107

The Department of Correction submits a proposal for its uniform and civilian overtime budget each time the Mayor releases a Financial Plan. Whereas the Fiscal 2011 Executive Plan above shows projected overtime of approximately \$70 million in Fiscal 2010 and \$66 million in each of the outyears, this sum is significantly lower than the \$100 million figure spent by the agency in each of the past three fiscal years. This difference is attributable to DOC's aggressive efforts to damp down planned overtime costs. However, due to attrition and the Department's inability to hire up to its authorized headcount, actual uniform overtime expenditures frequently exceed the budgeted amount. This is because the Department is forced to staff on overtime fixed security posts that would otherwise be run on straight time. Fiscal 2010 attrition figures received from DOC indicate that through April 2010 attrition rates are 9.48 percent for civilian and 5.92 percent for uniform employees. These figures are higher than previously reported by DOC (8.44 percent for civilian and 5.18 percent for uniform employees) due to the retirement of 67 correction officers and 11 civilians in January. However, according to DOC overtime expenditures will not exceed the budget amount in Fiscal 2010.

Miscellaneous Revenue

	Actual		Planned				
	2008	2009	2010	2011	2012	2013	2014
Vending Machine	\$431,369	\$351,408	\$440,000	\$440,000	\$440,000	\$440,000	\$440,000
Franchise-Commissary	\$0	\$0	\$0	(\$2,555,000)	(\$2,555,000)	(\$2,555,000)	(\$2,555,000)
Commissary Funds	\$12,010,217	\$12,000,837	\$12,000,000	\$12,000,000	\$12,000,000	\$12,000,000	\$12,000,000
Other	\$7,325,323	\$8,958,095	\$7,738,000	\$6,499,000	\$6,499,000	\$6,499,000	\$6,499,000
TOTAL	\$19,766,909	\$21,310,340	\$20,178,000	\$16,384,000	\$16,384,000	\$16,384,000	\$16,384,000

The Department of Correction collects miscellaneous revenue from jail commissary operations, vending machines and surcharges on inmate telephone calls. Jail commissary operations include franchise commissary and commissary funds. Franchise commissary represents the receipt of anticipated revenue that DOC would receive from a contracted vendor for operating the commissary system. Commissary funds represent revenue received from the sale of commissary goods. In Fiscal 2009, the Department collected \$21.3 million in revenue. For Fiscal 2010 the projected amount decreases by approximately \$1.1 million, bringing the total to approximately \$20.1 million. For Fiscal 2011 and the outyears, the Department projects the receipt of \$16.4 million from all miscellaneous revenue sources. Of note, of the approximately \$6.5 million in "Other" miscellaneous revenues projected for Fiscal 2011 and the outyears, more than \$4.3 million is generated by inmate telephone fees. According to the Financial Plan, for Fiscal 2011 and the outyears, the Department will not receive franchise commissary revenue in the amount of \$2.5 million as the Department plans to centralize commissary operations internally and has abandoned its previous plan to privatize commissary operations.

Capital Program

The May 2010 Capital Commitment Plan includes approximately \$1.164 billion in Fiscal 2011-2014 for the Department of Correction. This represents 1.6 percent of the City's total \$28.6 billion Executive Plan for Fiscal 2011-2014. The agency's May Commitment Plan for Fiscal 2011-2014 is 10 percent greater than the \$1.055 billion scheduled in the September Commitment Plan, an increase of \$109.4 million.

Over the past five years the Department of Correction has only committed an average of 25.8 percent of its annual capital plan. Therefore, it is assumed that a large portion of the agency's Fiscal 2010 Capital Plan will be rolled into Fiscal 2011, thus greatly increasing the size of the Fiscal 2011-2014 Capital Plan. Since Adoption last June, the Capital Commitment Plan for Fiscal 2010 has decreased from \$299.7 million to \$102.4 million, a reduction of \$197.3 million or 65.8 percent.

Currently the Department of Correction appropriations total \$311.04 million in City-funds for Fiscal 2010. These appropriations are to be used to finance the agency's remaining \$61.7 City-funded Fiscal 2010 Capital Commitment Program. The agency has \$249.34 million, or over four times the funding needed to meet its entire capital commitment program, for the current fiscal year.

Issues / Highlights

Capacity Replacement

The Department's Capital program funds the replacement of aging structures originally designed as temporary housing with additions to permanent structures including the Brooklyn Detention Center, a new facility in the Bronx, and the renovation of jail space on Rikers Island. The capacity replacement program will decrease the overall bed capacity of the jails while continuing to takedown the temporary modular structures. The new capacity will improve the operations, security and environmental health of the jails.

The Fiscal 2011-2014 Four-Year Plan includes \$825 million for the capacity replacement program. Scheduled commitments during this period include:

- design of the 720 bed addition at the Brooklyn Detention Center which is scheduled for completion in 2012 (\$409 million).
- design and construction of a new detention center in the Bronx (\$417 million).
- construction of the 1,194 beds at the James A. Thomas Center (JATC) on Rikers Island is set to begin in 2011 (\$83 million).

Building Systems, Infrastructure and Support Space

The Department will undertake \$315 million in improvements to building systems, infrastructure, and support space in the Four-Year Plan. Projects include:

- construction of a Rikers Island Co-generation Power Plant (\$58.6 million).
- improvements to Rikers Island perimeter security and fencing (\$5.45 million).
- window replacements, facades and roof reconstruction at various facilities (\$39 million).
- replacement of the Rikers Island showers and plumbing (\$4.2 million).
- continuation of fire life safety upgrades at Rikers Island facilities (\$68 million).
- installation and maintenance of heating and ventilation systems at various facilities (\$22.9 million).

Equipment

The Four-Year Strategy provides \$29.7 million for upgrades and/or replacements of vehicles, computers, security equipment, and communication systems. Commitments include:

- technology upgrades in the Department's network and server infrastructure (\$6.9 million) and Admission and Discharge Tracking System (\$2.1 million).
- replacement of vehicles for inmate transport (\$9.5 million).

Source: Fiscal 2011 Executive Budget, Mayor's Message

Below please find the capacity of the jails on Rikers Island and in the Boroughs.

<i>Rikers Island Facilities</i>	<i>Capacity</i>
Anna M. Kross Center	2,388
Robert N. Davoren Center	2,238
Eric M. Taylor Center	2,051
George Motchan Detention Center	2,978
George R. Vierno Center	1,310
James A. Thomas Center	1,194
North Infirmary Command	475
Otis Bantum Correctional Center	1,697
Rose M. Singer Center	1,139
West Facility	940
<i>Rikers Island Sub-total</i>	<i>16,410</i>
<i>Borough Facilities</i>	<i>Capacity</i>
Brooklyn House of Detention	759
Queens House of Detention	467
Manhattan Detention Center	898
Vernon C. Bain Center	870
<i>Borough Sub-total</i>	<i>2,994</i>
<i>Max. Operating Capacity</i>	<i>19,404</i>

Source: Department of Correction

Program Areas

Jail Operations

This program area includes funding for the operation of the jails on Rikers Island and in the Boroughs, custody of inmates at the various Court Pens, and transportation of DOC inmates to and from court.

<i>Dollars in Thousands</i>	2008 Actual	2009 Actual	2010 Adopted	2010 Exec. Plan	2011 Exec. Plan	Difference, 2010 – 2011
Spending						
Personal Services	\$700,829	\$738,791	\$781,945	\$808,187	\$797,195	\$15,250
Full-Time Salaried – Civilian	36,026	37,135	43,863	46,307	46,205	2,342
Full-Time Salaried – Uniform	476,220	518,214	513,189	563,408	561,529	48,340
New Positions	0	0	3	0	0	(3)
Other Salaried & Unsalariated	2,790	3,005	2,753	3,138	3,142	389
Additional Gross Pay	75,416	76,583	102,676	87,946	84,784	(17,893)
Overtime - Civilian	4,444	3,357	6,141	7,141	6,141	0
Overtime - Uniformed	86,565	80,676	59,142	77,816	70,000	10,858
Fringe Benefits	19,367	19,821	23,759	22,431	24,828	1,068
Amounts to be Scheduled	0	0	30,419	0	567	(29,852)
Other Than Personal Services	\$83,429	\$87,308	\$76,549	\$89,847	\$84,044	\$7,495
Supplies and Materials	36,501	42,092	29,045	46,625	39,224	10,179
Property and Equipment	945	1,034	842	1,037	1,049	207
Other Services and Charges	41,104	38,144	39,411	36,907	36,294	(3,117)
Social Services	3,411	3,494	3,128	3,219	3,128	0
Contractual Services	1,277	2,382	1,397	2,008	1,622	225
Fixed and Misc. Charges	192	161	2,726	50	2,726	0
TOTAL	\$784,258	\$826,099	\$858,494	\$898,033	\$881,238	\$22,745
Funding						
<i>City Funds</i>			\$833,079	\$865,247	\$838,820	\$5,741
<i>Federal – Other</i>			21,538	31,649	41,309	19,771
<i>Intra-City</i>			5	29	0	(5)
<i>State</i>			3,871	1,109	1,109	(2,762)
TOTAL			\$858,494	\$898,033	\$881,238	\$22,745
Positions						
Full-Time Positions - Civilian	737	752	895	937	944	49
Full-Time Positions - Uniformed	7,411	7,964	8,224	8,042	7,962	(262)
TOTAL	8,148	8,716	9,119	8,979	8,906	(213)

Additional gross pay and overtime are included in the Jail Operations Program area for Fiscal 2010 and Fiscal 2011. These funds will later be modified into the other program areas which currently show no funding in these object classes.

Performance Measures

	FY 07	FY 08	FY 09	4-Month Actual FY 09	4-Month Actual FY 10	Target FY 11
Inmates delivered to court	326,735	317,612	307,149	105,068	100,059	*
On-trial inmates delivered to court on time (%)	99.8%	99.4%	99.6%	99.6%	99.9%	95%

Population of Inmates in the Correctional System

Fiscal Year	2006	2007	2008	2009	2010*
Admissions	103,830	108,767	107,516	99,939	71,823
Average Daily Population	13,497	13,987	13,849	13,362	13,177
Average Length of Stay	48 days	47 days	47.5 days	49 days	50.2 days

*through March 2010

Note: DOC does not project these statistics very far into the future. According to the agency, however, no significant changes are forecast over the course of the Financial Plan

<i>Actual Detainee Average Length of Stay (days)</i>			
2006	2007	2008	2009
46.7	46.3	48.5	50.3

<i>Actual City-Sentenced Average Length of Stay (days)</i>			
2006	2007	2008	2009
37.0	37.0	34.3	34.8

Fiscal 2010 “Fallout” Rate for All Inmates in the Correctional System

Length of Stay in Days	Percentage of all Admissions *
3	30%
7	48%
10	53%
15	59%
30	71%
60	81%

* Fiscal Year 2010 July-March

Population Management Efficiencies Budget Actions

- **Closure of Special Needs Housing.** According to the January Plan, the Department would reduce its uniform headcount by 11 positions and generate savings of approximately \$1 million annually by closing underutilized special needs housing on Riker’s Island.

- **Elimination of One Punitive Segregation Housing Unit.** According to the January Plan, the Department would reduce its uniform headcount by 36 positions and generate savings of approximately \$3.3 million in Fiscal 2011 increasing to \$3.4 million in Fiscal 2014 by eliminating one punitive segregation housing area.
- **Inmate Housing Efficiencies.** According to testimony from the Commissioner during the Preliminary Budget hearings, the Department of Correction, along with the National Institute of Corrections, was in the process of reclassifying inmates within DOC's correctional facilities. According to the Office of Management and Budget (OMB), it was anticipated that the reclassification would be completed by March 2010. The January Plan reduced the uniform headcount by 115 positions and generated savings in the amount of \$10.6 million in Fiscal 2011 increasing to \$10.9 million in Fiscal 2014.
- **Alternative for Rose M. Singer Center Nursery.** The Department will reduce its uniform headcount by five positions and generate savings in the amount of \$288,000 in Fiscal 2011, increasing to \$301,000 in Fiscal 2014 by seeking to provide more effective and efficient placement for incarcerated new mothers. According to DOC, only 12 women utilized the nursery between July 2008 and May 2010, with an average-daily-population of two or three. The Nursery is a separate housing unit and must be staffed in the same manner as other housing units. By providing alternative placements the DOC will be able to generate annual savings.
- **Mix Detainees and Sentenced Inmates.** According to the Executive Budget, the Department will be able to reduce its uniform headcount by 18 positions and generate savings in the amount of \$513,000 in Fiscal 2011 and \$1 million in Fiscal 2012 and the outyears by housing detainees and sentenced inmates together. According to the Executive Budget this is consistent with the national practice of mixing pre-trial detainees and sentenced inmates allowing for the consolidation of housing units. The mixing of detainees and sentenced inmates may require a variance from the New York City Board of Correction.

Staffing Efficiencies

- **Jail, Court, and Support Command Post Reductions.** According to the January Plan, the Department of Correction is planning to achieve staffing efficiencies by reducing two percent of correction officer posts within the jails, Courts and support command center. According to OMB, the Department is still examining where the post will be removed from

This action, if implemented in Fiscal 2011, would reduce the uniform headcount by 176 positions and generate saving of approximately \$8 million in Fiscal 2010, \$16.2 million in Fiscal 2011, increasing to approximately \$16.7 million in Fiscal 2014. The amount of savings increases in Fiscal 2011 and the outyears because it represents the full-year value of the reduced headcount.

- **Eliminate 10% of Uniform Headquarter Posts.** The January Plan proposed to eliminate ten percent of DOC's existing administrative uniform posts at Headquarters annually beginning in Fiscal 2010. Through attrition, the Department proposed to eliminate 27 uniform positions annually and generate savings in the amount of \$1.2 million in Fiscal 2010 and approximately \$2.5 million annually beginning in Fiscal 2011. The amount of savings in Fiscal 2011 and the outyears represents the full-year value of the reduced headcount.
- **Civilianize 100 Administrative Positions.** As reflected in the January Plan, DOC proposed to achieve savings by civilianizing 100 uniform administrative positions. The Department would redeploy uniform officers out of various administrative jobs functions within the agency and phase in the civilian positions. The Department would generate savings of approximately \$100,000 in Fiscal 2010, \$1.2

million in Fiscal 2011 and \$1.6 million annually beginning in Fiscal 2012. For Fiscal 2010, the amount was lower because the civilianization would start midway through the fiscal year and be phased in.

- **Civilianization of Hospital Run Posts.** The Department proposed to achieve savings by civilianizing one non-emergency hospital run post. Currently, for every non-emergency hospital run post, there are three uniform officers (one driver and two escorts). The Department would civilianize the drivers allowing for the redeployment of 14 uniform officers into the jails. The Department would generate savings of approximately \$249,000 in Fiscal 2010 and approximately \$497,000 annually beginning in Fiscal 2011. The amount of savings increases in Fiscal 2011 and the outyears because it represents the full-year value of the reduced headcount.
- **DOC Headcount Reduction.** According to the Executive Budget, the Department will eliminate 113 vacant correction officer positions while maintaining the current staffing levels after the positions are eliminated. For Fiscal 2011, the Department will generate savings of approximately \$6.3 million increasing to approximately \$6.6 million in Fiscal 2014. According to DOC, when the Office of Management and Budget (OMB) restored the 519 uniform positions from the City-State Capacity initiative it was determined that 113 of the positions were vacancies.
- **Transportation Efficiencies – On Time Delivery.** According to the Executive Budget, the Department will modify on-time delivery requirements for transporting inmates to court. This will allow DOC to more productively use its existing fleet and reduce the associated staffing needs. The Executive Budget reduces the Department's uniform headcount by 10 positions and includes savings in the amount of \$285,000 in Fiscal 2011 increasing to \$597,000 in Fiscal 2014. The amount of savings increases in the outyears because it represents the full-year value of the reduced headcount.

Overtime-Related Budget Actions

- **Academy Overtime Savings.** For Fiscal 2010, the Department had a single graduating class of 206 corrections officers in August. According to the Department, no other classes were scheduled for Fiscal 2010. As a result, the January Plan proposed to achieve overtime savings in Fiscal 2010 by redeploying correction officers out of the Academy and into the jails. The January Plan recognized saving of approximately \$1.2 million for Fiscal 2010. Please see the Administration – Academy and Training program area for a historical view of the recent Correction officer hiring classes.
- **Overtime Realignment and Cost Savings.** According to the Executive Budget, the Department will achieve overtime savings of \$12 million annually beginning in Fiscal 2011 through enhanced overtime management strategies in order to contain costs.
- **Rockefeller Drug Reform Funding.** The Executive Budget includes annual overtime funding of \$4.5 million to address costs associated with the Rockefeller Drug Reform. According to DOC, funding is needed to address the increase in the City sentenced population since the introduction of the Rockefeller Drug Law Reform. According to the Mayor's Message, "the reform is estimated to increase the City sentenced average-daily-population by 267 inmates."

State Budget Actions

- **State Revenue Reduction.** The Fiscal 2009-2010 New York State Adopted Budget eliminated reimbursement for State Ready Inmates and Parole Violators. According to the Mayor's Message,

“despite the City’s efforts to lobby the State to reinstate these critical funding Streams , funding is not included in the States Fiscal 2010-2011 budget. The Executive Budget replaces the \$11 million in State funding with City tax-levy funding.”

Other Actions

- **Leasing Beds to the Other Jurisdictions.** According to OMB, there is a severe shortage in the Northeast of jail beds to house inmates facing charges. Conversely, DOC has surplus capacity. The January Plan contained a PEG proposal to have 300 inmates phased in to DOC custody beginning in Fiscal 2010.

The net cost of this action is \$455,000 in Fiscal 2010 and approximately \$3.2 million in Fiscal 2011 and the outyears. These sums would cover the hiring of 16 additional correction officers in Fiscal 2010, increasing to 33 officers by Fiscal 2011, to provide custody of these inmates. However, the revenue (\$3.6 million in Fiscal 2010 rising to approximately \$16.4 million by Fiscal 2014) far exceeds these amounts. As such, the agency is able to remove significant City tax-levy funds from its budget (approximately \$3.6 million in Fiscal 2010 and approximately \$13.2 million in Fiscal 2011 and the outyears).

As recently as May 26, 2010, the Department had not reached an agreement with any jurisdiction to house inmates. The original Savings, however, are still projected.

- **Northern Border Prosecution Revenue.** The U.S. Department of Justice (DOJ) has a program called the Northern Border Prosecution Initiative (NBPI) that provides funds to local governments in 14 northern states for prosecution and detention services involving certain individuals referred by the Immigration and Customs Enforcement (ICE) and the U.S. Marshals Service. In a funding switch, the January Plan recognized the receipt of NBPI funds in the approximate amount of \$3.8 million in Fiscal 2010 only. An identical amount in City tax-levy funds will be removed as a result.
- **Other Than Personal Services (OTPS) Efficiencies.** According to the January Plan, the Department would generate savings by implementing various OTPS reductions which include savings to its bakery, fleet operations, supplies and travel budgets. For Fiscal 2010, the Department would generate savings in the amount of \$378,000. For Fiscal 2011 and the outyears the amount would decrease to \$373,000.

PEG Restorations

The current Executive Plan for Fiscal 2010 includes approximately \$31 million in PEG restorations. These restorations relate to the six initiatives discussed below and have occurred over the last four financial plans. The current Executive Plan still assumes savings for Fiscal 2011 and the outyears, though it is unclear whether the agency will still be able to achieve the projected savings.

- **Compressed Visitation Schedule.** The Fiscal 2010 Preliminary Budget included a PEG proposal to compress the visitation schedule for detainees and City-sentenced inmates from five-to four-days-a-week without impacting the number of visits a person could make or an inmate could receive. According to OMB, DOC would be able to generate savings within its uniform overtime budget by reducing posts at the visit house that are currently run on overtime.

In order to achieve the PEG savings, DOC requested a variance from the New York City Board of Correction. In anticipation of its approval, the Fiscal 2010 Preliminary Budget removed funding in the amount of \$2.9 million annually beginning in Fiscal 2010 from DOC's uniform overtime budget.

The November 2009 Plan restored the \$2.9 million for Fiscal 2010 because the New York City Board of Correction has not approved this action, and is not expected to be approved in time to realize savings for Fiscal 2010. The Financial Plan still assumes savings for Fiscal 2011 and the outyears.

- **Five-Day Recreation Schedule.** The Fiscal 2010 Preliminary Budget included a PEG proposal to compress the current recreation schedule for adult inmates from seven-to five-days-a-week consistent with the New York State Commission on Correction Standards. According to DOC, the agency would be able to reduce its uniform headcount by 50 positions annually through attrition, and generate annual savings of \$4.5 million beginning in Fiscal 2010.

In order to achieve the PEG savings, DOC requested a variance from the New York City Board of Correction. In anticipation of its approval, the Fiscal 2010 Preliminary Budget removed funding in the amount of \$4.5 million annually beginning in Fiscal 2010 from DOC's uniform overtime budget.

The November 2009 Plan restored the \$4.5 million for Fiscal 2010 because the New York City Board of Correction has not approved this action, and it is not expected to be approved in time to realize savings for Fiscal 2010. The Financial Plan still assumes savings for Fiscal 2011 and the outyears.

- **City-State Capacity Efficiency Initiative.** In the November 2008 Plan, the Department of Correction proposed the City-State Capacity Efficiency Initiative that would generate savings annually by reducing its average daily population and its uniform headcount. According to OMB, the NYC Department of Correction was in negotiations with the State Department of Correction (DOCS) to have the latter house 1,200 of the approximately 2,000 City-sentenced inmates within State facilities.

When first proposed, this action would have allowed the DOC to reduce its ADP by 1,200 inmates, remove 519 uniform positions from its budgeted headcount, and generate savings in the amount of \$3.4 million in Fiscal 2009, \$18.7 million in Fiscal 2010, increasing to \$25.2 million in Fiscal 2012. However, the Fiscal 2010 Executive Budget proposed a full restoration of the Fiscal 2009 amount (\$3.4 million) and a partial restoration of the Fiscal 2010 amount (\$9.4 million). At the time, it was anticipated that the DOC would still transfer 1,200 of the approximately 2,000 inmates to the State. The Executive Plan removed 266 of the 519 uniform positions.

The Fiscal 2011 Preliminary Budget restored and additional \$7.7 million of the anticipated savings for Fiscal 2010. While this PEG proposal continued to be reflected in the Financial Plan at its full value for

Fiscal 2011 and the outyears, discussions with the Office of Management and Budget indicated that there were still delays due to ongoing negotiations and timing with DOCS, in addition to the transition of the new Commissioner into the agency.

The Executive Budget now restores the remainder of the Fiscal 2010 savings of \$1.7 million and the Fiscal 2011 and the outyear savings of \$10.6 million and the 519 uniform positions.

- **Commissary Operations.** In the Fiscal 2006 Executive Budget, the Department presented a PEG proposal to privatize its commissary operations. Under the Department's proposal, the contracted vendor was set to provide the required civilian staffing, and the need for correction officer staffing would be largely eliminated by a "bag and deliver" system that would bring commissary purchases to the inmates in their housing areas. Over the past four fiscal years, the Department has had to partially restore this PEG proposal each year due to its inability to secure an appropriate vendor.

The January Plan restored \$1 million to the Department's Fiscal 2010 Budget, as the agency would be unable to achieve the savings this year. According to the Department, it will try to now meet the PEG by centralizing the commissary internally with the anticipation of achieving savings in Fiscal 2011.

The Executive Budget provides a full restoration of the anticipated savings (\$9.4 million), because the Department has abandoned its previous plan to privatize commissary operations. Of this amount \$7.1 million will support OTPS costs to purchase the commissary goods and \$2.3 million will support PS costs for the 24 uniform positions and the 12 civilian positions to operate the commissary.

- **Supervised Release of Low-Risk NYC Defendants.** Beginning in Fiscal 2010, the New York City Criminal Justice Agency (CJA), the New York City Criminal Justice Coordinator's Office (CJC) and, the New York City Department of Probation, coordinated to institute the Supervised Release Program. The program targeted qualifying low-risk pre-trial detainees by allowing them to be released from the Department of Correction custody and returned back into their communities with supervision by the Department of Probation.

According to DOP, all eligible pre-trial detainees would be assigned to a probation officer who would provide intensive supervision, which would include the screening and monitoring of probationers while in the community to ensure that they were fulfilling the conditions of their probation. In addition, probation officers would also act as court liaisons during court appearances. The current plan called for a 1:25 probation officer-to probationer ratio and a 1:5 supervising probation officer-to-probation officer ratio. According to OMB, the coordinating agencies were still working on the details and criteria for release, and it was anticipated that the program would begin at the start of Fiscal 2010.

This initiative, if implemented, would have reduced the Department's ADP by 200 inmates per day and allowed the DOC to eliminate 37 correction officer positions annually through attrition. The 2009 January Plan recognized savings in the amount of \$3.4 million annually beginning in Fiscal 2010. This initiative had a corresponding cost of \$1.6 million in the Department of Probation's baseline budget to support 22 new probation officers. If implemented in Fiscal 2010, net City savings would have totaled approximately \$1.7 million.

The Executive Budget restores the Fiscal 2010 amount of \$2.8 million, because the Department was unable to achieve savings. The Financial Plan still assumes savings for Fiscal 2011 and the outyears.

- **Reduction in Conviction-to-Sentencing Time.** According to the 2009 January Plan, the Department of Correction was to achieve operational savings from reducing the average conviction-to-sentencing time for DOC inmates. According to OMB, the average length of time from conviction to sentencing is 38 days. The DOC, along with the Office of Court Administration, were working together in order to reduce the average length of time from conviction-to-sentencing down to 14 days.

This initiative, if implemented, would, have reduced the Department's ADP by 134 inmates per day and allowed the Department to eliminate 25 correction officer positions annually through attrition, beginning in Fiscal 2010. The January Plan, therefore, recognized savings in the amount of \$2.5 million annually beginning in Fiscal 2010.

The Executive Budget restores the Fiscal 2010 amount of \$1.8 million because the Department was unable to achieve savings. The Financial Plan still assumes savings for Fiscal 2011 and the outyears.

Operations – Rikers Security and Operations

This program area provides for operational security throughout all of the Department's facilities including the Emergency Service Unit, the tactical team on call 24 hours a day for critical situations; the Tactical Search Operation, to assist in maintaining order & retrieving inmate contraband; and the Rapid Response Team, for heightened security alerts on Rikers Island such as inmate escape attempts or potential riot situations.

<i>Dollars in Thousands</i>	2008 Actual	2009 Actual	2010 Adopted	2010 Exec. Plan	2011 Exec. Plan	Difference, 2010 – 2011
Spending						
Personal Services	\$31,061	\$29,752	\$21,052	\$19,411	\$18,776	(\$2,276)
Full-Time Salaried – Civilian	1,685	1,864	1,973	1,816	1,986	14
Full-Time Salaried – Uniform	20,093	19,411	19,077	17,559	16,789	(2,288)
New Positions	0	0	2	0	0	(2)
Additional Gross Pay	3,279	3,128	0	0	0	0
Overtime - Civilian	132	109	0	0	0	0
Overtime - Uniformed	5,742	5,121	0	0	0	0
Fringe Benefits	128	119	0	36	0	0
Other Than Personal Services	\$2,542	\$2,332	\$2,734	\$2,463	\$2,634	(\$100)
Supplies and Materials	1,562	1,410	1,731	1,198	1,631	(100)
Property and Equipment	754	671	595	791	595	0
Other Services and Charges				2	0	0
Contractual Services	226	251	408	473	408	0
TOTAL	\$33,603	\$32,084	\$23,785	\$21,873	\$21,409	(\$2,376)
Funding						
<i>City Funds</i>			\$23,785	\$21,260	\$21,409	(\$2,376)
<i>Federal – Other</i>			\$0	613	0	0
TOTAL			\$23,785	\$21,873	\$21,409	(\$2,376)
Positions						
Full-Time Positions - Civilian	42	45	45	48	45	0
Full-Time Positions - Uniformed	280	254	267	236	236	(31)
TOTAL	322	299	312	284	281	(31)

According to DOC, the increase in contractual services from Fiscal 2009 to Fiscal 2010 reflects a radio maintenance contract that was “rolled” in Fiscal 2010, thereby reducing the actual amount of encumbrances for Fiscal 2009.

Performance Measures

	FY 07	FY 08	FY 09	4-Month Actual FY 09	4-Month Actual FY 10	Target FY 11
Incidents and Allegations of Department Use of Force	1,751	1,915	2,196	714	694	*
Serious Injury to Inmate	NA	NA	252	87	67	*
Inmate Deaths (exclusive of suicides)	28	25	18	9	3	*
Stabbings and Slashing	37	19	21	6	8	*
Assaults on Staff	442	427	457	152	159	*
Fight/Assault Infractions	6,576	6,109	6,696	2,076	2,317	*
Jail-based arrests of inmates	738	751	567	178	191	*
Searches	192,398	208,440	214,605	71,435	72,078	*
Weapons Recovered	2,472	1,439	1,295	484	378	*
Escapes	0	0	1	1	1	*
Suicides	2	2	0	0	2	*

Relevant Preliminary Mayor's Management Report (PMMR) Indicators

According to four-month data in the recently released PMMR, incidents and allegations of use of force declined from 714 in Fiscal 2009 to 694 in Fiscal 2010. The vast majority of uses of force were appropriate attempts to defuse inmate-on-inmate incidents, including 38 percent which involved the use of chemical agents in accordance with Department policy.

Serious injury to inmates, including those resulting from uses of force, accidents, and inmate-on-inmate fights and assaults, fell 23 percent in the first four months of Fiscal 2010, dropping by 20 incidents from 87 to 67. Of the 67 serious injury-to-inmate incidents that occurred, 24 were the result of Use of Force A incidents. Inmate deaths declined by 67 percent, falling from 9 incidents in the prior reporting period to only 3 in Fiscal 2010.

Violent incidents increased slightly in the first quarter of Fiscal 2010, but remained at relatively low levels. There were eight stabbing and slashing incidents, two more than the previous reporting period. Assaults on staff increased from 152 to 159, and fight/assault infractions increased by 12 percent from 2,076 to 2,317. These incidents were appreciable among specific inmate populations, particularly the increasing population of inmates on mental health caseload. To address the increase, DOC is undertaking a review and revision of its security classification system with assistance from the National Institute of Corrections. DOHMH is developing a classification instrument and both departments are together revamping the operation of their mental observation housing units.

The Department performed 72,078 searches and recovered 378 weapons. While the number of searches increased slightly, weapons discoveries fell by nearly 22 percent. The Department's utilization of special search teams continues to serve as a deterrent to the introduction of contraband into the jails.

There were two suicides in City jails during the reporting period. There was one escape, and the fugitive was apprehended within 48 hours.

Staffing Efficiencies

- **Reduction of Emergency Service Unit (ESU) Daytime Staffing.** “The Department of Correction's Emergency Services Unit is the elite, tactical team the Department relies on during emergencies that rise above the level any individual facility. The Emergency Services Unit [is] the Department's 24-hour-a day crisis management team, [which] is designed to handle any emergency at a moment's notice.” Recognizing that during the day the incidence of emergencies is relatively low, DOC proposed to reduce unnecessary ESU post assigned to the daytime shift.

Through attrition, the Department would remove 31 correction officer positions annually and generate savings in the amount of \$1.4 million in Fiscal 2010 and approximately \$2.9 million annually beginning in Fiscal 2011. The amount of savings increases in Fiscal 2011 and the outyears because it represents the full-year value of the reduced headcount.

Operation – Infrastructure and Environmental Health

DOC is charged with the complete responsibility for maintaining the infrastructure on Rikers Island, including building system improvements, facilities reconstruction, repair and daily maintenance.

<i>Dollars in Thousands</i>	2008 Actual	2009 Actual	2010 Adopted	2010 Exec. Plan	2011 Exec. Plan	Difference, 2010 – 2011
Spending						
Personal Services	\$21,463	\$26,482	\$22,238	\$21,748	\$22,452	\$214
Full-Time Salaried – Civilian	14,420	17,885	18,528	17,985	18,690	161
Full-Time Salaried – Uniform	2,885	3,760	3,709	3,763	3,763	53
New Positions				0	0	(1)
Additional Gross Pay	848	1,301	0	0	0	0
Overtime - Civilian	3,283	3,236	0	0	0	0
Overtime - Uniformed	344	667	0	0	0	0
Fringe Benefits	36	45	0	0	0	0
P. S. Other	(353)	(412)	0	0	0	0
Other Than Personal Services	\$12,597	\$12,749	\$9,404	\$11,270	\$9,781	\$377
Supplies and Materials	4,271	4,195	3,598	5,101	4,154	556
Property and Equipment	146	65	166	204	118	(48)
Contractual Services	8,180	8,165	5,640	5,965	5,509	(131)
Fixed and Misc Charges	0	323	0	0	0	0
TOTAL	\$34,060	\$39,230	\$31,642	\$33,018	\$32,233	\$591
Funding						
<i>City Funds</i>			31,642	33,018	32,233	591
TOTAL			\$31,642	\$33,018	\$32,233	\$591
Positions						
Full-Time Positions - Civilian	217	231	237	237	237	0
Full-Time Positions - Uniformed	34	45	46	46	46	0
TOTAL	251	276	283	283	283	0

Operations – Hospital Prison Ward

The Department maintains secure facilities in two City Hospitals, including the Elmhurst Hospital Prison Ward, for female inmates requiring acute psychiatric care, and the Bellevue Hospital Prison Ward for male inmates requiring psychiatric or medical care.

<i>Dollars in Thousands</i>	2008 Actual	2009 Actual	2010 Adopted	2010 Exec. Plan	2011 Exec. Plan	Difference, 2010 – 2011
Spending						
Personal Services	\$18,816	\$18,591	\$13,989	\$13,775	\$14,001	\$12
Full-Time Salaried – Uniform	14,797	14,468	13,989	13,775	14,001	12
Additional Gross Pay	2,482	2,358	0	0	0	0
Overtime - Uniformed	1,291	1,547	0	0	0	0
Fringe Benefits	\$246	218	0	0	0	0
TOTAL	\$18,816	\$18,591	\$13,989	\$13,775	\$14,001	\$12
Funding						
<i>City Funds</i>			13,989	13,775	14,001	12
TOTAL			\$13,989	\$13,775	\$14,001	\$12
Positions						
Full-Time Positions - Uniformed	201	200	202	202	202	0

Health and Programs

This program area includes funding for programs ranging from discharge planning services to various correctional industries including the bakery, tailor shop, laundry, and print shop. These programs are designed to keep inmates healthy and attempt to eliminate the root cause of recidivism of inmates.

<i>Dollars in Thousands</i>	2008 Actual	2009 Actual	2010 Adopted	2010 Exec. Plan	2011 Exec. Plan	Difference, 2010 – 2011
Spending						
Personal Services	\$6,392	\$6,566	\$5,472	\$5,851	\$5,542	\$70
Full-Time Salaried – Civilian	4,530	4,349	4,268	4,175	4,338	70
Full-Time Salaried – Uniform	1,124	1,379	1,204	1,570	1,204	0
New Positions	0	0	1	0	0	(1)
Other Salaried & Unsalariated	10	0	0	0	0	0
Additional Gross Pay	293	330	0	0	0	0
Overtime - Civilian	319	341	0	0	0	0
Overtime - Uniformed	97	147	0	49	0	0
Fringe Benefits	19	20	0	57	0	0
Other Than Personal Services	\$7,312	\$6,457	\$5,205	\$7,712	\$5,751	\$546
Supplies and Materials	1,622	1,429	1,200	1,794	1,056	(144)
Property and Equipment	333	592	573	993	573	0
Other Services and Charges	0	5	0	0	0	0
Social Services	186	185	180	217	120	(60)
Contractual Services	5,170	4,246	3,251	4,708	4,001	750
TOTAL	\$13,703	\$13,023	\$10,677	\$13,563	\$11,293	\$615
Funding						
<i>City Funds</i>			\$10,342	\$12,569	\$11,161	\$820
<i>Federal – Other</i>			0	196	0	0
<i>Intra-City</i>			335	191	131	(204)
<i>Other Categorical</i>			0	606	0	0
<i>State</i>			0	1	0	0
TOTAL			\$10,677	\$13,563	\$11,293	\$615
Positions						
Full-Time Positions - Civilian	84	81	81	84	81	0
Full-Time Positions - Uniformed	15	19	17	27	17	0
TOTAL	99	100	98	111	98	0

Performance Measures

	FY 07	FY 08	FY 09	4-Month Actual FY 09	4-Month Actual FY 10	Target FY 11
Inmate Health Clinic Visits	99,057	88,110	92,558	30,733	31,067	*
Average clinic waiting time (minutes)	27	27	23	23	27	*

Health Services

The Department of Health and Mental Hygiene (DOHMH) is responsible for ensuring that health and mental hygiene services are provided for inmates in the custody of the New York City Department of Correction. Through its Bureau of Correctional Health Services, the Agency provides comprehensive medical and mental health care to persons incarcerated in the City's correctional facilities. DOHMH currently has a contract with the organization Prison Health Services, which is providing medical and mental health care services to all inmates. The current contract for Fiscal Year 2010 is \$124 million and will expire as of December 31, 2010.

According to statements made by the DOHMH Commissioner at a recent Board of Correction meeting, the agency intends to issue a new Request for Proposals in early 2010. It is anticipated that the selected contractor(s) will begin to provide services as of January 1, 2011.

According to DOHMH, each month 7,000 to 8,000 persons are admitted to City jails. Data from the new admission history is collected in an electronic intake system. See the chart below for self-reported information during Fiscal 2008, the last year for which data is available.

Fiscal 2008 Self-Reported Patient Characteristics	
Smoke	64%
Use Drugs	38%
Use Alcohol	16%
Have Asthma	20%
Have Mental Illness	15%
Are HIV Positive	5%
Have Hepatitis C	6%
Have Hypertension	6%
Have Diabetes	4%

Public Health Efforts in DOC

Given the large number of individuals who enter and leave the City's Correctional System, it is imperative that these individuals receive medical care as part of the City's overall public health efforts. An example of this public health orientation was the recent news account that 4,385 inmates were provided with the H1N1 Flu vaccines at a cost of \$1.3 million. Similarly, on a voluntary basis, DOC provides HIV testing to inmates upon admission.

Programs

In recent years, the Department of Correction has placed a strong emphasis on the need to provide discharge planning services and post-release placement to its inmates in an effort to promote reintegration into the community and prevent recidivism. The objective of discharge planning is to ensure that inmates leaving the custody of the Department of Correction have access to programs, including educational opportunities, drug abuse programs and vocational training.

Administration – Management and Administration

This program area includes funding for central administrative services.

<i>Dollars in Thousands</i>	2008 Actual	2009 Actual	2010 Adopted	2010 Exec. Plan	2011 Exec. Plan	Difference, 2010 – 2011
Spending						
Personal Services	\$27,047	\$25,924	\$21,240	\$20,534	\$25,029	\$3,789
Full-Time Salaried – Civilian	19,571	19,767	17,543	17,078	21,317	3,774
Full-Time Salaried – Uniform	4,592	3,641	3,697	3,453	3,710	13
Other Salaried & Unsalariated	0	9	0	0	0	0
Additional Gross Pay	1,280	1,210	0	3	3	3
Overtime - Civilian	718	793	0	0	0	0
Overtime - Uniformed	821	453	0	0	0	0
Fringe Benefits	66	51	0	0	0	0
Other Than Personal Services	\$17,511	\$20,859	\$36,717	\$17,453	\$20,075	(\$16,642)
Supplies and Materials	1,353	2,076	284	725	388	104
Property and Equipment	1,082	1,152	1,825	1,402	1,872	48
Other Services and Charges	8,906	11,687	8,209	8,808	9,996	1,787
Contractual Services	6,088	5,901	26,355	6,475	7,775	(18,580)
Fixed and Misc. Charges	82	42	44	44	44	0
TOTAL	\$44,558	\$46,784	\$57,956	\$37,987	\$45,104	(\$12,853)
Funding						
<i>City Funds</i>			\$57,956	\$37,502	\$45,104	(\$12,853)
<i>Intra-City</i>			0	485	0	0
TOTAL			\$57,956	\$37,987	\$45,104	(\$12,853)
Positions						
Full-Time Positions - Civilian	309	298	245	244	317	72
Full-Time Positions - Uniformed	59	43	43	41	43	0
TOTAL	368	341	288	285	360	72

Commission for Economic Opportunity (CEO) Education Programs for Inmates

NYC Center for Economic Opportunity

Getting Out and Staying Out Performance to Date

Performance Measures FY08	FY09	FY1 0*
Program Process		
Number of Initial Assessment ¹ 150	124	126
Number of Transition Plan 150	124	113
Number of Court Involvement ² 150	138	39
Number of Group Counseling 150	124	119
Number of Confirmed Arrivals ³ 103	175	74
Number Gained ID & Entitlements 9	37	36
Number Received Counseling @ GOSO 103	175	85
Outcome		
Number of Enrolled in GED 4	15	5
Number of Vocational Training 16	28	11
Number of College Enrollment 7	23	15
Number of Part-Time Job Placement 3	17	18
Number of Full-Time Job Placement 6	19	8

Expansion Education on Rikers Island Performance to Date

Performance Measures FY08	FY09	FY1 0*
Program Process		
Number of New Enrollees 2,635	1,870	864
Number of Continuing Students 1,265	1,741	409
Outcomes		
Number Enrolled in Basic Education 1,265	1,015	316
Number Enrolled in Pre-GED 1,519	1,208	598
Number Enrolled in GED 1,168	1,555	359
Number Passed GED 118	47	34
Number Received Vocational Training 125	149	6

Notes:

* Data is as of FY10 Quarter 2.

1 Represents number served on Rikers Island

2 Represents when program staff interacts with court on behalf of the participants.

3 Represents number of participants on off-Island facility.

- Model Education Program.** Since Fiscal 2008, the Department of Correction has included one-time funding each year to support the Model Education Program for adults discharged from DOC. The program, which targets 16-24 year olds released from the custody of the DOC, links them with educational opportunities within the community. The 2010 Preliminary Budget included funding in the amount of \$674,000 to the Department’s Administration – Management and Administration OTPS budget for Fiscal 2010 to support the continuation of the program and its contracts. Of the \$674,000

originally budgeted for the Model Education Program, the sum of \$304,00 was removed in the Fiscal 2010 Executive Budget and shifted to the Department of Education's (DOE), budget since that agency was managing one of the two contracts associated with the program. As per the Executive Plan, one contract was let with the City University of New York (*CUNY Catch*) and one contract was let with the community-based organization *Get Out Stay Out*.

The Fiscal 2011 Preliminary Budget included two actions associated with this initiative. There was a PEG reduction of \$50,000 for Fiscal 2010 associated with the City-wide reduction of all CEO initiatives and an other adjustment of \$75,000 for Fiscal 2011 for the continuation of this initiative. It was anticipated that the Executive Budget would include additional funding for this initiative's full fiscal year value, however the Executive Budget does not include the additional funding.

- **Commission for Economic Opportunity (CEO) - Rikers Island Education Initiative.** Since Fiscal 2008, the Department of Correction has included one-time funding each year to support the Rikers Island Education initiative to increase the enrollment of 18-21 year olds in education programs by creating a competitive incentive for them to participate. Inmates who participated in the education program received a \$5 stipend per week.

The 2010 Preliminary Budget included funding in the amount of \$636,775 in Fiscal 2010 to continue the Rikers Island Education Initiative. Of that amount, \$466,775 was added to DOC's Personal Services (PS) budget to support the five existing correction officers, and the remaining \$170,000 was used to support classroom costs. The January Plan included corresponding funding for this initiative in the amount of \$1.6 million in the DOE's budget for Fiscal 2010. Of that amount, \$1.5 million was added to DOE's PS budget and \$76,227 was added to its Other Than Personal Services budget.

The Fiscal 2011 Preliminary Budget included a PEG reduction of \$96,000 for Fiscal 2010 associated with the City-wide reduction of all CEO initiatives.

Administration – Academy and Training

This program area includes operating funds for the Training Academy, including salaries for academy staff and correction officer recruits.

<i>Dollars in Thousands</i>	2008 Actual	2009 Actual	2010 Adopted	2010 Exec. Plan	2011 Exec. Plan	Difference, 2010 – 2011
Spending						
Personal Services	\$35,998	\$33,811	\$5,437	\$5,465	\$5,467	\$30
Full-Time Salaried – Civilian	743	792	774	790	792	18
Full-Time Salaried – Uniform	28,865	28,207	4,662	4,674	4,674	12
New Positions				0	0	(1)
Additional Gross Pay	2,668	2,245	0	0	0	0
Overtime - Civilian	9	5	0	0	0	0
Overtime - Uniformed	3,637	2,394	0	0	0	0
Fringe Benefits	76	169	0	0	0	0
Other Than Personal Services	\$662	\$578	\$442	\$485	\$442	\$0
Supplies and Materials	68	74	140	38	140	0
Property and Equipment	7	19	24	26	24	0
Contractual Services	587	485	278	421	278	0
TOTAL	\$36,660	\$34,389	\$5,878	\$5,950	\$5,908	\$30
Funding						
<i>City Funds</i>			\$5,878	\$5,950	\$5,908	\$30
TOTAL			\$5,878	\$5,950	\$5,908	\$30
Positions						
Full-Time Positions - Civilian	17	13	14	14	14	0
Full-Time Positions - Uniformed	1,149	543	70	70	70	0
TOTAL	1,166	556	84	84	84	0

Full-time uniformed positions for Fiscal 2008 and 2009 include correction officer recruits. For Fiscal 2010 and Fiscal 2011 full-time positions include only those correction officers assigned to the Academy and Training unit.

Correction Officer Recruitment

Below please find an historical chart showing the classes for new recruits into the Department of Correction since Fiscal 2006. For Fiscal 2010, the Department had a single graduating class of 206 corrections officers in August. According to the Department, no other classes are scheduled for Fiscal 2010.

Class Date	Beginning Period Month	Beginning Period Uniform Headcount	Beginning Class Head Count	Graduation Head Count	Ending Period Uniform Headcount	Ending Period Month
November-05	October-05	9,163	367	331	9,276	February-06
February-06	February-06	9,276	174	154	9,189	June-06
June-06	June-06	9,189	394	352	9,284	October-06
November-06	October-06	9,284	144	130	9,285	February-07
December-06	November-06	9,378	125	120	9,287	March-07
March-07	February-07	9,285	103	88	9,200	June-07
April-07	March-07	9,287	101	90	9,146	July-07
August-07	September-07	9,185	200	184	9,105	December-07
November-07	October-07	9,130	88	82	9,109	February-08
January-08	December-07	9,105	196	181	8,961	May-08
February-08	January-08	8,997	67	68	9,149	June-08
June-08	June-08	9,149	261	244	9,137	October-08
August-08	July-08	9,143	107	104	9,104	November-08
November-08	October-08	9,122	312	296	9,200	March-09

Appendix A: Budget Actions Since Fiscal Year 2010 Adoption

Description	Fiscal 2010			Fiscal 2011		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per the June 2009 Plan	\$976,673	\$25,749	\$1,002,422	\$988,873	\$34,037	\$1,022,910
Program to Eliminate the Gap (PEGs)						
Jail, Court, and Support Command Post Reduction	(\$8,064)		(\$8,064)	(\$16,251)		(\$16,251)
Inmate Housing Efficiencies				(10,619)		(10,619)
Punitive Segregation Savings	(825)		(825)	(3,324)		(3,324)
Close Special Needs Housing	(504)		(504)	(1,016)		(1,016)
Civilianize Hospital Run Posts	(249)		(249)	(497)		(497)
Civilianize 100 Administrative Positions	(101)		(101)	(1,211)		(1,211)
Eliminate 10% of Uniform Headquarter Posts	(1,237)		(1,237)	(2,493)		(2,493)
Northern Boarder Prosecution Revenue	(3,752)	3,752	0			0
Leasing Beds to Other Jurisdictions	(3,595)	4,050	455	(13,238)	16,425	3,188
Reduce ESU Daytime Staffing	(1,420)		(1,420)	(2,862)		(2,862)
OTPS Efficiencies	(378)		(378)	(373)		(373)
Academy Overtime Savings	(1,170)		(1,170)			0
CEO Reduction - Model Education Program	(50)		(50)			0
CEO Reduction - Rikers Education Opportunities	(96)		(96)			0
Alternative for Rose M. Singer Center Nursery				(288)		(288)
DOC Headcount Reduction				(6,291)		(6,291)
Mix Detainees and Sentenced Inmates				(513)		(513)
Overtime Realignment and Cost Savings				(12,000)		(12,000)
Transportation Efficiencies				(285)		(285)
Total PEGs	(\$21,441)	\$7,802	(\$13,639)	(\$71,261)	\$16,425	(\$54,836)
New Needs						
Food Cost Increase	\$5,774		\$5,774	\$5,774		\$5,774
Total New Needs	\$5,774	\$0	\$5,774	\$5,774	\$0	\$5,774
Other Adjustments						
State Revenue Reduction	\$2,762	(\$2,762)	\$0	\$11,050	(\$11,050)	\$0
Rockefeller Drug Reform Initiative				4,500		4,500
Agency-wide Collective Bargaining	1,213		1,213	1,213		1,213
Model Education Programs for Adults Discharged from DOC				75		75
Fringe For PS Adjustments	2,213		2,213	8,931		8,931
ARRA Fringe Benefits		(1,413)	(1,413)			
Overtime Adjustment	2,632		2,632			
Non-City Grants		5,502	5,502		3,137	3,137
Gasoline	226		226	393		393
Heat, Light and Power	(3,334)		(3,334)	(3,117)		(3,117)
Lease Adjustment				1,494		1,494
Fuel	225		225	662		662
Total Other Adjustments	\$5,937	\$1,327	\$7,263	\$25,200	(\$7,913)	\$17,287
PEG Restorations and Substitutions (PRS)						
City-State Capacity Efficiency	\$9,390		\$9,390	\$10,606		\$10,606
Reversal of Commissary Outsourcing PEG	1,000		1,000	9,445		9,445
Compressed Visitation Schedule	2,912		2,912			
Five Say Recreation Schedule - Attrition	4,456		4,456			

<i>Dollars in Thousands</i>	Fiscal 2010			Fiscal 2011		
	City	Non-City	Total	City	Non-City	Total
Reduction in Conviction to Sentencing Time -- Attrition	1,837		1,837			
Supervised Release for Low Risk NYC Defendants--Attrition	2,783		2,783			
Total PEG Restorations and Substitutions (PRS)	\$22,379	\$0	\$22,379	\$20,051	\$0	\$20,051
Total Budget Changes	\$12,648	\$9,129	\$21,777	(\$20,236)	\$8,512	(\$11,724)
Agency Budget as per the Fiscal 2011 Executive Plan	\$989,321	\$34,878	\$1,024,199	\$968,637	\$42,549	\$1,011,186

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Appendix B: Reconciliation of Program Areas to Units of Appropriation

Dollars in thousands

	Personal Services		OTPS		TOTAL
	001	002	003	004	
Jail Operations	\$26,085	\$771,110	\$84,044	\$0	\$881,238
Rikers Security & Operations	\$0	\$18,776	\$2,634	\$0	\$21,409
Infrastructure & Environmental Health	\$3,417	\$19,035	\$9,781	\$0	\$32,233
Hospital Prison Ward	\$0	\$14,001	\$0	\$0	\$14,001
Health & Programs	\$2,798	\$2,744	\$5,266	\$484	\$11,293
Management & Administration	\$24,378	\$651	\$3,411	\$16,664	\$45,104
Academy & Training	\$0	\$5,467	\$442	\$0	\$5,908
TOTAL	\$56,679	\$831,783	\$105,576	\$17,148	\$1,011,187