

THE COUNCIL OF THE CITY OF NEW YORK

Speaker of the Council  
Christine C. Quinn



Hon. Elizabeth Crowley, Chair, Fire and Criminal Justice  
Services Committee

## Hearing on the Mayor's Fiscal 2013 Preliminary Budget & the Fiscal 2012 Preliminary Mayor's Management Report

Department of Correction

**March 8, 2012**

**Regina Poreda Ryan, Assistant Director**  
**Eisha N. Wright, Unit Head**



## Table of Contents

Department of Correction Overview .....	1
Fiscal 2013 Preliminary Budget Highlights .....	1
Department of Correction Financial Plan Summary .....	4
Jail Operations .....	5
Operations – Rikers Security and Operations .....	12
Operation – Infrastructure and Environmental Health.....	16
Operations – Hospital Prison Ward .....	17
Health and Programs .....	18
Administration – Management and Administration.....	19
Capital Program .....	20
Appendix A: Budget Actions in the November and February Plans.....	24
Appendix B: DOC Preliminary Fiscal 2013 Contract Budget.....	26
Appendix D: Reconciliation of Program Areas to Units of Appropriation .....	27



## Department of Correction Overview

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 2011, the Department processed over 80,000 admissions and releases, managed an average daily population of 12,500 and transported 269,526 individuals to court.

This report provides a review of the Department of Correction's Preliminary Budget for Fiscal 2013. In the section below, the Fiscal 2013 Budget is presented in a chart which details the agency's spending by Personal Services (PS) and Other Than Personal Services (OTPS) followed by a discussion of the major changes proposed for Fiscal 2013, the DOC's overtime spending and its Revenue Budget. The report then includes the Financial Plan Summary chart which provides an overview of the Department's budget by program area, funding source, and headcount. The summary is followed by each of the Department's program areas which discusses initiatives included in the November and February Financial Plans and reviews relevant sections of the Preliminary Mayor's Management Report for Fiscal 2012. Finally, a review of the proposed capital budget for the Department with a discussion of significant changes proposed to the Capital Plan is presented.

## Fiscal 2013 Preliminary Budget Highlights

<i>Dollars in Thousands</i>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
Personal Services	\$921,814	\$895,484	\$955,008	\$927,624	\$32,140
Other Than Personal Services	123,299	127,302	131,133	123,188	(4,114)
<b>Agency Total</b>	<b>\$1,045,113</b>	<b>\$1,022,786</b>	<b>\$1,086,141</b>	<b>\$1,050,813</b>	<b>\$28,026</b>

*\*The difference of Fiscal 2012 Adopted compared to Fiscal 2013 February Plan funding.*

The Department of Correction's Fiscal 2013 Preliminary Budget of \$1.050 billion is \$28 million more than its Fiscal 2012 Adopted Budget of \$1.022 billion. The \$28 million increase is due to an increase in the Personal Services (PS) budget of \$32 million offset by a decrease in the Other Than Personal Services (OTPS) budget of \$4.1 million.

In June 2011, DOC's projected Fiscal 2013 Budget of \$1.014 billion was \$8 million less than the Adopted Fiscal 2012 Budget of \$1.022 billion. Since Fiscal 2012 Adoption several initiatives have increased the Fiscal 2013 Budget to \$1.050 billion. These changes include new needs of \$9.5 million, other adjustments of \$44 million, and Programs to Eliminate the Gap (PEGs) totaling \$14.7 million. Combined, the above actions reconcile the agency to its current budget of \$1.050 billion for Fiscal 2013 which accounts for the increase of \$28 million from the Adopted Fiscal 2012

Budget. (See Appendix A for a list of all the changes to the Fiscal 2012 and 2013 Budgets since Adoption.) Highlights of the Fiscal 2013 Budget are below.

- **Large-Scale Restorations.** As has happened several times in the past few years, the November Plan included several PEG restorations. Combined, the November Plan PEG restorations total \$38.8 million and will support 332 uniform positions in Fiscal 2012 and the outyears.
- **Queens Detention Complex.** The February Plan includes approximately \$9.5 million in Fiscal 2013 and \$19.2 million in Fiscal 2014 to support the re-opening of the Queens Detention Complex on a temporary basis to allow for the swing space of 456 beds while various facilities on Rikers Island undergo construction. Funding will support 234 positions (208 uniform and 26 civilian).
- **State Criminal Alien Assistance Program (SCAAP).** The November Plan baselined \$6.8 million in City tax-levy funding beginning in Fiscal 2013 to replace lost Federal revenue. This action will have no net effect on the agency's budget; it represents only the replacement of federal revenue with City-tax levy.

## Department of Correction Overtime Reconciliation

### Actual Overtime - Fiscal 2006-2010

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Uniform	\$91,382,925	\$98,621,364	\$91,004,855	\$7,148,607	\$6,826,459
Civilian	\$9,152,219	\$8,899,003	\$7,842,406	\$90,285,551	\$107,010,822
<b>Total OT</b>	<b>\$100,535,144</b>	<b>\$107,520,367</b>	<b>\$98,847,260</b>	<b>\$97,434,158</b>	<b>\$113,837,281</b>

### Planned Overtime - Fiscal 2012 February Plan

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Uniform	\$87,953,017	\$63,800,821	\$63,439,480	\$63,258,810	\$63,078,140
Civilian	\$7,266,904	\$6,141,898	\$6,141,898	\$6,141,898	\$6,141,898
<b>Total OT</b>	<b>\$95,219,921</b>	<b>\$69,942,719</b>	<b>\$69,581,378</b>	<b>\$69,400,708</b>	<b>\$69,220,038</b>

The Department of Correction submits a proposal to the Office of Management and Budget (OMB) for its uniform and civilian overtime budget each time the Mayor releases a Financial Plan. Whereas the February 2012 Plan above shows projected overtime of approximately \$70 million for Fiscal 2013 and the outyears, this sum is significantly lower than the roughly \$100 million figure spent by the agency in each of three prior fiscal years. This difference is attributable to DOC's aggressive cuts to overtime spending. However, due to attrition and the Department's inability reach its authorized headcount, actual uniform overtime expenditures frequently have exceeded 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.

Of note, the November 2011 Plan included a PEG restoration to the uniform overtime budget in the amount of \$12 million for Fiscal 2012 and the outyears due to the Department's inability to meet its PEG target for the reasons stated above.

**DOC Miscellaneous Revenue***(Dollars in Thousands)*

	Actual Revenue		Projected Revenue				
	2010	2011	2012	2013	2014	2015	2016
Vending Machine	\$375	\$392	\$615	\$598	\$628	\$660	\$660
Commissary Funds	\$12,980	\$13,275	\$14,500	\$14,500	\$14,500	\$14,500	\$14,500
Other	\$9,689	\$9,122	\$6,675	\$6,675	\$6,675	\$6,675	\$6,675
<b>TOTAL</b>	<b>\$23,044</b>	<b>\$22,790</b>	<b>\$21,790</b>	<b>\$21,773</b>	<b>\$21,803</b>	<b>\$21,835</b>	<b>\$21,835</b>

The Department of Correction collects miscellaneous revenue from jail commissary operations, vending machines and surcharges on inmate telephone calls. Commissary funds are generated by the sale of commissary goods. Total revenue collected remains relatively flat in years of the Financial Plan, after a \$1 million reduction from Fiscal 2011 to Fiscal 2012. Of note, of the approximately \$6.7 million in "Other" miscellaneous revenues projected for Fiscal 2013 and the outyears, about \$6.4 million is generated by inmate telephone fees.

## Department of Correction Financial Plan Summary

<i>Dollars in Thousands</i>	2011	2012	2012	2013	*Difference
	Actual	Adopted	Feb. Plan	Feb. Plan	2012 - 2013
<b>Budget by Program Area</b>					
Administration-Academy and Training	\$14,615	\$5,909	\$6,031	\$5,908	(\$0)
Administration-Mgmt & Administration	43,132	47,042	45,406	47,122	80
Health and Programs	12,143	11,317	11,774	11,549	232
Jail Operations	885,848	886,177	946,821	920,953	34,776
Operations-Hospital Prison Ward	17,921	14,001	14,001	12,145	(1,856)
Operations-Infrastr. & Environ. Health	40,901	36,734	37,525	31,528	(5,206)
Operations-Rikers Security & Ops	30,553	21,606	24,584	21,606	0
<b>TOTAL</b>	<b>\$1,045,113</b>	<b>\$1,022,786</b>	<b>\$1,086,141</b>	<b>\$1,050,813</b>	<b>\$28,026</b>
<b>Funding</b>					
City Funds	N/A	\$999,941	\$1,059,720	\$1,033,158	\$33,217
Other Categorical	N/A	0	1,405	1,000	1,000
State	N/A	1,109	1,200	1,109	0
Federal - Other	N/A	21,605	22,983	14,690	(6,914)
Intra City	N/A	131	834	856	724
<b>TOTAL</b>	<b>\$1,045,113</b>	<b>\$1,022,786</b>	<b>\$1,086,141</b>	<b>\$1,050,813</b>	<b>\$28,026</b>
<b>Positions</b>					
Full-Time Positions - Civilian	1,375	1,705	1,688	1,693	(12)
Full-Time Positions - Uniform	8,456	8,404	8,765	8,854	450
<b>TOTAL</b>	<b>9,831</b>	<b>10,109</b>	<b>10,453</b>	<b>10,547</b>	<b>438</b>

*\*The difference of Fiscal 2012 Adopted compared to Fiscal 2013 February Plan funding.*

The Department of Correction's Financial Plan Summary table provides an overview of the Department's budget by program area, funding source and headcount. The Department's budget for Fiscal 2013 shows \$28 million in growth from Fiscal 2012 to 2013, but a \$35 million drop when compared to the Fiscal 2012 current modified budget. The agency's overall headcount shows growth of 438 positions from Fiscal 2012 to 2013, and a difference of only 89 positions when compared to the Fiscal 2012 Modified budget.

The increase in funding and headcount changes from Fiscal 2012 to 2013 are attributed to new needs, other adjustments and most significantly PEG restorations that added \$38.8 million in funding and 338 uniform positions to the agency's budget for Fiscal 2013. The uniform headcount increase results from the new headcount associated with the opening of the Queens House of Detention and the PEG restorations, offset by a reduction associated with proposed PEGs.



## 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>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
<b>Spending</b>					
<b>Personal Services</b>					
Full-Time Salaried – Civilian	\$38,503	\$51,634	\$50,053	\$50,743	(\$891)
Full-Time Salaried – Uniform	557,677	563,349	589,186	588,185	24,837
Additional Gross Pay	81,016	85,619	100,677	101,730	16,111
Overtime - Civilian	2,865	6,141	6,142	6,142	1
Overtime - uniform	97,935	68,668	87,953	63,801	(4,868)
Other Salaried and Unsalaries	2,871	3,154	2,980	2,807	(346)
Fringe	22,346	23,614	24,427	23,868	254
<b>Subtotal, PS</b>	<b>\$803,212</b>	<b>\$802,178</b>	<b>\$861,419</b>	<b>\$837,277</b>	<b>\$35,098</b>
<b>Other Than Personal Services</b>					
Contractual Services	\$2,233	\$2,675	\$3,009	\$2,649	(\$26)
Fixed and Misc Charges	879	2,726	29	2,726	0
Other Services and Charges	35,486	37,124	37,564	37,124	0
Property and Equipment	747	1,407	2,087	1,049	(358)
Social Services	3,259	3,128	3,134	3,134	6
Supplies and Materials	40,032	36,939	39,579	36,994	55
<b>Subtotal, OTPS</b>	<b>\$82,636</b>	<b>\$83,998</b>	<b>\$85,402</b>	<b>\$83,676</b>	<b>(\$322)</b>
<b>TOTAL</b>	<b>\$885,848</b>	<b>\$886,177</b>	<b>\$946,821</b>	<b>\$920,953</b>	<b>\$34,776</b>
<b>Funding</b>					
City Funds	N/A	\$863,463	\$926,425	\$904,154	\$40,691
Federal - Other	N/A	21,605	18,298	14,690	(6,914)
Other Categorical	N/A	0	1,000	1,000	1,000
State	N/A	1,109	1,097	1,109	0
<b>TOTAL</b>	<b>\$885,848</b>	<b>\$886,177</b>	<b>\$946,821</b>	<b>\$920,953</b>	<b>\$34,776</b>
<b>Positions</b>					
Full-Time Positions - Civilian	710	1,010	998	982	(28)
Full-Time Positions - Uniform	7,545	7,790	8,143	8,297	507
<b>TOTAL</b>	<b>8,255</b>	<b>8,800</b>	<b>9,141</b>	<b>9,279</b>	<b>479</b>

\*The difference of Fiscal 2012 Adopted compared to Fiscal 2013 February Plan Funding.

The Personal Services budget for Jail Operations shows growth of \$35 million from Fiscal 2012 to Fiscal 2013, but a drop \$24 million when compared to the current modified budget for Fiscal 2012.

The object classes for “Full-Time Salaried – Uniform” and “Full-Time Positions – Uniform” show growth from Fiscal 2012 to 2013 and is attributable to PEG restorations (\$38.8 million and 332 uniform positions), a new need to open the Queens House of Detention (\$9.4 million and 208 uniform positions), and PEGs (\$9.2 million and 90 uniform positions). Changes in the Fiscal 2012 Current Modified budget are attributable to a new need in the November Plan that added \$27 million to the Fiscal 2012 uniform overtime budget to cover the headcount shortfall and PEG restorations totaling \$38.8 million. The drop in funding and headcount for “Full-Time Salaried – Civilian” and “Full-Time Positions – Civilian” is attributable to prior budget actions and a November Plan PEG to reduce civilian headcount by 22 positions.

## Fiscal 2013 Preliminary Budget Changes

### New Needs

- **Queens Detention Complex (QDC).** The February Plan includes approximately \$9.5 million in Fiscal 2013 and \$19.2 million in Fiscal 2014 to support the re-opening of the Queens Detention Complex on a temporary basis to allow for the swing space of 456 beds while various facilities on Rikers Island undergo construction. Funding will support 234 positions (208 uniform and 26 civilian).

Additional new needs funds of approximately \$3.1 million in Fiscal 2013 and \$5.7 million in Fiscal 2014 are being included in the budget of the Department of Health and Mental Hygiene (DoHMH) associated with the provision of correctional health services in the re-opened QDC. These services include acute and chronic medical care, sick care, mental health services, emergency care (including hospital runs as necessary), transitional health care, dental care and pharmaceutical dispensing.

According to the Office of Management Budget, funding for this initiative is not base lined as it is anticipated that once construction on Rikers Island is completed the swing space will no longer be needed. In Fiscal 2014 OMB will reassess the Department’s need.

- **State Criminal Alien Assistance Program (SCAAP) funding.** The Department of Correction receives annual SCAPP reimbursement from the Federal government for its costs associated with the jailing of illegal immigrants. The Department had received up to \$21 million annually but over the last three years SCAAP funding fell to only \$12 million. The November Plan baselined \$6.8 million in City tax-levy funding beginning in Fiscal 2013 to replace lost federal revenue. This action will have no net effect on the agency’s budget; it represents only the replacement of Federal revenue with City-tax levy.

### Programs to Eliminate the Gap

- **Medically Monitored Staff Policy Change.** The November Plan included a PEG proposal whereby the DOC would revise its policy regarding medically monitored (MM) staff. DOC would limit the amount of time that a correction officer could be on MM3 status while receiving their base salary and benefits to no more than 9 months in order to prevent abuse of the sick leave. Medically Monitored staff can fall into the following three categories; MM1 – fit for duty but cannot work overtime; MM2 – fit for duty but inmate

contact is limited and; MM3 – limited and or no inmate contact. According to DOC there are few correction officers who are categorized as MM1 or MM2 however, there are currently 284 correction officers categorized as MM3. The Department estimates that approximately 18 percent or 50 of the officers have reached the nine-month cap. Of that amount the Department estimates that at approximately 25 of the officers will return to active duty to back fill positions that are currently being run on overtime. The November Plan recognized savings in the amount of approximately \$1.4 million in Fiscal 2012 and \$2.4 million annually beginning in Fiscal 2013.

- **SCOC Variance Savings.** The November Plan included a PEG proposal that would allow DOC to reduce 90 uniform positions through attrition generating approximately \$5 million in Fiscal 2012 increasing to \$9.4 million in Fiscal 2013 and the outyears. The Department has requested a variance from the State Commission on Correction that if approved will allow DOC staffing flexibility in several low level classification housing areas.
- **IFA Funding of Construction Management Staff.** The November Plan included \$724,000 in IFA funding to support eight construction management staff positions that were currently funded with City-tax levy.
- **Civilian PS Accruals.** The Department identified one-time savings of \$2.4 million in Fiscal 2012 due to hiring delays.
- **OTPS Reduction Associated with Population Decrease.** Due to a reduction in the inmate population the Department identified annual OTPS savings in the amount of \$1.4 million beginning in Fiscal 2012. The average daily inmate population has declined by 500 inmates since last year.
- **Leasing Beds to Suffolk County.** The November Plan removed approximately \$1 million in City-tax levy and replaced it with non-city funds for Fiscal 2012 and the outyears. Suffolk County reimburses DOC for costs associated with housing low classification inmates who would otherwise be housed in Suffolk Jails.
- **Civilian Staff Reduction.** Through attrition, the Department plans to reduce civilian headcount by 22 positions which represents a 1.3 percent cut to the Fiscal 2012 authorized headcount of 1,705 positions. This action will generate savings of \$1.3 million in Fiscal 2012 and \$1.8 million in Fiscal 2013 and the outyears.

## PEG Restorations and Substitutions

As has happened several times in the past few years, the November Plan included several PEG restorations. Combined, the November Plan PEG restorations total \$38.8 million and will support 332 uniform positions in Fiscal 2012 and the outyears. The repeated, large-scale PEG restorations demonstrate just how ambitious a task it is for DOC to identify savings within its budget after so many prior rounds of reductions. As DOC is an agency with fixed-post staffing and myriad legal requirements pertaining to its care, custody and control missions, recent PEG proposals have had to be increasingly creative, with some of its proposals requiring City and State variances, cooperation from other government entities, and the Courts. Inevitably, many of these savings efforts have failed, and many others have been delayed.

- **Four-Day Visit Schedule.** The Fiscal 2010 Adopted Budget included a PEG to reduce the Departments uniform overtime budget by \$2.9 million annually beginning in Fiscal 2010 by reducing overtime expenditures associated with staffing the visit house. The Department requested a variance from the Board of Correction (BOC) to compress the visitation schedule from five to four days a week without reducing the number of visits a person could make or could receive. The BOC did not grant the variance; therefore, the November Plan included a full restoration of the PEG.
- **Five-Day Recreation Schedule.** The Fiscal 2010 Adopted Budget included a PEG to reduce the Departments uniform headcount by 50 positions and generate approximately \$4.5 million annually beginning in Fiscal 2010 by compressing the recreation schedule for adults. The Department requested a variance from the BOC to compress the recreation schedule for adults from seven to five days a week consistent with the State Commission on Correction Standards. The BOC did not grant the variance; therefore, the November Plan included a full restoration of the PEG.
- **Mixed Detainees and Sentenced Inmates.** The Fiscal 2011 Adopted Budget included a PEG to reduce the Departments uniform headcount by 18 positions generating approximately \$1 million annually by consolidating mix pre-trial detainees and sentenced inmates into the same housing unit. Although consistent with national practices, the Board of Correction did not approve the variance; therefore, the November Plan included a full restoration of the PEG.
- **Supervised Release of Low Risk NYC Defendants.** The Fiscal 2010 Adopted Budget included a PEG to reduce the Departments uniform headcount by 37 positions and generate annual savings of approximately \$3.4 million beginning in Fiscal 2010. The initiative would have allowed DOC to release qualifying low risk pre-trial detainees to the Department of Probation. Savings for this initiative failed to materialize; therefore, the November Plan included a full restoration of the PEG.
- **Conviction to Sentencing Time.** The Fiscal 2010 Adopted Budget included operational savings for the Department of Correction by reducing the average conviction to sentencing time for DOC inmates. It was anticipated that the Department would reduce its uniform headcount by 24 positions generating approximately \$2.5 million annually beginning in Fiscal 2010. Savings for this initiative failed to materialize; therefore, the November Plan included a full restoration of the PEG.
- **Expedited Hearings for Certain Criminal Cases.** The Fiscal 2010 Adopted Budget included a PEG to reduce the Department's uniform headcount by 18 positions generating approximately \$1.6 million annually beginning in Fiscal 2010. It was anticipated that with the collaboration of other City agencies and the Unified Court System that some criminal cases could be expedited thus reducing DOC's inmate population. Savings for this initiative failed to materialize; therefore, the November Plan included a full restoration of the PEG.
- **Bail Expediting Program.** The Fiscal 2010 Adopted Budget included a PEG to reduce the Department's uniform headcount by 18 positions generating approximately \$1.6 million annually beginning in Fiscal 2010. It was anticipated that with the collaboration of City agencies and the Unified Court System that bail processing could be expedited to reduce

pretrial detention. Savings for this initiative failed to materialize; therefore, the November Plan included a full restoration of the PEG.

- **Transportation Efficiencies.** The Fiscal 2011 Adopted Budget included a PEG that would allow DOC to more productively use its existing fleet and reduce the associated staffing needs. It was anticipated that DOC would reduce its uniform headcount by 10 positions generating approximately \$600,000 annually beginning in Fiscal 2012. The November Plan provided for a full restoration of this PEG as DOC will not be able to achieve the savings.
- **Alternative for Rose M. Singer Center Nursery.** The Fiscal 2011 Adopted Budget included a PEG for DOC to reduce its uniform headcount by five positions generating approximately \$300,000 annually beginning in Fiscal 2011 by providing more effective and efficient intervention for incarcerated new mothers. The November Plan provided for a full restoration of this PEG as DOC will not be able to achieve the savings.
- **Punitive Segregation Savings.** The Fiscal 2011 Adopted Budget included a PEG to reduce the Department's uniform headcount by 36 positions and generate savings of approximately \$3.3 million in Fiscal 2011 and \$3.4 million annually beginning in Fiscal 2012 by eliminating one punitive segregation housing area. The November Plan provided for a full restoration of this PEG as DOC will not be able to achieve the savings.
- **Inmate Housing Efficiencies.** Proposed in the January 2010 Plan, the Department of Correction along with the National Institute of Corrections began the process of reclassifying inmates within DOC's correctional facility. According to OMB, it was anticipated that the reclassification would be complete by March 2010 allowing the Department to reduce its uniform headcount by 115 positions and generate savings in the amount of \$10.6 million in Fiscal 2011 and \$10.9 million annually beginning in Fiscal 2012. The November Plan provided for a full restoration of this PEG as DOC will not be able to achieve the savings.
- **Overtime Realignment and Cost Savings.** The Fiscal 2011 Adopted Budget included annual overtime savings in the amount of \$12 million through enhanced overtime management strategies. The November Plan provided a full restoration to this PEG as DOC was unable to produce the anticipated savings.

### Inmate Population of the Correctional System

The charts below provide actual data on the population of inmates in the correctional system. The first chart provides admissions, the average daily population, and the average length of stay (ALS) for all inmates from Fiscal 2008 through Fiscal 2011. Whereas both admissions and the average daily population have declined since Fiscal 2008, the ALS has increased from 47.6 days to 53.6 days. The second and third chart disaggregate the average length of stay by detainees and City-sentenced inmates, which helps explain the increase in the ALS. Finally, the last chart provides the “Fallout” rate for all inmates in the correctional system. This chart provides the percentage of inmates who are discharged from the Department’s custody within the given time periods from three to 60 days.

<b>Fiscal Year</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Admissions	107,516	99,939	94,753	87,515
Average Daily Population	13,849	13,362	13,049	12,790
Average Length of Stay	47.6 days	49.1 days	51.2 days	53.6 days

<b>Actual Detainee Average Length of Stay (days)</b>			
<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
48.8	50.7	51.2	54.6

<b>Actual City-Sentenced Average Length of Stay (days)</b>			
<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
34.2	34.8	36.1	38.1

### “Fallout” Rate for All Inmates in the Correctional System

<b>Length of Stay in Days</b>	<b>Percentage of all Admissions *</b>
<b>3</b>	29%
<b>7</b>	46%
<b>10</b>	50%
<b>15</b>	57%
<b>30</b>	69%
<b>60</b>	79%

*\* Full Fiscal Year 2011, percentages are cumulative*

**Performance Measures**

	FY 09	FY 10	FY 11	4-Month Actual FY 11	4-Month Actual FY 12	Target FY 13
Inmates delivered to court	307,149	285,366	269,526	91,709	83,813	*
On-trial inmates delivered to court on time (%)	99.6%	99.7%	97.5%	97.6%	97.6%	95%

## 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 and 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>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
<b>Spending</b>					
<b>Personal Services</b>					
Full-Time Salaried – Civilian	\$1,945	\$2,083	\$2,083	\$2,083	\$0
Full-Time Salaried – Uniform	17,522	16,789	16,789	16,789	0
Other – PS	8,357	0	0	0	0
<b>Subtotal, PS</b>	<b>\$27,824</b>	<b>\$18,872</b>	<b>\$18,872</b>	<b>\$18,872</b>	<b>\$0</b>
<b>Other Than Personal Services</b>					
Contractual Services	\$291	\$408	\$2,889	\$408	\$0
Property and Equipment	814	595	828	595	0
Supplies and Materials	1,624	1,731	1,991	1,731	0
<b>Subtotal, OTPS</b>	<b>\$2,729</b>	<b>\$2,734</b>	<b>\$5,712</b>	<b>\$2,734</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$30,553</b>	<b>\$21,606</b>	<b>\$24,584</b>	<b>\$21,606</b>	<b>\$0</b>
<b>Funding</b>					
City Funds	N/A	\$21,606	\$21,429	\$21,606	\$0
Federal - Other	N/A	0	3,154	0	0
<b>TOTAL</b>	<b>\$30,553</b>	<b>\$21,606</b>	<b>\$24,584</b>	<b>\$21,606</b>	<b>\$0</b>
<b>Positions</b>					
Full-Time Positions - Civilian	42	45	45	45	0
Full-Time Positions - Uniform	203	236	236	236	0
<b>TOTAL</b>	<b>245</b>	<b>281</b>	<b>281</b>	<b>281</b>	<b>0</b>

*\*The difference of Fiscal 2012 Adopted compared to Fiscal 2013 February Plan Funding.*



### Performance Measures from the Fiscal 2010 PMMR

	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	N/A	N/A	252	87	67	*
Inmate Deaths (exclusive of suicides)	28	25	18	9	3	*
Stabbings and Slashing's	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	*

### Performance Measures from the Fiscal 2011 PMMR

	FY 08	FY 09	FY10	4-Month Actual FY10	4-Month Actual FY 11	Target FY 12
Incidents and Allegations of Department Use of Force	1,915	2,196	2,222	694	816	*
Violent inmate-on-inmate incidents (per 1,000 ADP)	N/A	21.7	24.3	23.3	26	*
Serious injury to inmates by inmates (per 1,000 ADP)	N/A	N/A	N/A	N/A	1.3	*
Inmate assault on staff (per 1,000 ADP)	N/A	2.9	3.2	3.1	3.3	*
Serious staff injury via inmate assault (per 1,000 ADP)	N/A	N/A	N/A	N/A	0.3	*
Fight/Assault Infractions	6,109	6,696	7,475	2,317	2,637	*
Jail-based arrests of inmates	751	567	526	191	145	*
Searches	208,440	214,605	203,403	72,078	65,823	*
Weapons Recovered	1,439	1,295	1,213	378	651	*
Escapes (per 1000 ADP)	NA	0.01	0.01	0.02	0.00	*
Non-natural inmate deaths in custody (per 1,000 ADP)	NA	0.00	0.01	0.04	0.02	*

## Performance Measures from the Fiscal 2012 PMMR

	FY 09	FY 10	FY11	4-Month Actual FY11	4-Month Actual FY 12	Target FY 13
Department use of force incidents with serious injury (rate per 1,000 ADP)	N/A	N/A	N/A	N/A	1.05	*
Department use of force incidents with minor injury (rate per 1,000 ADP)	N/A	N/A	N/A	N/A	7.09	*
Department use of force incidents with no injury (rate per 1,000 ADP)	N/A	N/A	N/A	N/A	5.88	*
Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	21.7	24.3	24.2	26.0	21.4	*
Serious injury to inmates by inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	N/A	N/A	1.2	1.3	1.1	*
Inmate assault on staff (monthly rate per 1,000 ADP)	2.9	3.2	3.5	3.3	3.8	*
Serious staff injury via inmate assault (monthly rate per 1,000 ADP)	N/A	N/A	0.3	0.3	0.3	*
Fight/Assault Infractions	6,696	7,475	7,431	2,637	2,287	*
Jail-based arrests of inmates	567	526	642	145	220	*
Searches	214,605	203,403	215,038	65,823	77,082	*
Weapons Recovered	1,295	1,213	1,901	651	654	*
Escapes (per 1000 ADP)	0.01	0.01	0.00	0.00	0.00	*
Non-natural inmate deaths in custody (per 1,000 ADP)	0.00	0.01	0.01	0.02	0.02	*

As seen in the three charts above, the Fiscal 2011 PMMR drastically changed the reporting mechanism of the Department compared to the Fiscal 2010 PMMR to account for fluctuations in the population by reporting certain data using a per-1,000 ADP (average daily population).

The Fiscal 2012 PMMR continues to report data in the new format; however, it now expands on the indicator “Incidents and allegations of Department use of Force” to disaggregate the data by the level of injury caused. As this is a new method of reporting the data there are no actual numbers at this time.

The following narrative was taken directly from the PPMR

- The Department has replaced the indicator “Incidents and allegations of Department use of force” with three new indicators that describe the level of injury sustained by persons involved in incidents where officers used force. The three indicators are rates of: ‘Department use of force incidents with serious injury;’ ‘Department use of force incidents with minor injury;’ and ‘Department use of force incidents with no injury.’ These new indicators provide disaggregated information about use of force incidents, are reported as rates to better reflect performance given DOC’s variable population size, and describe the level of injury sustained by persons involved in incidents where uniformed staff used force. Minor injury is any injury requiring no treatment beyond the prescription of over-the-counter analgesics or minor first aid, and serious injury is any injury requiring treatment beyond the prescription of over-the-counter analgesics or minor first aid.

Presenting the indicator with this level of detail is helpful however, while the Administration's decision to eliminate the associated raw data from the Fiscal 2010 PMMR was unfortunate. It would be beneficial if the Department would revert back to providing actual figures for serious injury to inmate incidents; stabbing and slashings; assaults on staff; escapes; and suicides as it is more concrete.

## 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>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
<b>Spending</b>					
<b>Personal Services</b>					
Full-Time Salaried – Civilian	\$17,298	\$19,918	\$19,193	\$18,764	(\$1154)
Full-Time Salaried – Uniform	3,224	3,763	3,763	3,443	(319)
Overtime - Civilian	3,409	1,125	1,125	0	(1125)
Overtime - uniform	537	0	0	0	0
P.S. Other	942				
<b>Subtotal, PS</b>	<b>\$25,394</b>	<b>\$24,806</b>	<b>\$24,081</b>	<b>\$22,207</b>	<b>(\$2598)</b>
<b>Other Than Personal Services</b>					
Contractual Services	\$9,896	\$4,410	\$7,171	\$4,410	0
Fixed and Misc Charges	1,412	0	0	0	0
Property and Equipment	63	166	248	166	0
Supplies and Materials	4,136	7,352	6,024	4,745	(2607)
<b>Subtotal, OTPS</b>	<b>\$15,507</b>	<b>\$11,928</b>	<b>\$13,443</b>	<b>\$9,321</b>	<b>(\$2,607)</b>
<b>TOTAL</b>	<b>\$41,339</b>	<b>\$36,734</b>	<b>\$37,525</b>	<b>\$31,528</b>	<b>(\$5,206)</b>
<b>Funding</b>					
City Funds	N/A	\$36,734	\$37,525	\$31,528	(\$5,206)
<b>TOTAL</b>	<b>\$41,339</b>	<b>\$36,734</b>	<b>\$37,525</b>	<b>\$31,528</b>	<b>(\$5,206)</b>
<b>Positions</b>					
Full-Time Positions - Civilian	230	253	245	236	(17)
Full-Time Positions - Uniform	35	46	46	44	(2)
<b>TOTAL</b>	<b>265</b>	<b>299</b>	<b>291</b>	<b>280</b>	<b>(19)</b>

\*The difference of Fiscal 2012 Adopted compared to Fiscal 2013 February Plan Funding.

## 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>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
<b>Spending</b>					
<b>Personal Services</b>					
Full-Time Salaried – Uniform	\$13,586	\$14,001	\$14,001	\$12,145	(\$1,856)
P.S. – Other	4,336	0	0	0	0
<b>Subtotal, PS</b>	<b>\$17,921</b>	<b>\$14,001</b>	<b>\$14,001</b>	<b>\$12,145</b>	<b>(\$1,856)</b>
<b>TOTAL</b>	<b>\$17,921</b>	<b>\$14,001</b>	<b>\$14,001</b>	<b>\$12,145</b>	<b>(\$1,856)</b>
<b>Funding</b>					
City Funds	N/A	\$14,001	\$14,001	\$12,145	(\$1,856)
<b>TOTAL</b>		<b>\$14,001</b>	<b>\$14,001</b>	<b>\$12,145</b>	<b>(\$1,856)</b>
<b>Positions</b>					
Full-Time Positions - Uniform	162	202	202	154	(48)
<b>TOTAL</b>	<b>162</b>	<b>202</b>	<b>202</b>	<b>154</b>	<b>(48)</b>

\*The difference of Fiscal 2012 Adopted compared to Fiscal 2013 February Plan Funding.

## 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>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
<b>Spending</b>					
<b>Personal Services</b>					
Full-Time Salaried – Civilian	\$4,421	\$4,338	\$4,163	\$4,605	\$267
Full-Time Salaried – Uniform	1,650	1,204	1,577	1,169	(35)
P.S. – Other	826	0	0	0	0
<b>Subtotal, PS</b>	<b>\$6,897</b>	<b>\$5,543</b>	<b>\$5,745</b>	<b>\$5,775</b>	<b>\$232</b>
<b>Other Than Personal Services</b>					
Contractual Services	\$3,300	\$4,025	\$3,055	\$4,025	\$0
Property and Equipment	540	573	616	573	0
Social Services	117	120	120	120	0
Supplies and Materials	1,289	1,056	2,237	1,056	0
<b>Subtotal, OTPS</b>	<b>\$5,247</b>	<b>\$5,775</b>	<b>\$6,028</b>	<b>\$5,775</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$12,143</b>	<b>\$11,317</b>	<b>\$11,774</b>	<b>\$11,549</b>	<b>\$232</b>
<b>Funding</b>					
City Funds	N/A	\$11,186	\$11,259	\$11,418	\$232
Other Categorical	N/A	\$0	\$405	\$0	\$0
Intra City	N/A	131	109	131	0
<b>TOTAL</b>	<b>\$12,143</b>	<b>\$11,317</b>	<b>\$11,774</b>	<b>\$11,549</b>	<b>\$232</b>
<b>Positions</b>					
Full-Time Positions - Civilian	75	81	75	81	0
Full-Time Positions - Uniform	20	17	25	16	(1)
<b>TOTAL</b>	<b>95</b>	<b>98</b>	<b>100</b>	<b>97</b>	<b>(1)</b>

\*The difference of Fiscal 2012 Adopted compared to Fiscal 2013 February Plan Funding.

	FY 09	FY 10	FY 11	4-Month Actual FY 09	4-Month Actual FY 10	Target FY 11
Inmate health clinic visits	92,558	86,130	79,385	28,973	28,966	*
Average clinic waiting time (minutes)	27	23	30	27	30	*

## Administration – Management and Administration

This program area includes funding for central administrative services.

<i>Dollars in Thousands</i>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
<b>Spending</b>					
<b>Personal Services</b>					
Full-Time Salaried – Civilian	\$21,055	\$20,902	\$21,707	\$22,911	\$2,009
Full-Time Salaried – Uniform	3,234	3,710	3,710	2,971	(739)
Overtime - Civilian	360	0	0	0	0
Overtime - uniform	423	0	0	0	0
P.S. – Other	1,345	6	6	0	(6)
<b>Subtotal, PS</b>	<b>\$26,415</b>	<b>\$24,617</b>	<b>\$25,422</b>	<b>\$25,882</b>	<b>\$1,265</b>
<b>Other Than Personal Services</b>					
Contractual Services	\$5,333	\$10,199	\$8,577	\$10,199	\$0
Fixed and Misc Charges	34	44	44	44	0
Other Services and Charges	9,420	10,075	10,594	10,023	(51)
Property and Equipment	1,057	1,825	1,046	1,825	0
Social Services	0	0	(301)	(301)	(301)
Supplies and Materials	872	284	25	(548)	(832)
<b>Subtotal, OTPS</b>	<b>\$16,716</b>	<b>\$22,425</b>	<b>\$19,984</b>	<b>\$21,241</b>	<b>(\$1,185)</b>
<b>TOTAL</b>	<b>\$43,132</b>	<b>\$47,042</b>	<b>\$45,406</b>	<b>\$47,122</b>	<b>\$80</b>
<b>Funding</b>					
City Funds	N/A	\$47,042	\$43,049	\$46,398	(\$644)
Federal - Other	N/A	0	1,530	0	0
Intra City	N/A	0	724	724	724
State	N/A	0	103	0	0
<b>TOTAL</b>	<b>\$43,132</b>	<b>\$47,042</b>	<b>\$45,406</b>	<b>\$47,122</b>	<b>\$80</b>
<b>Positions</b>					
Full-Time Positions - Civilian	306	302	311	335	33
Full-Time Positions - Uniform	37	43	43	37	(6)
<b>TOTAL</b>	<b>343</b>	<b>345</b>	<b>354</b>	<b>372</b>	<b>27</b>

\*The difference of Fiscal 2012 Adopted compared to Fiscal 2013 February Plan Funding.

## Capital Program

The Department of Correction manages fourteen jails, including ten facilities on Rikers Island and four borough facilities. The Department also staffs court detention facilities in each borough, and prison wards in City hospitals. Cumulatively, the City's jails have a maximum physical capacity of 19,404 beds.

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

<i><b>Rikers Island Facilities</b></i>	<i><b>Capacity</b></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
<b><i>Rikers Island Sub-total</i></b>	<b><i>16,410</i></b>
<i><b>Borough Facilities</b></i>	<i><b>Capacity</b></i>
Brooklyn House of Detention	759
Queens House of Detention	467
Manhattan Detention Center	898
Vernon C. Bain Center	870
<b><i>Borough Sub-total</i></b>	<b><i>2,994</i></b>
<b><i>Max. Operating Capacity</i></b>	<b><i>19,404</i></b>

Source: Department of Correction

## Capital Budget Summary

The February 2012 Capital Commitment Plan includes \$974.7 million in Fiscal 2012-2015 for the Department of Correction (including City and Non-City funds). This represents 3 percent of the City's total \$35.07 billion Preliminary Capital Plan for Fiscal 2012-2015. The agency's Preliminary Commitment Plan for Fiscal 2012-2015 remains relatively unchanged from the September Commitment Plan.

The majority of capital projects span multiple fiscal years and it is therefore common practice for an agency to roll unspent capital funds into future fiscal years. In Fiscal Year 2011 the Department of Correction committed \$68.9 million or 80.7 percent of its annual capital plan. Therefore, it is assumed that a portion of the agency's Fiscal 2012 Capital Plan will be rolled into Fiscal 2013, thus increasing the size of the Fiscal 2013-2016 Capital Plan. Since adoption last June, the total Capital

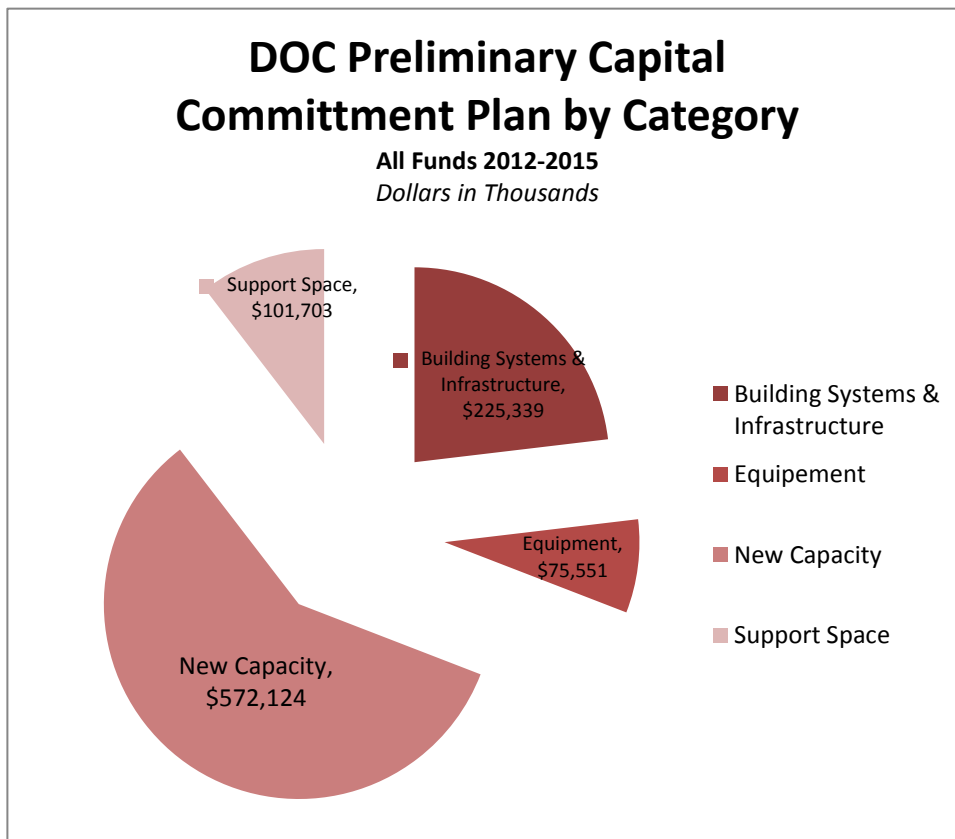


Commitment Plan for Fiscal 2013 has increased from \$7.35 billion to \$8.69 billion, an increase of \$1.33 billion or 24.9 percent.

**2012-2015 Commitment Plan: Adopted and Preliminary Budget**

*Dollars in Thousands*

	FY12	FY13	FY14	FY15	Total
<b>Adopted</b>					
Total Capital Plan	\$304,217	\$117,356	\$535,674	\$17,489	<b>\$974,736</b>
<b>Prelim</b>					
Total Capital Plan	\$290,597	\$130,957	\$535,674	\$17,489	<b>\$974,717</b>
<b>Change</b>					
Level	(\$13,620)	\$13,601	\$0	\$0	<b>(\$19)</b>
Percentage	-4.48%	11.59%	0.00%	0.00%	<b>0.00%</b>



## Capital Program Goals

- To ensure sufficient capacity is available to meet the security, programmatic, health, and safety needs of the existing and projected population;
- To replace aging modular and sprung housing units with new permanent housing facilities;
- To upgrade existing support areas to provide sufficient space for educational, health and administrative services and to improve kitchen facilities and fire/life safety systems;
- To maintain appropriate replacement cycles of vehicles, security equipment, fencing, and communication equipment; and
- To maintain existing infrastructure and building systems to ensure the preservation of the physical plant.

## Preliminary Budget Highlights

The Fiscal 2012 - 2015 Four-Year Capital Commitment Plan includes \$974.7 million for upgrades and or replacements of vehicles, computers, security equipment, and communication systems in the following categories:

**Capacity Replacement** – The Capital Commitment Plan includes \$572.1 million for Capacity Replacement. Included in the Fiscal 2013 Preliminary Expense budget is funding to support the temporary re-opening of the Queens Detention Center (QDC). The reopening of the QDC will provide for swing space of 456 inmate beds while facilities on Rikers Island are closed for reconstruction.

Significant projects include:

- Design and construction of a new detention center on Rikers Island (\$564.4 million).
- Completion of the 800-bed addition to the Rose M. Singer Center (\$1 million).
- Brooklyn Detention Center Renovations (\$9 million).

**Building Systems, Infrastructure** - The Capital Commitment Plan includes \$225.3 million for improvements to building systems and infrastructure. Significant projects include:

- Continuation of fire life safety upgrades at Rikers Island facilities (\$79.8 million).
- Installation and maintenance of heating and ventilation systems at various facilities as part of the “Benjamin Litigation” (\$11.5 million).
- Anna M. Kross Center renovations – North Infirmery Command Chiller Plant, and heating and air conditions (\$35.7 million).
- Federal court ordered compliance plan (\$20 million).

**Support Space** - The Capital Commitment Plan includes \$101.7 million for support space. Significant projects include:

- Construction of a Rikers Island Co-generation Power Plant (\$76.5 million).
- New Robert N. Davoren Center School Addition (\$14.2 million).
- Renovations to the west facility sprung central intake conversion.

**Equipment and Vehicles** - The Capital Commitment Plan includes \$75.5 million for equipment and vehicles. Significant projects include.

- Vehicle Replacement (\$14.5 million).
- Jail Management System (\$9.1 million).
- Upgrade Network Infrastructure (\$8.5 million)
- Purchase of radios and PBA for FCC Narrow Banding Compliance (\$10.8 million).

## Appendix A: Budget Actions in the November and February Plans

<i>Dollars in Thousands</i>	FY 2012			FY 2013		
	City	Non-City	Total	City	Non-City	Total
<b>DOC Budget as of the June 2011 Plan</b>	<b>\$999,941</b>	<b>\$22,844</b>	<b>\$1,022,785</b>	<b>\$991,955</b>	<b>\$22,778</b>	<b>\$1,014,733</b>
<b>Program to Eliminate the Gap (PEGs)</b>						
Medically Monitored Staff Policy Change	(\$1,397)		(\$1,397)	(\$2,395)		(\$2,395)
SCOC Variance Savings	(5,030)		(5,030)	(9,177)		(9,177)
IFA Funding of Construction Management Staff	(724)	724	(0)	(724)	724	(0)
Civilian PS Accruals	(2,402)		(2,402)			
OTPS Reduction Associated with Population Decrease	(1,347)		(1,347)	(1,347)		(1,347)
Leasing Beds to Suffolk County	(941)	1,000	59	(941)	1,000	59
Civilian Staff Reduction	(1,352)		(1,352)	(1,827)		(1,827)
<b>TOTAL, PEGs</b>	<b>(\$13,194)</b>	<b>\$1,724</b>	<b>(\$11,470)</b>	<b>(\$16,411)</b>	<b>\$1,724</b>	<b>(\$14,687)</b>
<b>New Needs</b>						
PS Overtime Need	\$27,770		\$27,770			
State Criminal Alien Assistance Program (SCAAP) Revenue Loss	5,645	(5,645)	0	6,848	(6,848)	0
Queens Detention Complex				9,593		9,593
<b>TOTAL, New Needs</b>	<b>\$33,415</b>	<b>(\$5,645)</b>	<b>\$27,770</b>	<b>\$16,441</b>	<b>(\$6,848)</b>	<b>\$9,593</b>
<b>PEG Restorations</b>						
Supervised Release of Low Risk NYC Defendants	\$3,451		\$3,451	\$3,481		\$3,481
Four Day Visit Schedule	2,912		2,912	2,912		2,912
Five Day Recreation Schedule	4,536		4,536	4,576		4,576
Reduction in Conviction to Sentencing Time	2,499		2,499	2,519		2,519
Expedited Hearings for Certain Criminal Cases	1,645		1,645	1,660		1,660
Bail Expediting Program	1,645		1,645	1,660		1,660
Transportation Efficiencies	578		578	587		587
Alternative for Rose M. Singer Center Nursery	292		292	296		296
Mix Detainees and Sentenced Inmates	1,041		1,041	1,057		1,057
Overtime Realignment and Cost Savings	12,000		12,000	12,000		12,000
Punitive Segregation Savings	3,357		3,357	3,385		3,385
Inmate Housing Efficiencies	10,722		10,722	10,814		10,814
<b>TOTAL, PEG Restorations</b>	<b>\$44,678</b>	<b>\$0</b>	<b>\$44,678</b>	<b>\$44,947</b>	<b>\$0</b>	<b>\$44,947</b>
<b>Other Adjustments</b>						
PEG Restoration - Fringe Adjustment	(\$5,933)		(\$5,933)	(\$6,202)		(\$6,202)
Medically Monitored Staff Policy Change	99		99	170		170
SCOC Variance Savings	357		357	1,830		1,830
Civilian Staff Reduction	321		321	420		420
Collective Bargaining - DC37 Titles	34		34	34		34
CEO Funding Adjustment				24		24
HHS Connect - Technical Adjustment				(51)		(51)

<i>Dollars in Thousands</i>	FY 2012			FY 2013		
	City	Non-City	Total	City	Non-City	Total
Various Non-City Grants		\$7,497	\$7,497			
<b>TOTAL, Other Adjustments</b>	<b>(\$5,121)</b>	<b>\$7,497</b>	<b>\$2,376</b>	<b>(\$3,775)</b>	<b>\$0</b>	<b>(\$3,775)</b>
<b>TOTAL, All Changes</b>	<b>\$59,779</b>	<b>\$3,576</b>	<b>\$63,355</b>	<b>\$41,202</b>	<b>(\$5,124)</b>	<b>\$36,078</b>
<b>DOC Budget as of February 2012 Plan</b>	<b>\$1,059,720</b>	<b>\$26,420</b>	<b>\$1,086,140</b>	<b>\$1,033,157</b>	<b>\$17,654</b>	<b>\$1,050,811</b>

*\*Continuation from previous page*

## Appendix B: DOC Preliminary Fiscal 2013 Contract Budget

The New York City Charter mandates the preparation of a Contract Budget to identify expenditures for contractual services, which are defined as any technical, consultant or personal service provided to the City by means of a contract. The Contract Budget is actually a subset of the Other Than Personal Services (OTPS) portion of the City's Expense Budget. The Administration prepares a Contract Budget twice each fiscal year. In January, it is prepared with the Departmental Estimates, and in late April it is submitted to the Council with the Executive Budget.

Category	Number	Budgeted	Pct of (DOC) Total	Pct of City Total
Contractual Services General	13	\$7,863,014	35.79%	0.08%
Telecommunications Maintenance	2	6,223,320	28.33%	0.06%
Maint. & Repair of Motor Vehicle Equipment	1	198,620	0.90%	0.00%
Maint. & Repair, General	30	6,502,226	29.60%	0.06%
Office Equipment Maintenance	6	95,475	0.43%	0.00%
Temporary Services	1	1,000	0.00%	0.00%
Cleaning Services	1	175,000	0.80%	0.00%
Transportation Expenditures	1	260,829	1.19%	0.00%
Training Programs for City Employees	2	229,820	1.05%	0.00%
Professional Services: Other	5	419,516	1.91%	0.00%
<b>Preliminary Budget</b>	<b>62</b>	<b>\$21,968,820</b>	<b>100.00%</b>	<b>0.21%</b>

## Appendix D: Reconciliation of Program Areas to Units of Appropriation

<i>Dollars in Thousands</i>	Personal Services		Other Than Personal Services		Grand Total
	001	002	003	004	
Administration-Academy and Training		\$5,467	\$442		\$5,908
Administration-Mgmt & Administration	25,231	651	5,563	15,678	47,122
Health and Programs	3,031	2,744	5,290	484	11,549
Jail Operations	25,863	811,414	83,676		920,953
Operations-Hospital Prison Ward		12,145			12,145
Operations-Infrastr.& Environ. Health	3,131	19,076	9,036	285	31,528
Operations-Rikers Security & Ops		18,872	2,734		21,606
<b>Grand Total</b>	<b>\$57,256</b>	<b>\$870,368</b>	<b>\$106,741</b>	<b>\$16,447</b>	<b>\$1,050,813</b>