

# THE COUNCIL OF THE CITY OF NEW YORK

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Chair, Committee on Criminal Justice

Hon. Vanessa Gibson  
Chair, Subcommittee on Capital Budget



Report of the Finance Division on the  
Fiscal 2019 Preliminary Budget and the  
Fiscal 2018 Preliminary Mayor's Management Report for the  
**Department of Correction**

March 15, 2018

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## Department of Correction Overview

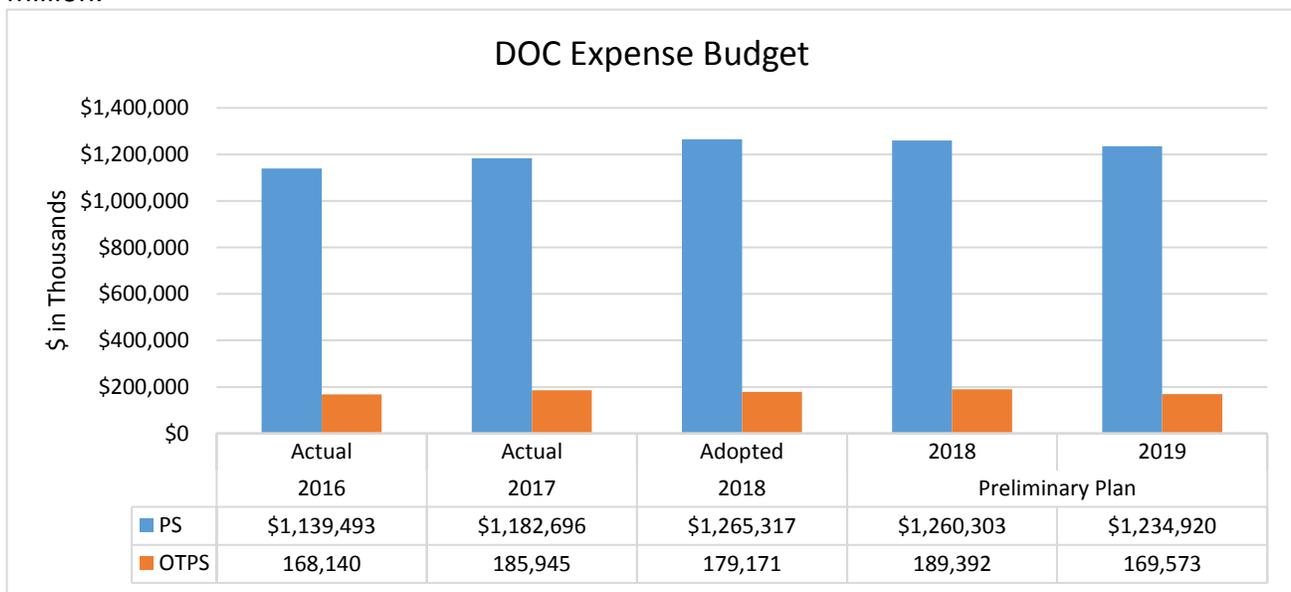
The Department of Correction (DOC or the Department) provides for the care and custody of inmates 16 years of age and older, who are accused of crimes or convicted to terms of one year or less. The Department manages the City’s 14 correctional facilities that include ten on Rikers Island; four borough jails (Brooklyn, the Bronx, Queens, and Manhattan); court pens in each of the five boroughs; and two hospital prison wards. Additionally, the Department provides for the transportation of inmates between the courts and correctional institutions, and maintains buildings and structures under its jurisdiction. DOC processes over 58,000 admissions and releases annually, and manages an average daily inmate population of approximately 9,200 individuals. DOC has seven different program areas.



This report provides a review of DOC’s Preliminary Budget for Fiscal 2019 and the Fiscal 2018 Preliminary Mayor’s Management Report (PMMR). The first section presents significant highlights of the \$1.4 billion Fiscal 2019 Preliminary Budget, miscellaneous revenue, and other areas of focus such as uniform overtime and headcount. The report follows with a presentation of the Department’s budget by program area and reviews relevant sections of the PMMR for Fiscal 2018. This report then reviews the Fiscal 2018-2022 Preliminary Capital Commitment Plan. Finally, the appendices present budget actions in the November 2017 and Preliminary Plans for Fiscal 2018-2022, DOC’s Contract Budget, and a reconciliation of program areas to units of appropriation. Also included is a discussion of reports provided to the Council by the DOC, pursuant to two Terms and Conditions included in the Fiscal 2018 Adopted Budget.

## Fiscal 2019 Preliminary Budget Overview

The Department of Correction’s Fiscal 2019 Preliminary Budget totals \$1.4 billion, including \$1.2 billion for personal services (PS) budget and \$169.6 million for the other than personal services (OTPS) budget. The Fiscal 2019 Preliminary Budget decreases by \$40 million, or approximately three percent, when compared to the Fiscal 2018 Adopted Budget. Of the total decrease, \$37.7 million, or 94 percent, is due to a decrease in the Jail Operations program area. The PS budget decreases by \$30.4 million, and the OTPS budget decreases by \$9.6 million. The PS budget comprises 88 percent of the Department’s Fiscal 2019 Preliminary Budget, while the OTPS budget comprises 12 percent of the total budget. The chart below provides a breakdown of DOC’s budget by PS and OTPS for actuals for Fiscal 2016 and 2017, the Fiscal 2018 Adopted Budget, and Fiscal 2018 and Fiscal 2019 Budgets as of the Preliminary Plan. The average for Fiscal 2016 and 2017 is \$1.3 billion. When comparing the average expenditure to the Fiscal 2019 Preliminary Budget of \$1.4 billion, DOC’s budget increased by \$66.4 million.



### Highlights of DOC’s Fiscal 2019 Preliminary Budget

- Budget Actions.** Since the Adoption of Fiscal 2018 Budget, the Department of Correction has identified \$13.8 million in new needs and \$8.6 million in other adjustments for Fiscal 2018, and \$23.5 million in new needs and \$55.2 million in other adjustments for Fiscal 2019.
- Jail Closure.** Due to the decline of the jail population, the DOC plans to shutter the George Motchan Detention Center (GMDC) on Rikers Island. Closure will produce a budgetary savings of \$55.2 million in Fiscal 2019 and an associated 698 position reduction in budgeted headcount.
- Miscellaneous Revenue.** The Preliminary Plan projects that DOC will generate Miscellaneous Revenue totaling \$21.4 million in Fiscal 2019, including \$13 million from commissary funds and \$7.7 million from other, of which \$5 million is expected to be from inmate telephone fees.

### Financial Plan Summary

The chart below provides a financial summary of DOC’s Fiscal 2016 and 2017 actual expenditure, Fiscal 2018 Adopted Budget, the Fiscal 2018 Budget as of the Preliminary Plan and the Fiscal 2019

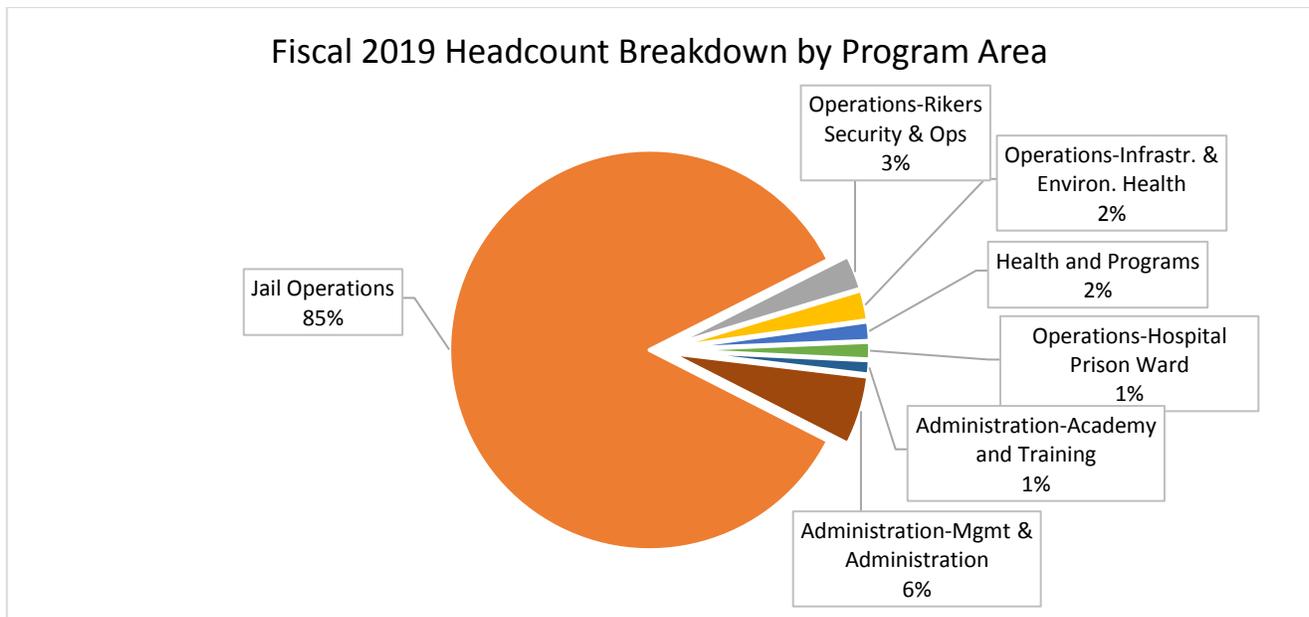
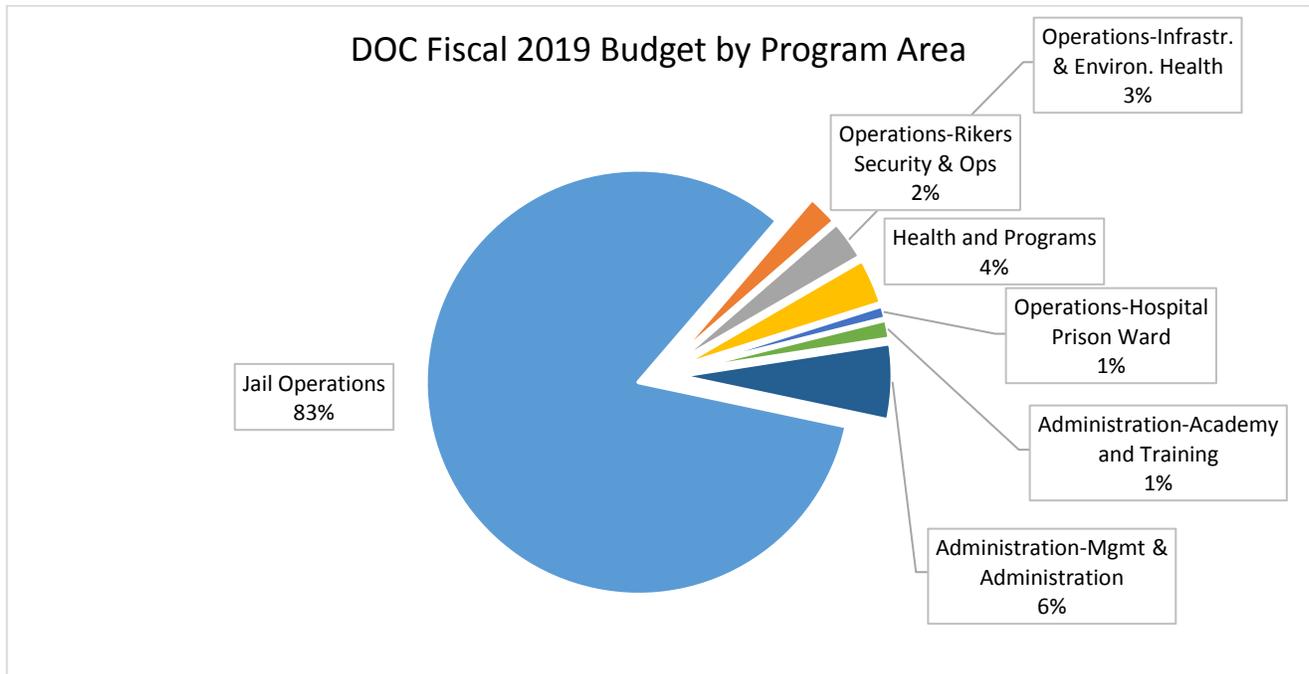
Preliminary Budget. The financial summary shows the budget by program area, as defined by the “Budget Function Analysis” report prepared by the Office of Management and Budget (OMB), funding source, and the budgeted headcount by uniform and civilian.

DOC Financial Summary						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
<b>Budget by Program Area</b>						
Jail Operations	\$1,035,658	\$1,039,032	\$1,202,745	\$1,199,923	\$1,165,049	(\$37,697)
Operations-Rikers Security & Ops	44,695	46,610	32,750	35,788	32,750	0
Operations-Infrastr. & Environ. Health	57,770	66,181	41,993	42,414	42,448	455
Health and Programs	29,552	41,614	49,216	50,734	49,071	(145)
Operations-Hospital Prison Ward	19,764	20,243	13,753	13,753	13,753	0
Administration-Academy and Training	41,836	53,555	23,024	23,296	20,049	(2,976)
Administration-Mgmt & Administration	78,357	101,406	81,006	83,786	81,374	368
<b>TOTAL</b>	<b>\$1,307,633</b>	<b>\$1,368,641</b>	<b>\$1,444,488</b>	<b>\$1,449,694</b>	<b>\$1,404,493</b>	<b>(\$39,995)</b>
<b>Funding</b>						
City Funds			\$1,434,181	\$1,437,804	\$1,394,171	(\$40,010)
Other Categorical			0	979	0	0
Capital- IFA			778	778	778	0
State			1,109	1,109	1,109	0
Federal - Other			8,327	8,327	8,327	0
Intra City			93	697	108	15
<b>TOTAL</b>	<b>\$1,307,633</b>	<b>\$1,368,641</b>	<b>\$1,444,488</b>	<b>\$1,449,694</b>	<b>\$1,404,493</b>	<b>(\$39,995)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	9,832	10,862	10,420	10,427	9,967	(453)
Full-Time Positions - Civilian	1,569	1,729	2,172	2,195	2,202	30
<b>TOTAL</b>	<b>11,401</b>	<b>12,591</b>	<b>12,592</b>	<b>12,622</b>	<b>12,169</b>	<b>(423)</b>

*\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

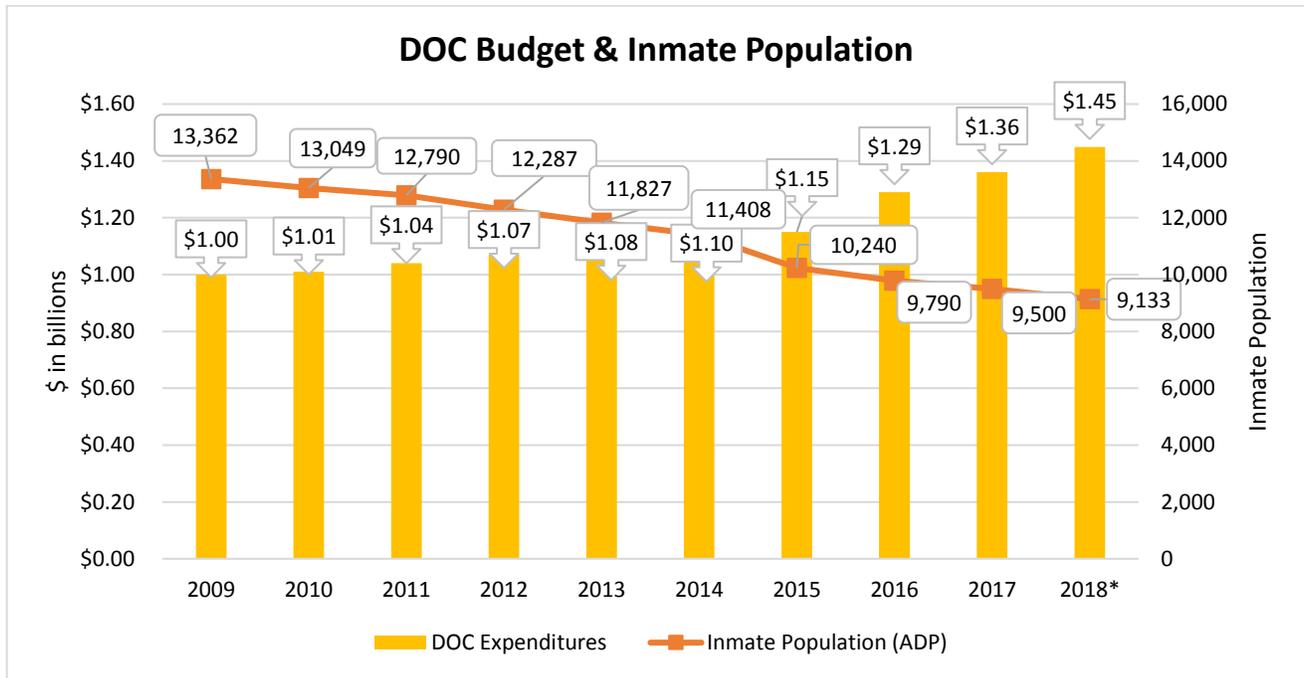
The Department of Correction’s Fiscal 2019 Preliminary Budget totals \$1.4 billion (including City and non-City funds). The DOC’s Fiscal 2019 Preliminary Budget is \$39.9 million less than the Fiscal 2018 Adopted Budget of \$1.44 billion, a decrease of three percent. The \$39.9 million decrease is largely due to a \$37.7 million decrease in funding for the Jail Operations program area.

Since the Fiscal 2018 Adopted Budget, the November and Preliminary Plans have introduced several changes to DOC’s Fiscal 2018 and 2019 Budgets. For Fiscal 2018 these include \$13.8 million in new needs, offset by a decrease of \$8.6 million in other adjustments due to the planned closure of GMDC on Rikers Island. For Fiscal 2019, changes include \$23.5 million in new needs, of which \$13.9 million is for additional staff for specific housing units, offset by a decrease of \$55.2 million in other adjustments. The above actions reconcile DOC to its current budget of \$1.44 billion for Fiscal 2018 and \$1.4 billion for Fiscal 2019, see Appendix A for all budget actions introduced in the November and Preliminary Plans.



Funding for Jail Operations accounts for 83 percent of the Department’s total Fiscal 2019 Budget. The majority of Jail Operations funding is for full-time salary and overtime for uniform staff (81 percent). Additionally, 85 percent of DOC staff are under the Jail Operations program area. This is aligned with the headcount breakdown by program area.

Budgeted uniform headcount for Fiscal 2019 decreased by 453 positions, or 4.3 percent, to 9,967. This is offset by a civilian headcount increase by 30 positions to 2,207, for a net total decrease of 423 positions since the Fiscal 2018 Adopted Budget. For uniform staff, a majority of the decrease in headcount is due to savings from the closure of GMDC on Rikers Island. The Fiscal 2018 headcount increased by 30 positions since the Fiscal 2018 Adopted Budget. This is due to the Department adding 13 positions for the CARE Unit expansion and 17 positions for expanded transportation services to Rikers Island for visitors.



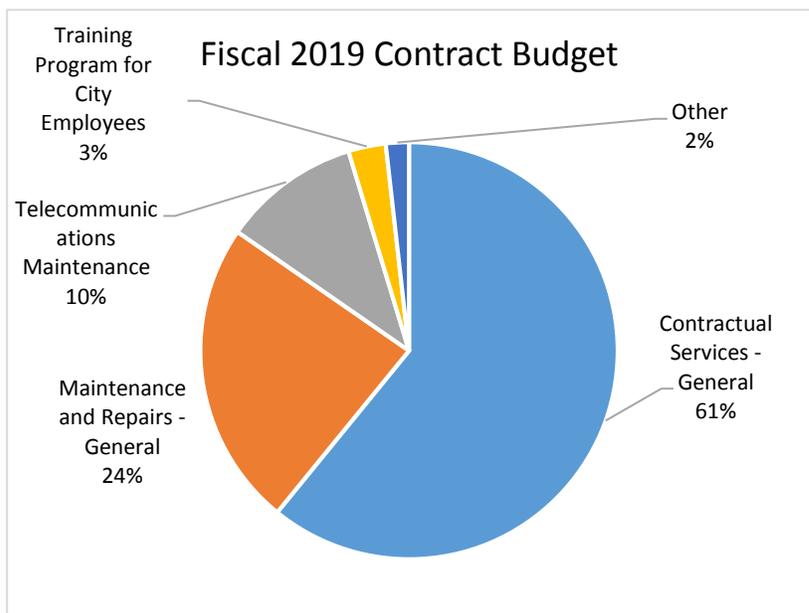
Source: OMB; DOC; Comptroller’s office

\*Note: Fiscal 2018 ADP is from first 6 months of FY18; Fiscal 2018 expenditure is not actuals, but budgeted as of the Fiscal 2019 Preliminary Plan.

While the average daily inmate population (ADP) has decreased over the years, DOC’s expenditures have actually increased. The ADP during the first six months of the current fiscal year was 9,133, the lowest in at least nine years, while the budget stands at an all-time high of \$1.45 billion. The Fiscal 2019 Preliminary Budget is just \$39.9 million less than the Fiscal 2018 Adopted Budget, slightly below its all-time high. Considering the Administration’s goal of reducing inmate population to 5,000, DOC’s budget brings into question whether current budgeting practices are aligned with the goal.

### 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 personnel service provided to the City by means of a contract. The Contract Budget is actually a subset of the OTPS portion of the City’s Expense Budget. The Administration prepares a Contract Budget twice each fiscal year. The Fiscal 2019 Preliminary Contract Budget totals \$15.6 billion for procurement expenditures across all agencies.



The Department’s Fiscal 2019 Contract Budget totals \$62.3 million for 62 contracts, accounting for 37 percent of the Department’s

OTPS budget and 4.4 percent of its total budget. Contracts for contractual services – general accounts for 61 percent of DOC’s total contract budget for Fiscal 2019. This includes contracts for programs such as I-CAN (Individualized Correction Achievement Network), Friends of Island Academy, Horticultural Training Program, and Workforce Transitional Programming. Of the seven program areas, Health and Program’s Contractual Budget accounts for 34 percent of the Department’s total Fiscal 2019 Contracts Budget.

## Miscellaneous Revenue

The Department of Correction collects revenue from jail commissary operations, vending machines and surcharges on inmate telephone calls. Commissary funds are generated by the sale of commissary goods. The revenue is recognized in the Miscellaneous Budget (Agency 098) and is not included in the “funding” section of DOC’s Financial Plan Summary on page 3.

The chart below provides actual revenue for Fiscal 2016 and 2017, and projected revenue for Fiscal 2018 and 2019. DOC plans to collect approximately \$20.5 million in miscellaneous revenue in Fiscal 2018 and \$21.4 million in Fiscal 2019. Of the approximately \$7.7 million in “other” miscellaneous revenue projected for Fiscal 2019, \$5 million, or 65 percent, is expected to be collected from inmate telephone fees. The Department collected \$22.6 million in Fiscal 2017, a 0.8 percent increase when compared to Fiscal 2016.

<b>DOC Miscellaneous Revenue Budget Overview</b>						
<i>Dollars in Thousands</i>						
Revenue Sources	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Vending Machine	\$361	\$437	\$660	\$660	\$660	\$0
Commissary Funds	13,591	14,275	13,000	13,000	13,000	0
Other	8,493	7,901	6,874	6,874	7,725	851
<b>TOTAL</b>	<b>\$22,446</b>	<b>\$22,612</b>	<b>\$20,534</b>	<b>\$20,534</b>	<b>\$21,385</b>	<b>\$851</b>

*\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

## Facilities Overview

Most of the inmates in DOC custody are housed on Rikers Island, which has 10 jails, and has an operating capacity of 11,741 as of July 28, 2017. The borough facilities have an operating capacity of 2,527. Below is a breakdown of current housing type and capacity, disaggregated by Rikers Island and borough facilities.

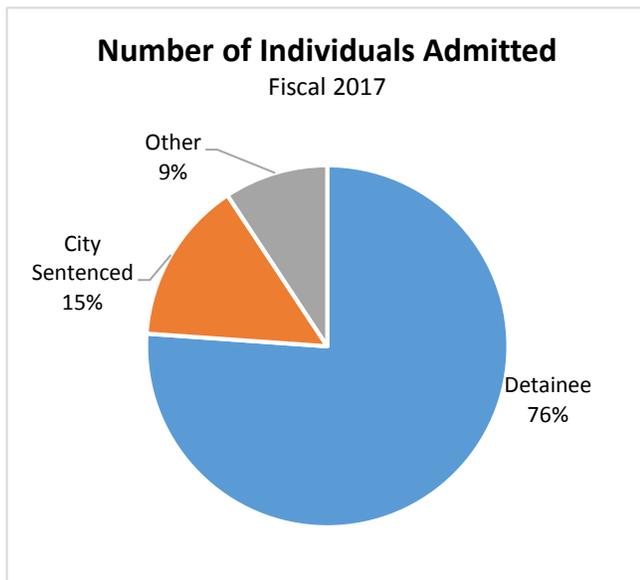
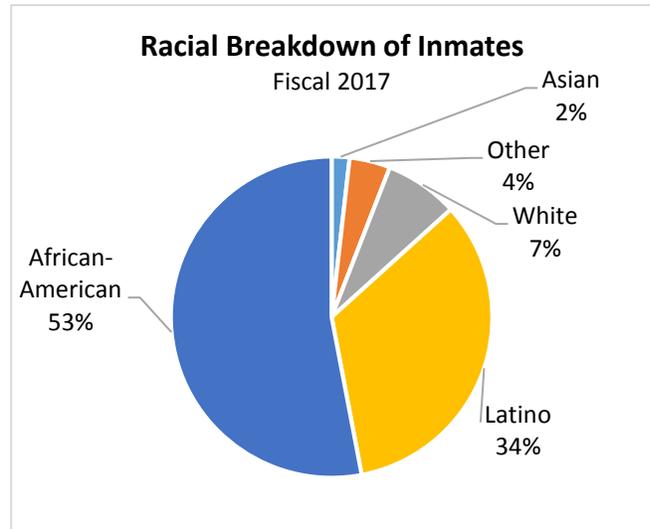
<b>Rikers Island Facilities</b>	<b>Housing Type</b>	<b>Capacity</b>
<b>Anna M. Kross Center</b>	Detained Male Adults	2,779
<b>Robert N. Davoren Center</b>	Detained Male Adolescents	1,118
<b>Eric M. Taylor Center</b>	Sentenced Male Adults & Adolescents	1,851
<b>George Motchan Detention Center</b>	Detained Male Adults	1,284
<b>George R. Vierno Center</b>	Detained Male Adults	1,011
James A. Thomas Center*	Closed	0
<b>North Infirmary Command</b>	Inmates Requiring Infirmary Care	475
<b>Otis Bantum Correctional Center</b>	Detained Male Adults	1,520
<b>Rose M. Singer Center</b>	Detained & Sentenced Female Adults & Adolescents	1,563
<b>West Facility</b>	Inmates with contagious diseases	140
<b>Rikers Island Sub-total</b>		<b>11,741</b>

<b>Borough Facilities</b>		
<b>Brooklyn House of Detention</b>	Detained Male Adults	759
<b>Queens House of Detention*</b>	Closed	0
<b>Manhattan Detention Center</b>	Detained Male Adults	898
<b>Vernon C. Bain Center</b>	Male & Females Requiring Psych or Med. Treatment	870
<b>Borough Sub-total</b>	Detained Male Adults	<b>2,527</b>
<b>Max. Operating Capacity</b>		<b>14,268</b>

\*closed facility/alternate use

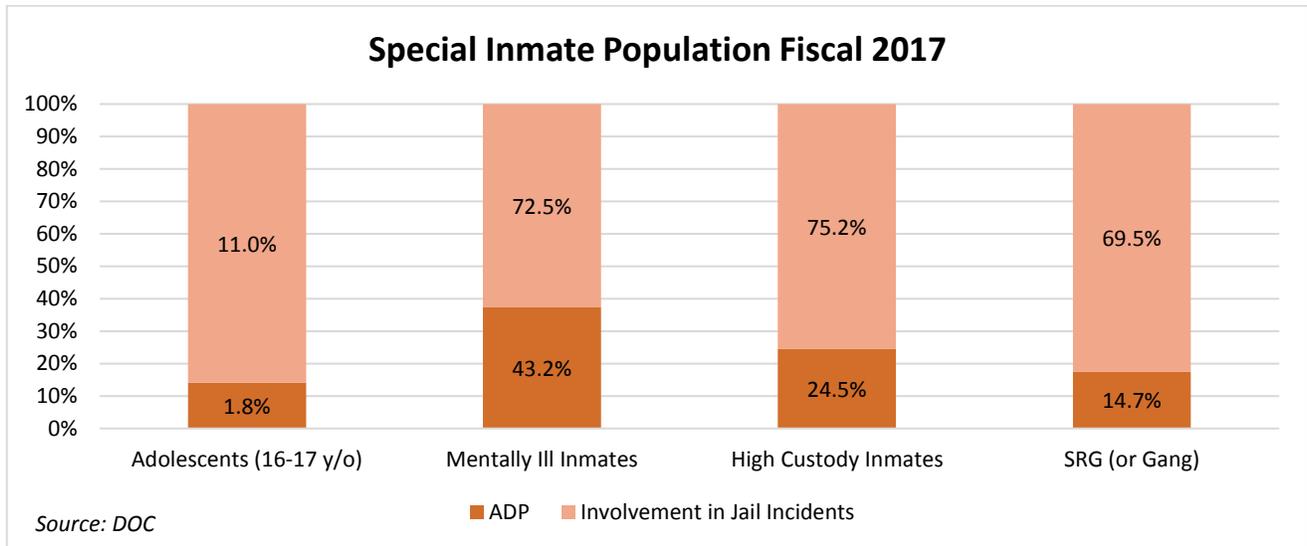
## Inmate Population

In Fiscal 2017, the average daily population (ADP) was 9,500, with total admissions of 58,226 and total discharges of 58,981. As of February 1, 2018, the ADP is 9,133. The average age of an inmate admitted to DOC is 35.7 years old for men, and 35.6 years old for women. The average length of stay is 63 days. In Fiscal 2017, the racial breakdown of inmates was as follows: 53 percent African-American; 33.7 percent Latino; and 7.4 percent white. The chart on the right provides a detailed overview of racial breakdown of inmates.

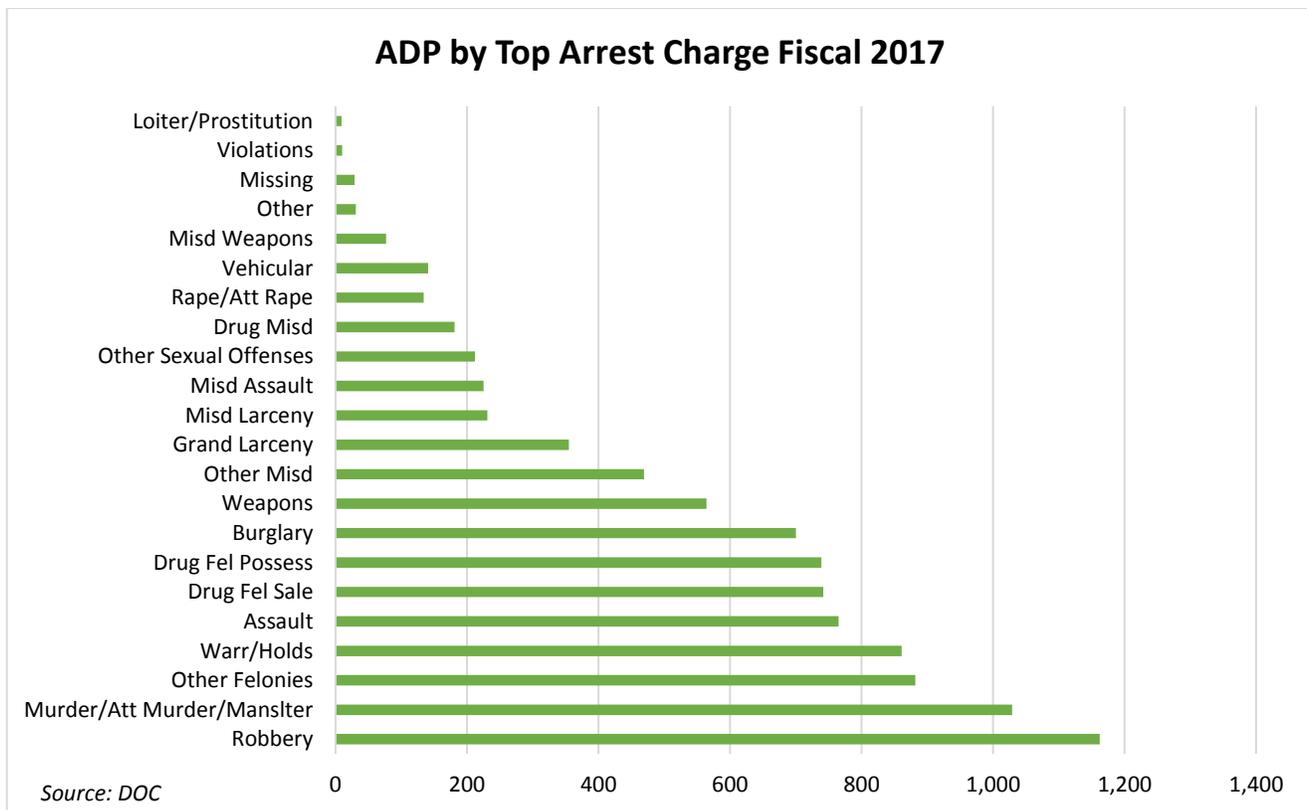


During Fiscal 2017, there were 9,212 individuals admitted to DOC. Of the total, 7,012, or 76 percent, were pre-trial detainees. The chart on the left provides a breakdown of City-sentenced, pre-trial detainee, and other, which includes, but is not limited to, state-sentenced population awaiting transfer, and court ordered, state inmates testifying at NYC trials. The chart below provides a breakdown of DOC’s special inmate population. Inmates in the Security Risk Group (SRG) historically have been disproportionately involved in violence, and were involved in nearly 70 percent of incidents and 71 percent of stabbings and slashings in Fiscal 2017.<sup>1</sup>

<sup>1</sup> Fiscal 2017 Mayor’s Management Report: <http://www1.nyc.gov/assets/operations/downloads/pdf/mmr2017/doc.pdf>



ADP by top arrest charge in Fiscal 2017 was as follows: robbery (12.2 percent); murder/attempted murder/manslaughter (10.8 percent); other felonies (9.2 percent); warrants/holds (nine percent); assault (eight percent); and drug felony sale (7.8 percent). More details are shown on the chart below.



## Reform Efforts and Oversight

The Council has called for fundamental criminal justice reform, including the closure of Rikers Island. In order to improve conditions and safety in DOC facilities, the Department has introduced various reform efforts such as the 14-Point Plan as a result of the Department of Justice (DOJ) lawsuit, and in response to the Council’s push, the Mayor created a taskforce to close Rikers Island. The following

sections walk through efforts that the Council, the Administration, and the State have taken in order to address the violence on Rikers Island: the 14-Point Plan; Independent Commission NYC Criminal Justice and Incarceration Reform; Mayor’s taskforce to close Rikers Island; Raise the Age legislation; and the State Correction of Commission.

### 14-Point Anti-Violence Reform Agenda

In Fiscal 2016, Pursuant to the 2015 *Nunez v. City of New York* settlement, the DOC launched a 14-Point Plan to reform Rikers to combat violence and promote a culture of safety on Rikers Island. At the core of the 14-Point Plan are five major initiatives to reduce violence and nine additional initiatives to help move DOC toward a culture of safety by creating and expanding common-sense managerial and operational practices to strengthen performance, accountability, ownership and transparency. The five main initiatives are as follows:

- keeping weapons, drugs and contraband out of Rikers, including visitor reforms;
- Creating an integrated classification and housing strategy to more safely house inmates;
- Providing comprehensive security camera coverage;
- Designing effective inmate education opportunities and services to reduce idle time; and
- Developing crisis intervention teams to respond more quickly to inmate-on-inmate violence.

The chart below shows the most up-to-date funding available for Fiscal 2019 for the 14-Point Plan. According to the Department, all of the initiatives are still ongoing, however, the comprehensive security camera coverage is complete.

<b>DOC's 14-Point Plan Reform Agenda</b>	
<i>Dollars in Thousands</i>	<b>Fiscal 2019</b>
14 Point Plan - Idleness reduction	\$10,955
14 Point Plan - Targeted Training	1,208
14 Point Plan - Classification	2
14 Point Plan - Emergency Service Unit	150
14 point plan - Entry Point	112
14 Point Plan - Investigations Division	186
14 Point Plan - Leadership & Culture	0
14 Point Plan - Operational Performance	7
14 Point Plan - Project Management	7
14 Point Plan - Public Relations	42
14 Point Plan - Recruitment & Hiring	668
14 Point Plan - Staff Performance Manage	197
14 Point Plan - Supplies & Inventory	259
<b>Sub Total</b>	<b>\$13,793</b>

### Closing Rikers

The Independent Commission on NYC Criminal Justice and Incarceration Reform (the Commission), chaired by former New York State Chief Judge Jonathan Lippman, made a set of recommendations for reducing the population of Rikers Island and improving safety at nearly every step of the criminal justice process in April 2017. The Commission called for closing Rikers Island, the building state-of-the-art jails in all five boroughs located closer to the courts, investing in a new training academy, and reforms at multiple stages of the criminal justice process. The Administration has since agreed with

the Commission's and the Council's call to close Rikers and has established a task force to guide related policy decisions.

## Smaller, Safer, Fairer: A Roadmap to Closing Rikers Island

On June 22, 2017, the Administration released: "Smaller, Safer, Fairer: A Roadmap to Closing Rikers Island," formed a Justice Implementation Task Force, and announced a \$30 million investment in programs to safely reduce the size of the City's jail population. The plan also includes steps to expand services and renovate facilities to ensure that those who work and are incarcerated in City jails have safe and humane conditions as quickly as possible. At the same time, the City will begin the process of renovating and developing jails off Rikers Island. The complete roadmap is available at <https://rikers.cityofnewyork.us/>

The roadmap includes 18 steps to close Rikers Island and replace it with a smaller network of modern, safe, and humane facilities. The initiatives focus on three goals:

- 1. Smaller.** To reduce the ADP to 7,000 by a) reducing the number of people who enter the jails, and b) reducing the amount of time people spend in the jails;
- 2. Safer.** To ensure safe, human and productive environments for staff and incarcerated individuals as quickly as possible; and
- 3. Fairer.** To provide staff and incarcerated individuals with paths to success.

To ensure effective implementation of the roadmap, the City launched a Justice Implementation Taskforce, chaired by Elizabeth Glazer, Director of the Mayor's Office of Criminal Justice (MOCJ), and Zachary Carter, Corporation Counsel of the City of New York. The taskforce includes three working groups that focus on safely reducing the jail population; improving culture for both staff and incarcerated individuals; and designing and siting safe, modern and humane jails.<sup>2</sup> The Taskforce and its working groups began meeting in late 2017. Additionally, the MOCJ has recently awarded a contract to Perkins Eastman to study borough-based jails.

## Raise the Age

On April 10, 2017, the State passed the "Raise the Age" legislation into law as part of the State Budget. As a result, the age of juvenile accountability is raised for 16 year olds, effective October 1, 2018, and for 17 year olds, effective October 1, 2019. Prior to this change, the Independent Commission on NYC Criminal Justice and Incarceration Reform, and the Council's Fiscal 2018 Preliminary Budget Response called on the Administration to immediately remove all adolescents off Rikers Island.

One component to Raise the Age is that no youth under 18 will be held at Rikers by April 1, 2018, and as of October 1, 2018, a full prohibition against youth under the age of 18 being held at Rikers will be in effect. The City plans to renovate Crossroads Juvenile Center, located in Brooklyn, and Horizon Juvenile Center, located in the South Bronx, to maximize the existing facilities' operational capacity, enhance programming, recreational and educational space. According to the Mayor's Office of Criminal Justice (MOCJ), the City has already started \$55 million of planned renovations to the two facilities. Since passage of Raise the Age, the City has formed working groups to implement the legislation change.

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<sup>2</sup> <http://www1.nyc.gov/office-of-the-mayor/news/427-17/mayor-de-blasio-smaller-safer-fairer--roadmap-closing-rikers-island->

As of the Fiscal 2018 November Plan, there is \$1.7 million in MOCJ's budget for the Raise the Age consultant. The funding will enable the Mayor's Office of Criminal Justice (MOCJ) to work with the Center for Court Innovation (CCI), the Vera Institute for Justice, and Bennett Midland to assist with the compliance of the raise the age legislation. The consultants will assist MOCJ and other relevant City agencies with operations and strategy advice, research analytics, and developing a communication strategy around the raise the age legislation. MOCJ expects the City will be working with the consultants until October 2018.

## State Commission of Correction

The State Commission of Correction (the Commission) is legally charged to regulate, supervise, and inspect the operation of local jails to ensure and enforce compliance with state law. The Commission is legally empowered to advise local facilities of any legal or regulatory violations and require remedial actions to correct any such violations. The Commission is also empowered to close local facilities deemed out of legal compliance. The Commission is empowered to do on-site inspections and to interview any administrators, staff, or inmates in said facilities.

Since the 2014 report of the U.S. Attorney's Office for the Southern District of New York, the Commission dedicated additional resources to its oversight of DOC. On February 14, 2018, the State Commission of Correction released a report "The Worst Offenders: The Most Problematic Local Correctional Facilities of New York State. The Commission conducted on-site inspections, interviews, and investigations on a number of local facilities, including Rikers Island. According to the Commission, Rikers Island is determined as one of the "worst offenders" for being in violation of state law.<sup>3</sup> According to the Commission, even though DOC houses less than half of the inmate population confined in county jails throughout the state, the number of reported significant incidents for Rikers Island is generally far greater, with regard to violent incidents, such as assaults, sex offenses, and facility disturbances. The report states that the number of such reported incidents has, for most significant categories, increased from 2016 to 2017. The Commission's review of inmate mortality cases includes numerous instances where a death was attributable to deficient medical care, substandard mental health services, or inadequate custody and supervision by security staff.

Comprehensive physical plant evaluations of the Rikers Island facilities have exposed conditions that are unsecure, unsanitary and dangerous, for staff and inmates alike. As a result, the Commission charges that it is now time for the Commission to examine steps to expeditiously close Rikers and to ensure that the constitutional rights of inmates and staff are protected. The chart on the next page shows significant incidents reported by Rikers Island facilities from 2016 to 2017, by incident category. Comparing 2017 to 2016, Rikers Island facilities experienced significant increases in the number of inmate group/gang assaults and inmate/personnel assaults, while seeing the number of reported individual inmate disturbances double and reported minor disturbances nearly triple. Reported sexual offenses, in both the inmate/inmate and personnel/inmate categories, both experienced an increase of 66 percent, and 11 percent from 2016 to 2017, respectively. Overall, incidents on Rikers Island increased 59 percent from 2016 to 2017.

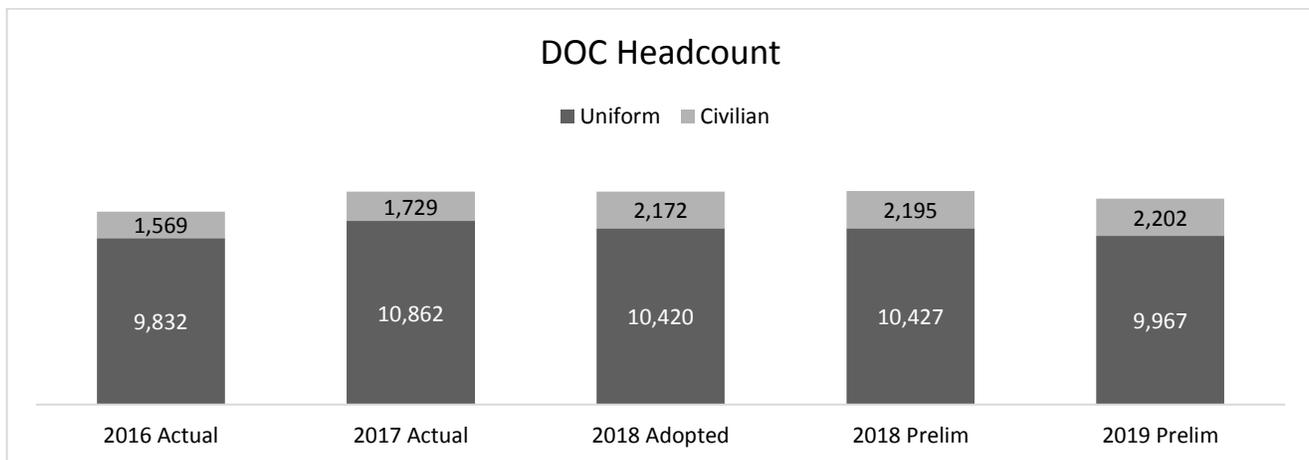
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<sup>3</sup> <http://www.scoc.ny.gov/pdfdocs/Problematic-Jails-Report-2-2018.pdf>

Incident Category	1/1/16-11/25/16	1/1/17-11/25/17	% change
Fire/Arson	2	6	200%
Fire/Non-arson	1	2	100%
Hospital Admission of Inmate	5	123	2300%
Individual Inmate Disturbance	1,209	2,547	110%
Inmate Accidental Injury	21	26	23%
Inmate Attempted Suicide	3	9	200%
Inmate Contagious Illness	1	3	200%
Inmate Group Action	20	17	-15%
Inmate Group/Gang Assault	55	143	160%
Inmate Self-Inflicted Injury	13	6	-54%
Inmate/Inmate Assault	1,204	1,048	-13%
Inmate/Inmate Sexual Offense	29	48	66%
Inmate/Personnel Assault	1,104	1,479	34%
Inmate/Personnel Sexual Offense	7	3	-57%
Inmate/Visitor Assault	1	4	300%
Inmate-Introduced Contraband	223	491	120%
Major Disturbance	31	31	0%
Major Maintenance/Service Disruption	3	2	-33%
Minor Disturbance	355	1,045	194%
Personnel Accidental Injury	7	0	0%
Personnel Death	4	2	-50%
Personnel/Inmate Assault	205	286	40%
Personnel/Inmate Sexual Offense	90	100	11%
Personnel-Introduced Contraband	5	3	-40%
Unknown Source-Contraband	203	248	22%
Visitor Assault	5	2	-60%
Visitor-Introduced Contraband	144	194	35%
<b>TOTAL</b>	<b>4,950</b>	<b>7,868</b>	<b>59%</b>

### Department of Correction Workforce

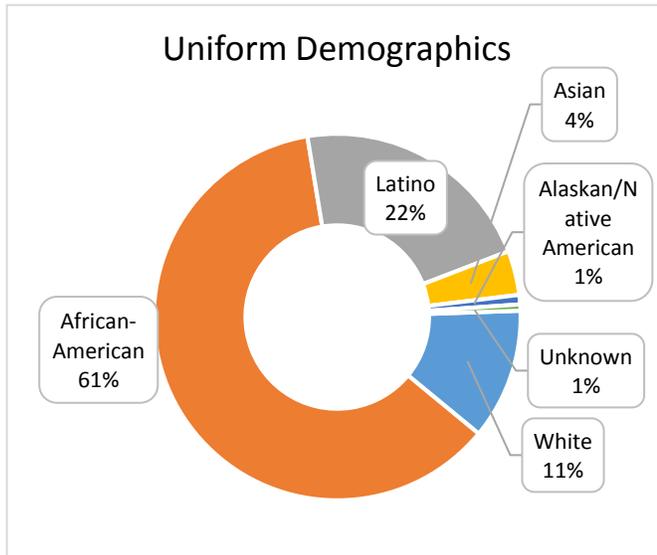
The Fiscal 2019 Preliminary Budget supports a workforce of 12,169 positions, 423 positions less when compared to the Fiscal 2018 Adopted Budget. This includes 9,967 uniform positions and 2,202 civilian positions, with uniform positions comprising 82 percent of the total budgeted headcount for Fiscal 2019. As of January 2018, the actual headcount is 11,115 for uniform positions and 1,758 for civilian positions, with 10,050 correction officers.



Of the total budgeted headcount in the Fiscal 2019 Preliminary Budget, staff for the Jail Operations program area accounts for 85 percent and Administration – Management & Administration accounts

for six percent. This is because Jail Operations includes funding for the operations of the jails on Rikers Island and in the boroughs, which is a core function of DOC.

**Uniform Demographics**



Pursuant to a term and condition in the Fiscal 2018 Budget, the Department submits reports detailing the demographics of uniformed personnel, including gender and race. The most recent uniform demographic report indicates a diverse workforce as of November 2017.

Of the total uniform staff, 91 percent are Correction Officers (CO) and the rest are in supervisory titles, which includes Captains, Assistant Deputy Wardens, Deputy Wardens, Deputy Wardens in Command, and Warden.

DOC’s uniform workforce is comprised predominantly of African-American and Latino officers at approximately 83 percent, 11 percent

are white, four percent are Asian, one percent are Alaskan or Native-American, and one percent are Unknown.

**Uniform Workforce & Overtime**

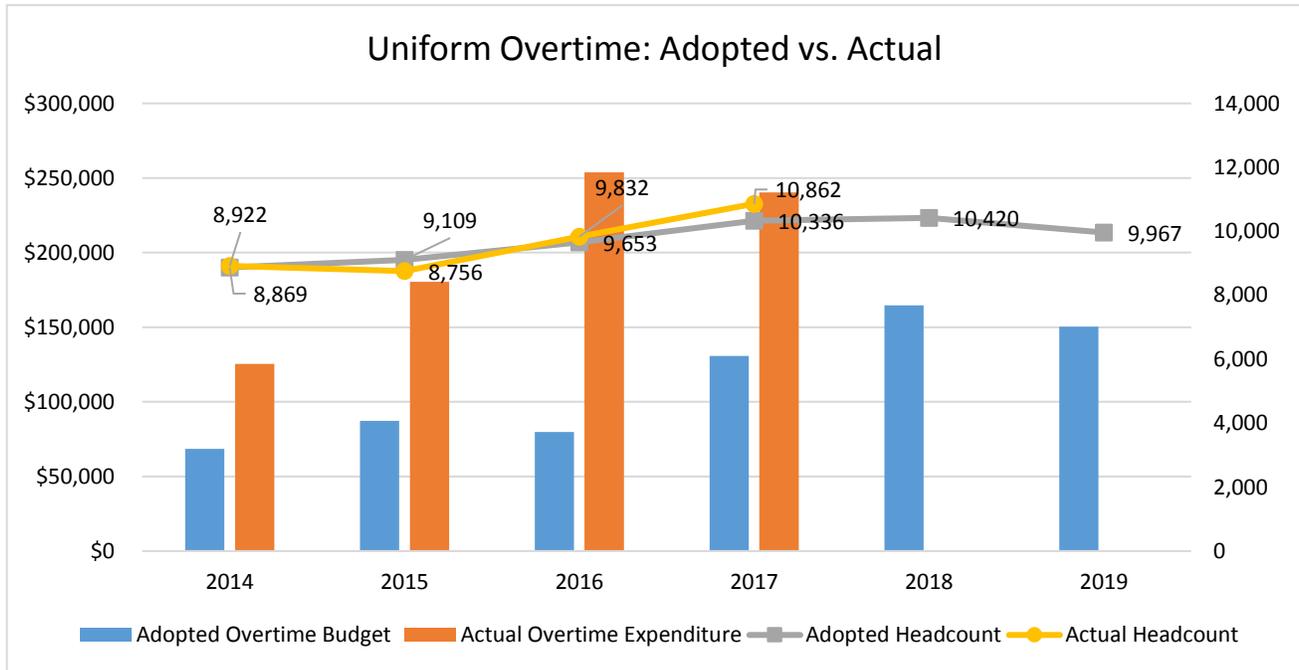
The chart below provides DOC’s budgeted uniform staff by rank and gender for Fiscal 2018. This compares the Fiscal 2018 budgeted headcount to actual headcount as of January 2018. Of note, DOC does not provide budgeted headcount by rank for the Fiscal 2019 Preliminary Plan.

DOC Budgeted and Actual Headcount as of January 2018				
Uniform Staff	FY18 Budgeted HC	Actual HC	Female	Male
Correction Officer	9,264	10,050	40%	60%
Captain	975	908	59%	41%
Assistant Deputy Warden	123	90	60%	40%
Deputy Warden	38	40	58%	42%
Deputy Warden in Command	6	6	50%	50%
Warden	21	21	67%	33%
<b>Total</b>	<b>10,427</b>	<b>11,115</b>	<b>42%</b>	<b>58%</b>
<i>Source: Department of Correction</i>				

DOC’s current budgeted uniform headcount is 10,427 positions, and as of January 2018, the Department has 688 more uniform staff than the budgeted amount. As the chart indicates, correction officers (CO) account for 90 percent of DOC’s actual uniform headcount as of January 2018. The Department’s CO headcount as of January 2018 is 786 positions above its budgeted headcount of 9,264 for Fiscal 2018. The chart also provides active uniform staff by gender, with 42 percent female and 58 percent male as of January 31, 2018.

The chart below provides details on DOC’s actual uniform overtime spending and adopted uniform overtime budget, in relation to actual uniform headcount and adopted uniform headcount. For Fiscal 2018 and 2019, overtime and headcount numbers are planned as of the Preliminary Plan. The Department will not know the actual uniform overtime expenditure and actual uniform headcount

for Fiscal 2018 until the fiscal year closes. As of January 2018, DOC has spent \$115.7 million, or 73 percent of its budgeted overtime. DOC’s actual overtime expenditure has consistently exceeded its adopted overtime budget, and the Department is on track to exceed its budget again.

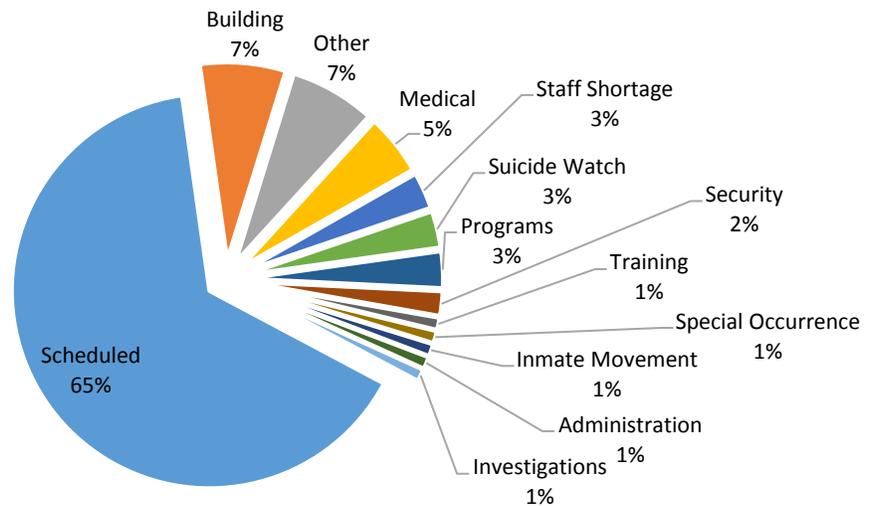


Historically, the DOC’s budget for uniform overtime has been an inaccurate projection of the Department’s actual year-end uniform overtime expenditures. Uniform overtime expenditures often increase due to DOC’s inability to staff all of its fixed posts on straight time. The Fiscal 2018 Budget adjusted City-funded uniform overtime starting in Fiscal 2018, by adding \$52.1 million in Fiscal 2018 and \$28.7 million in Fiscal 2019 and in the outyears. DOC’s uniform overtime budget as of the Preliminary Plan totals \$158.3 million for Fiscal 2018, \$144 million for Fiscal 2019, and \$144.3 million for Fiscal 2020 and in the outyears.

In the past, DOC under budgeted uniform overtime spending, and used excess straight time accruals to cover the shortage. With the revised baseline budget, the Department should be able to cover overtime spending with its overtime budget. According to OMB, however, this is an estimate and still may fluctuate based on unplanned events and changes. Even though uniform overtime budget has been right-sized, given DOC’s history of consistently overspending on uniform overtime, the effectiveness of the Department’s overtime control plan remains unclear.

The top four reasons for overtime spending are “scheduled” (65 percent), “building” (seven percent), “other” (seven percent), and “medical” (five percent). Scheduled is defined as overtime caused by backfilling regularly scheduled posts; building is for uniform or civilian overtime due to maintenance, construction, or construction escorts; other is all overtime that does not fit into the other defined categories; and medical is for hospital runs, clinic, and outposts. The chart on the next page provides in detail uniform overtime reasons by category.

Fiscal 2018 Uniform Overtime by Category



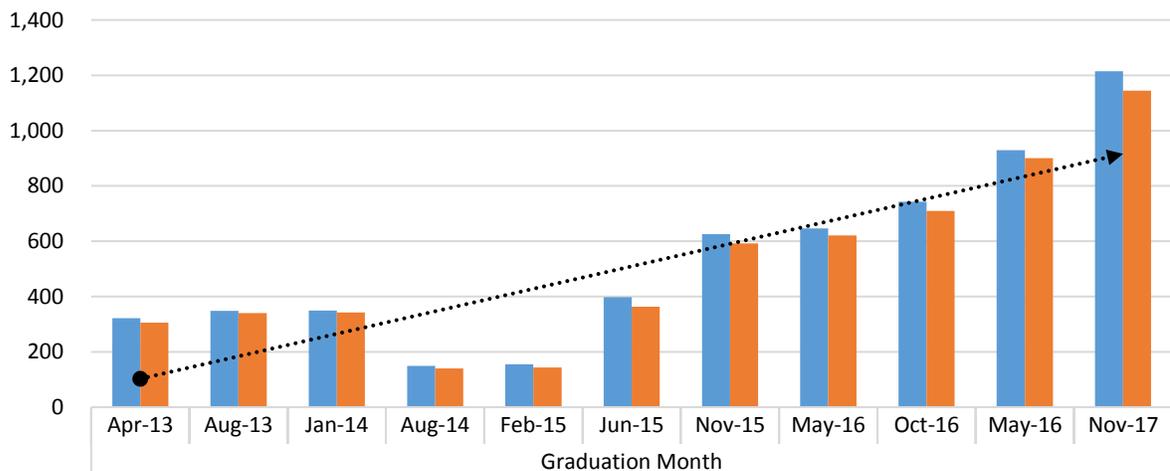
Source: DOC

**Class Size and Attrition**

Beginning in 2015, DOC accelerated its hiring process and began scheduling three, rather than two, correction officer classes each year. The maximum class size has grown from 300 to more than 1,200. In November 2017, the Department graduated its largest uniform class, with a graduation headcount of 1,144. The next scheduled graduation dates are June and December 2018.

As of January 2018, DOC does not have any uniform vacancies, but is 688 positions over its budgeted headcount. The Department’s attrition rate is 10.8 percent for uniform officers. Since the Department increased its class size, DOC included \$100 million in its capital budget to build a new training academy. The chart below compares beginning class headcount to graduation head count. The chart indicates a growing uniform graduation headcount trend over the years.

Uniform Class Graduation Headcount



	Apr-13	Aug-13	Jan-14	Aug-14	Feb-15	Jun-15	Nov-15	May-16	Oct-16	May-16	Nov-17
Beginning	322	348	349	149	155	398	626	646	743	929	1,215
Graduation	306	340	342	140	144	363	592	621	710	901	1,144

**Civilianizable Positions**

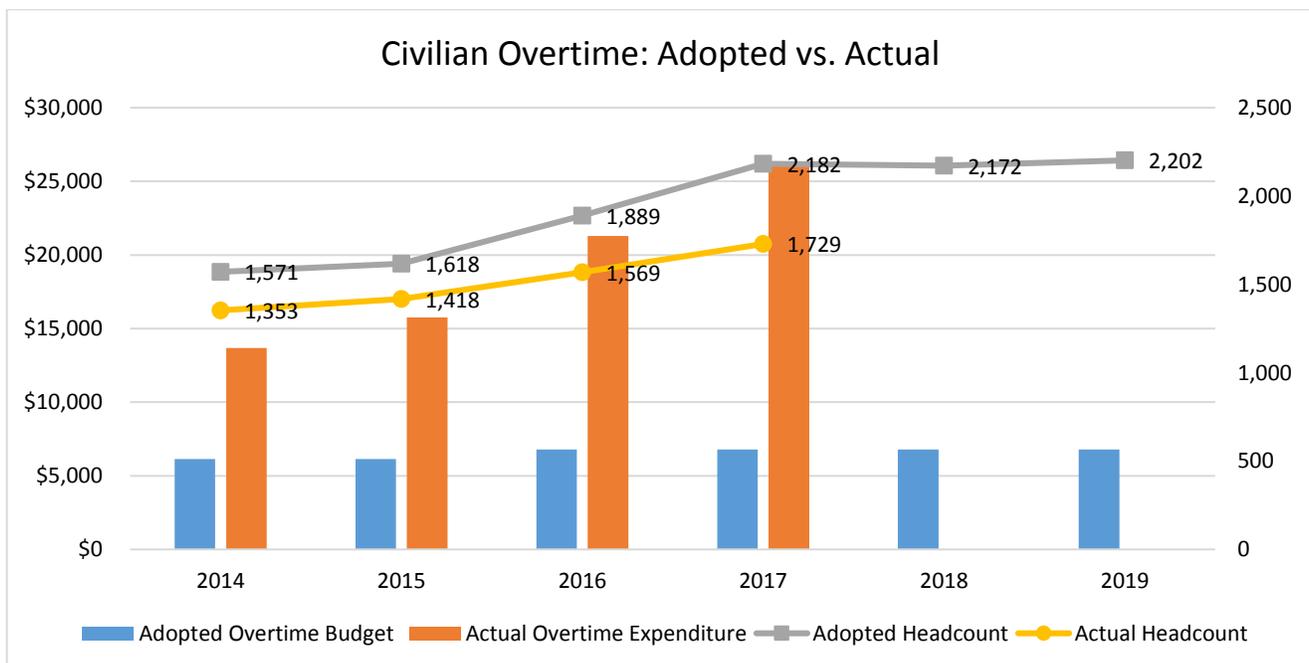
In the past, DOC assigned uniform staff to administrative and clerical duties, rather than filling those positions with civilian employees. As a result, not all uniform officers supported in DOC’s budget are available to staff security posts. According to DOC, the Department has faced difficulty filling the various clerical and administrative positions, especially those that are located on Rikers Island.

To allow the Council to monitor civilian staff, the Council included a term and condition on the DOC’s Fiscal 2017 Budget that required regular staffing reports. As of December 2017, 53 uniform staff were assigned to civilian jobs, representing less than one percent of the Department’s 11,115 total uniform staff. In Fiscal 2017, there were 79 uniform staff performing civilian duties during the first three quarters of Fiscal 2016. In Fiscal 2016, there were 98 uniform staff performing civilian duties during the same reporting period. The Department has seen a 20 percent decrease in uniform staff working civilian functions since Fiscal 2016. However, DOC has 437 civilian vacancies for 2,195 budgeted positions as of January 2018. While the Department has improved in not assigning uniform staff to civilian positions, the 19.9 percent vacancy rate still raises a concern regarding how DOC plans to fill administrative and non-security functions in order to support its overall operations.

**Civilian Workforce & Overtime**

DOC has a history of struggling to fill its civilian positions. As a result, its actual civilian headcount has been under its budgeted headcount. The current civilian vacancy rate is 19.9 percent, with 437 vacancies in total for Fiscal 2018, as of the Preliminary Plan.

The chart below provides details on DOC’s actual civilian overtime spending and adopted civilian overtime budget, in relation to actual and budgeted civilian headcount. For Fiscal 2018 and 2019, overtime and headcount numbers are planned numbers as of the Fiscal 2019 Preliminary Budget. The Department will not know the actual civilian overtime expenditure and actual uniform headcount for Fiscal 2018 until the fiscal year closes. Additionally, while adopted overtime budget does not change from year to year, the Department is spending well over its budgeted civilian overtime.



On average, the Department spent \$12.7 million more than the adopted budgets of approximately \$6.8 million from Fiscal 2014 to 2017. However, civilian overtime budget has not been adjusted to

reflect the actual expenditure from plan to plan, raising concerns whether DOC is accurately budgeting for its civilian workforce. Additionally, DOC has spent \$12.9 million in civilian overtime as of January 2018, which is already \$6.1 million above the budgeted amount. Considering this, it is clear that overtime control measures for its civilian workforce has to be in place, similar to how the Department rightsized uniform overtime.

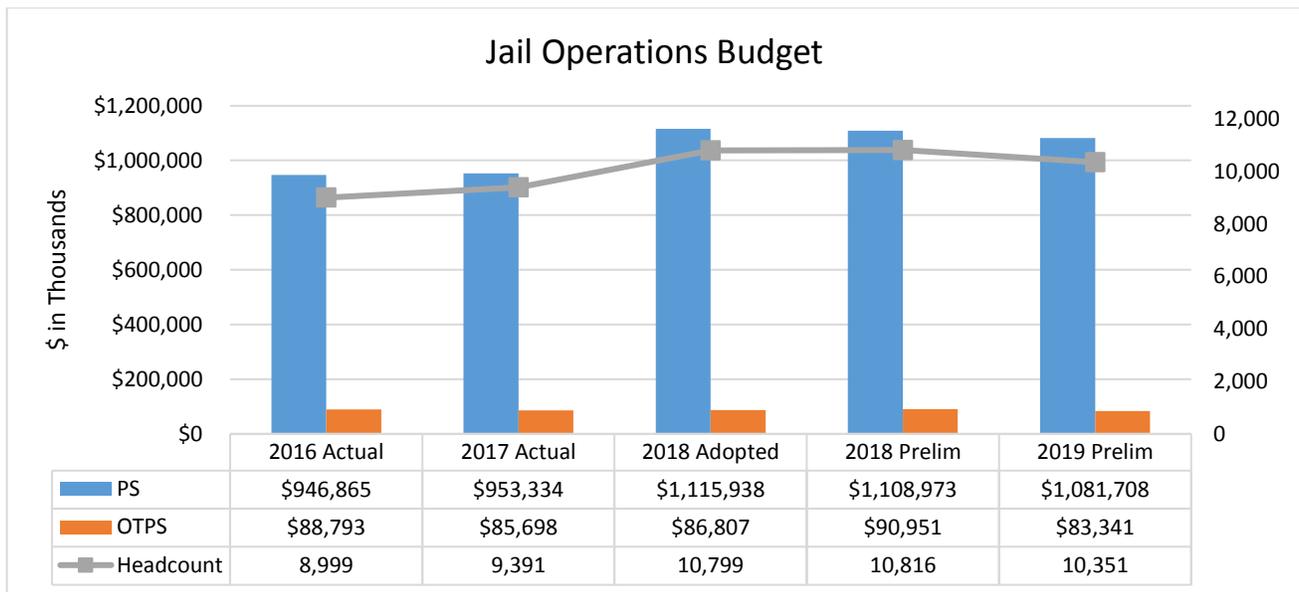
## Program Areas

DOC’s functions are broken down into seven program areas as illustrated in the Financial Summary chart on page 3 and listed below. These program areas are funded with a combination of City tax-levy funds and other resources. The budget of each is discussed in the sections that follow.

- Jail Operations
- Operations – Rikers Security & Operations
- Operations – Infrastructure & Environmental Health
- Health and Programs
- Operations – Hospital Prison Ward
- Administration – Academy and Training
- Administration – Management and Administration

### Jail Operations

Jail Operations includes funding for the operations of the jails on Rikers Island and in the boroughs, custody of inmates at the various court pens, and transportation of inmates from DOC facilities to and from court. Approximately 85 percent of the Department’s total staff is budgeted in this program area. Because Jail Operations does not have its own set of U/A pairs, it gives the Department flexibility to shift funding throughout the year. However, for transparency, each program area should have its own set of U/A pairs.

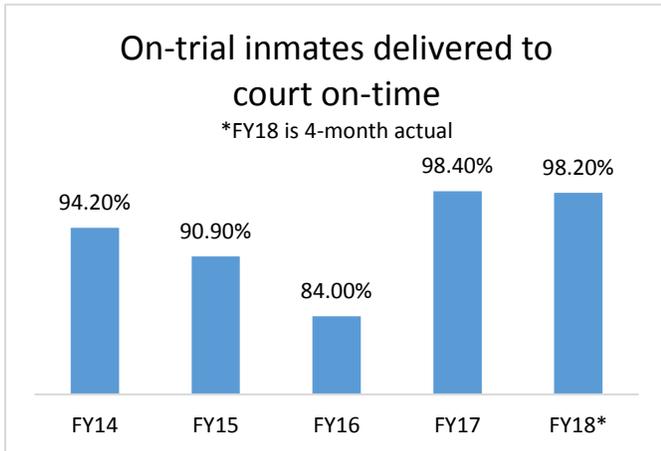


The Department’s Fiscal 2019 Preliminary Budget for Jail Operations decreases by \$37.7 million, or three percent, when compared to the Fiscal 2018 Adopted Budget. The PS budget decreases by \$34.2 million and the OTPS budget decreases by \$3.5 million. The decrease in the PS is largely attributable to a \$30.9 million decrease in uniform full-time salary and \$14.2 million decrease in uniform overtime. This is due to the closure of GMDC on Rikers Island. The budgeted headcount decreases by 448 positions when compared to the Fiscal 2018 Adopted Budget. This is due to a reduction of 472 uniform positions, but this is offset by an increase of 24 civilian positions.

## Financial Plan Actions

- **Close GMDC Jail on Rikers Island.** DOC will realize \$10.2 million in Fiscal 2018 and \$55.2 million and decrease of 698 uniform positions in Fiscal 2019 and in the outyears in savings due to the Department's plans to close GMDC by end of Fiscal 2018. This reduction factored in the current operating level at GMDC, and the requirement under the Nunez agreement to move 18-year-olds out of GMDC. According to the Department, current GMDC uniform staff will be redistributed and transferred to other facilities once the Department starts transferring the 18-year-old inmates.
- **Additional Posts in Specific Housing Areas.** The Preliminary Plan includes \$8.2 million in Fiscal 2018 and \$14 million and 186 headcount in Fiscal 2019 and in the outyears for additional active supervision posts in the Brooklyn Detention Complex (BKDC); the Vernon C. Bain Center (VCBC); the Robert N. Davoren Center (RNDC); the Anna M. Kross Center (AMKC); and the North Infirmity Command (NIC). Of the total headcount, 184 are COs and two civilian positions are liaison positions within the Department's Office of Policy Compliance (OPC). The additional uniform posts are to comply with the State Commission's standards.
- **CARE Unit Expansion.** The Preliminary Plan includes \$1.2 million and 13 positions in Fiscal 2018 and \$1.1 million and 13 positions in Fiscal 2019 and in the outyears to expand the Correction Assistance Response for Employees (CARE) Unit. Of the total budget, \$70,000 in Fiscal 2018 and \$10,000 in Fiscal 2019 and in the outyears supports the Jail Operations program area. The other program area that is impacted is Administration – Management and Administration. Funding for Jail Operations is for IT equipment and outfitting of cubicles for new staff. The CARE Unit primarily provides support, comfort, and resources to staff who may be experiencing personal or family issues. The CARE Unit also provides referrals to community resources as an additional source for employees to attain further assistance when coping with unexpected situations. According to the Department, the additional funding is to provide additional support to DOC staff as part of the Mayor's "Smaller, Safer, Fairer" roadmap, which laid out plans to expand support services for COs. See pg. 12 for additional details on the roadmap.
- **Improve Outcomes for Women in Jails.** The Preliminary Plan includes \$1.6 million and eight positions in Fiscal 2019 and in the outyears to fund programs to improve outcomes for women in jail. Of the \$1.6 million, \$589,000 and eight positions are for Jail Operations program area, and \$1 million is for Health and Programs. The eight positions are for three uniform staff, and five civilian staff that consists of a counselor, social workers, and a position that will oversee programming specifically for the female inmate population. This is a multi-agency effort to better assist incarcerated women. See pg. 28 for more details.
- **Visitor Transportation to Rikers Island.** The Preliminary Plan includes \$845,000 and 17 headcount in Fiscal 2018, and \$1.7 million and 17 (three supervisors and 14 motor vehicle operators) headcount in Fiscal 2019 and in the outyears to expand transportation to Rikers Island for visitors, that is part of the Mayor's "Smaller, Safer, Fairer" roadmap to closing Rikers Island. Working with the Department of Transportation (DOT), the Department identified two hubs, one in downtown Brooklyn and the other in upper Manhattan, where the buses will operate to transport visitors to and from Rikers.

**PMMR Performance Measures**



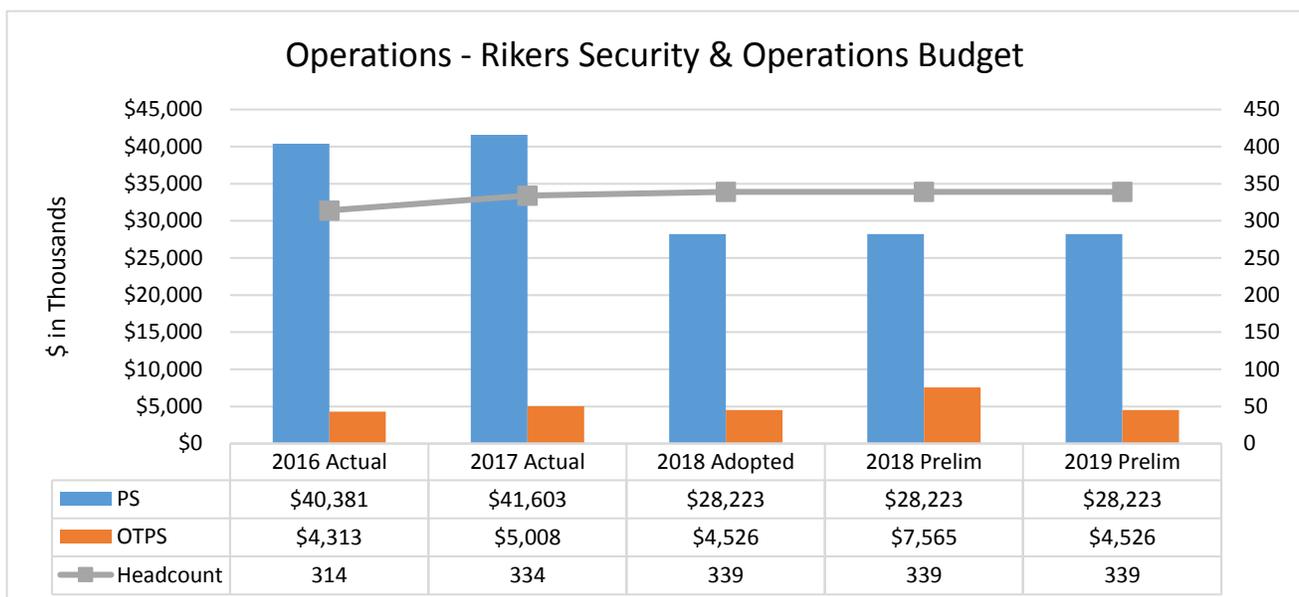
One of DOC’s services is to provide a safe and secure environment for inmates, staff, and host communities. As part of the service, one of the Department’s goals is to ensure timely transport of inmates to courts throughout the City. From Fiscal 2014 to 2016, on-time delivery to inmates to courts declined, but DOC achieved a 14.4 percentage point improvement of up to 98.4 percent in Fiscal 2017. The Department faced court production challenges over the past few years, but the Department placed a major focus on production beginning in late Fiscal 2016, dedicating a Bureau Chief to the initiative.

Through various efforts, DOC exceeded its target of 95 percent on-time court arrivals. In times when it is anticipated that an inmate will be late for a scheduled court appearance, DOC notifies the judges to allow for other business to proceed before the inmate arrives.

During the first four months of Fiscal 2018, on-time court delivery remained stable at 98.2 percent, exceeding the Department’s target of 95 percent. DOC continues to put in efforts toward surveillance and monitoring of on-trial inmates, ongoing communication between the Transportation Division and facility managers, and high frequencies of bus departures to maintain the level of timely court transportation.

**Operations – Rikers Security and Operations**

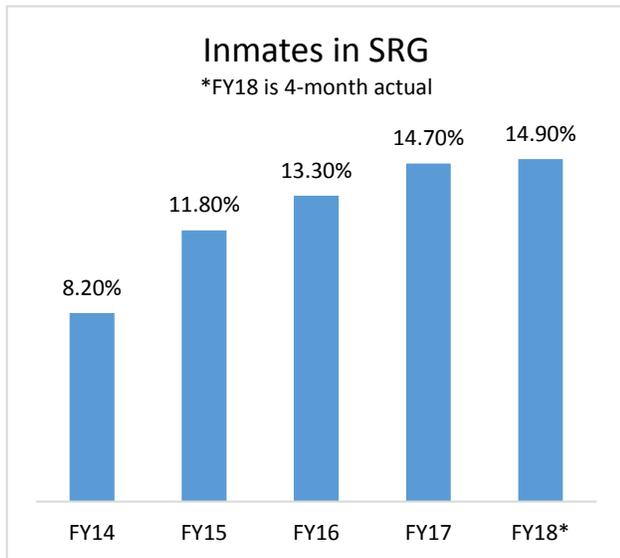
This program area is responsible for providing operational security throughout all of the Department’s facilities. It includes the Emergency Service Unit, the tactical team on call 24 hours a day for critical situations; the Tactical Search Operation to assist in maintaining order and retrieving inmate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



The Department’s Fiscal 2019 Preliminary Budget for Operations – Rikers Security and Operations remains at \$32.8 million from the Fiscal 2018 Adopted Budget. Of the \$32.8 million, the PS budget accounts for 86 percent of the budget. Operations – Rikers Security and Operations is solely funded through CTL funding. The budgeted headcount also remains unchanged at 339 positions since the Adopted Budget.

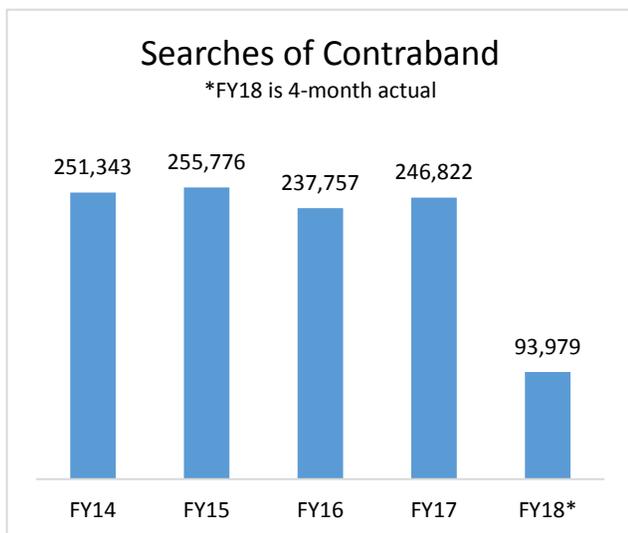
**PMMR Performance Measures**

One of DOC’s service area is to provide a safe and secure environment for inmates, staff and host communities. The performance indicators below pertain to this service, with the goal of ensuring the security and safety of inmates in DOC custody.



The percentage of the population in a Security Risk Group (SRG) has increased over the past few years. The percentage of SRG has risen from 13.3 percent in Fiscal 2016 to 14.7 percent in Fiscal 2017. The chart on the right also indicates that during the first four months of Fiscal 2018, the percentage of DOC population in SRG was 14.9 percent, or 0.5 percentage points higher when compared to the same reporting period in Fiscal 2017. According to the Fiscal 2017 Mayor’s Management Report (MMR), SRG-affiliated inmates have historically been disproportionately involved in violence, and were involved in nearly 70 percent of incidents and 71 percent of stabbings/slashings in Fiscal 2017. SRG population, coupled with the increase in

contraband smuggling, have contributed to an increase in stabbings and slashings from 131 in Fiscal 2016 to 165 in Fiscal 2017.

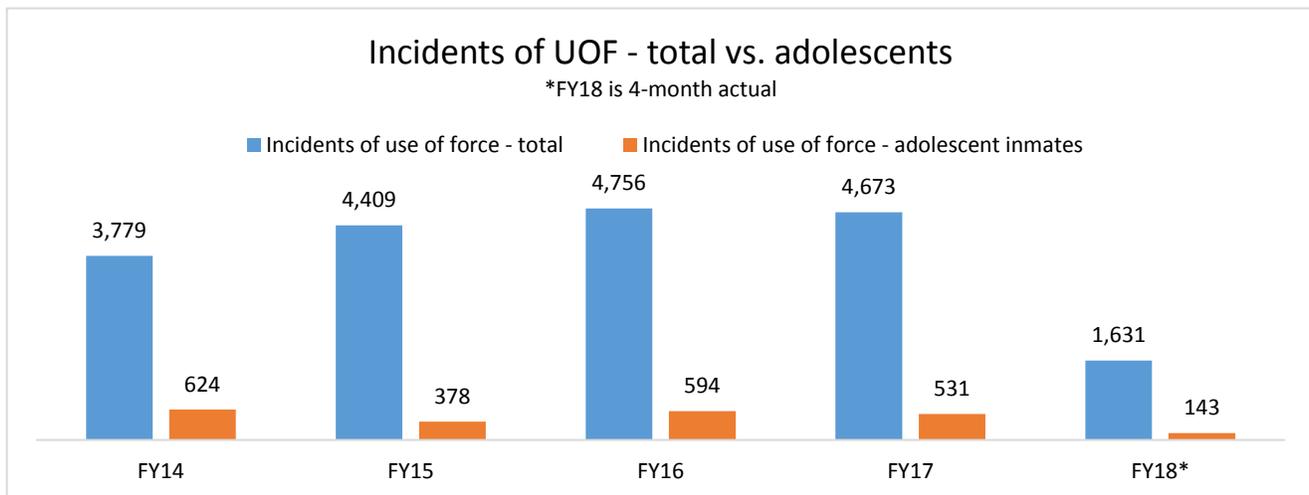


The Department has also been enhancing its contraband search efforts. Searches increased by 3.8 percent from Fiscal 2016 to 2017, and resulted in a 17.1 percent increase in weapons recovered. DOC has added new surveillance cameras, improved technology and heightened front gate procedures, including enhanced search tactics. The use of contraband detectors for inmate searches, as well as the use of more canine searches, for both visitor and inmate searches have contributed to a higher contraband recovery rate. However, the detection of small blades and other hard-to-find weapons can best be accomplished through the utilization of body

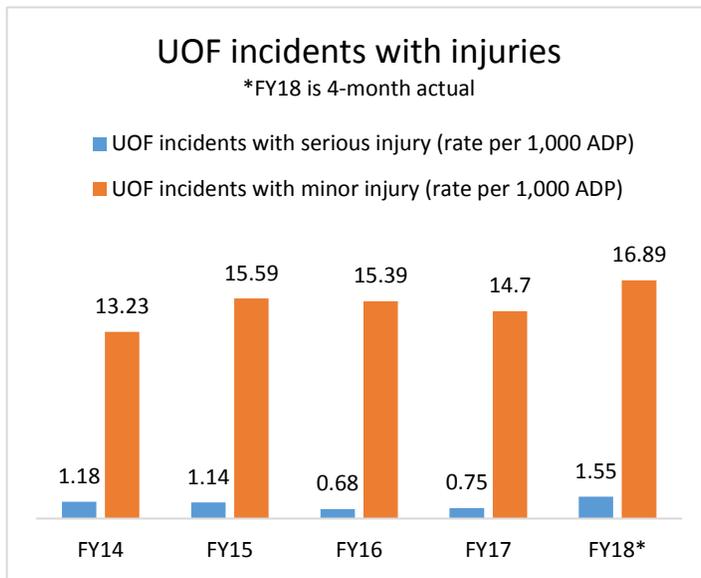
scanner technology, which currently remains prohibited for non-medical use by New York State law. The State Commission of Correction released a report with findings that despite reform efforts, violence on Rikers Island has increased (see pg. 15 for details). It is clear from PMMR data that in order for DOC to tackle its ongoing violence problems, the Department needs legislation changes at the State level. During the first four months of Fiscal 2018, the Department increased searches by 21

percent when compared to the same reporting period in Fiscal 2017. A 6.8 percent decrease in weapons recovered indicates a reduction in the smuggling of contraband into facilities. The Department continued to refine housing strategies for targeted populations. In order to address safety challenges related to young adult co-location, the Department now houses only those young adults with lower risk classifications, interested in programming or in alternative housing for infractions in the George Motchan Detention Center (GMDC). Additionally, collaboration of uniformed, programming and clinical staff in specialized units, focusing on problematic individuals who account for a high percentage of departmental violence, has yielded positive results. Alongside this reduction in violence, there was a 21.1 percent decrease in serious injuries to inmates as a result of inmate on inmate incidents. The PMMR does not indicate what contributed to this decrease.

DOC also aims to ensure that the use of force (UOF) is authorized and appropriate. Since the Department’s implementation of the 14-Point Anti-Violence Reform Agenda, DOC has emphasized staff training in behavioral interventions, de-escalation and better response protocols that focused on immediate engagement and avoiding prolonged physical altercation.



While the chart above indicates an increase in the total number of incidents of UOF from Fiscal 2014 to 2016, it is important to note that DOC included funding for, and implemented the 14-Point Plan in the Fiscal 2017 Budget. By the end of Fiscal 2017, the Department provided its new UOF and Defensive Tactics training to 85 percent of active-duty staff.

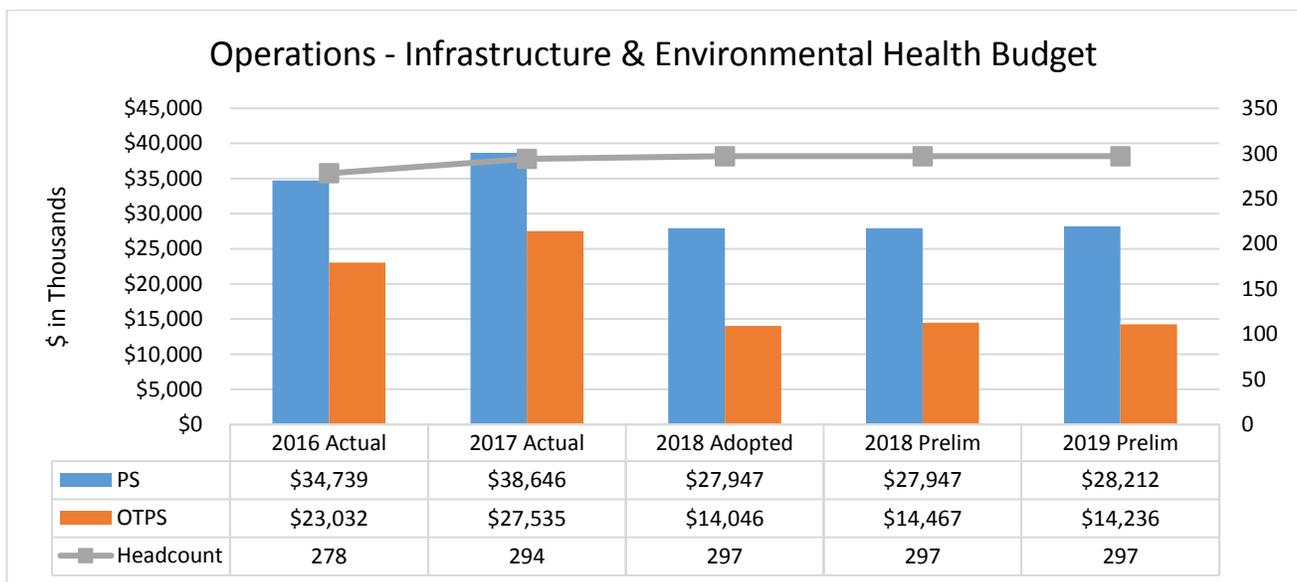


While overall UOF remained stable, there was an increase in UOF resulting in serious and minor injuries, as demonstrated by the chart on the left. During the first four months of Fiscal 2018, UOF incidents with serious injury increased by 0.78 points, and UOF with minor injury increased by 2.01 points, compared to the first four months of Fiscal 2017. The Department is addressing this issue with the new UOF policies in line with the Department of Justice (DOJ) recommendations, which went into effect on September 27, 2017. Additionally, the Fiscal 2019 Preliminary Budget includes \$761,000 in Fiscal 2018 and \$1.5 million in Fiscal 2019 and in the outyears to create a

Nunez Compliance Unit to monitor and implement reforms. Additionally, working with the Federal Monitor, DOC prioritized reductions in UOF involving adolescents and young adults. As a result, there was a 49 percent decrease in UOF involving adolescents. GMDC, which houses approximately 50 percent of DOC’s young adults, saw a 61 percent reduction in UOF.

### Operations – Infrastructure and Environmental Health

Funds budgeted in this program support the work of maintaining the infrastructure on Rikers Island. This includes building system improvements, facilities reconstruction, repair, and daily maintenance.



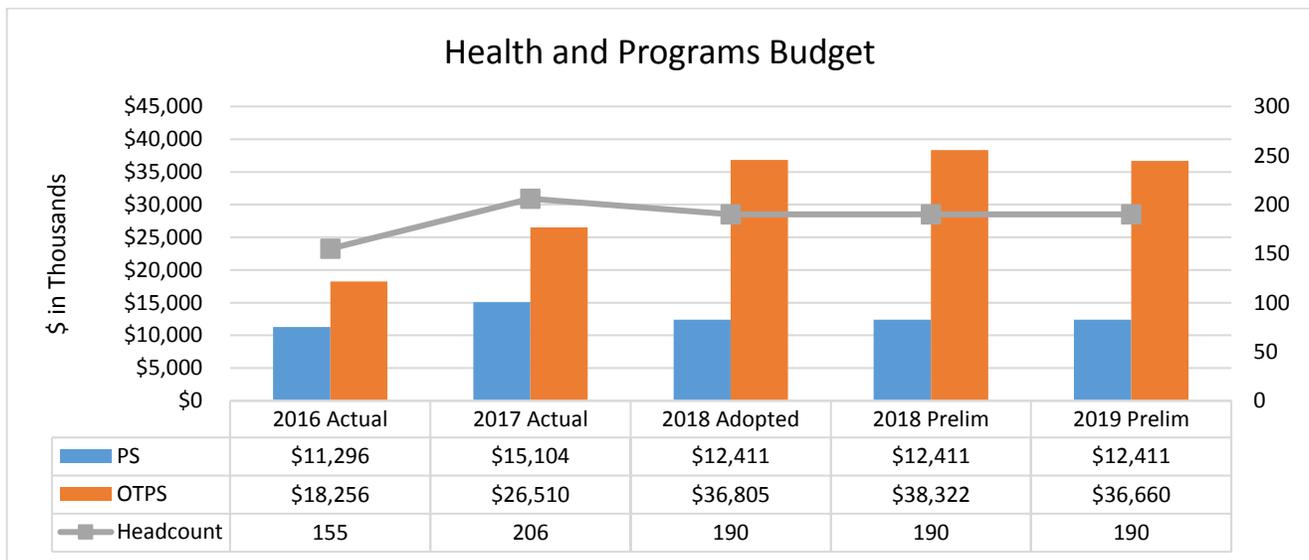
The Department’s Fiscal 2019 Preliminary Budget for Operations – Infrastructure and Environmental Health increases by a modest amount of \$455,000, or one percent, when compared to the Fiscal 2018 Adopted Budget. The PS budget shows a modest increase of \$265,000, and the OTPS budget increases by \$190,000. The budgeted headcount remains unchanged at 297 positions since the Adopted Budget.

**Financial Plan Actions**

- Central Visit Renovations.** The Preliminary Plan includes one-time funding of \$1 million in Fiscal 2018 to renovate and improve the Benjamin Ward Visitor Center and other central visit areas, as part of the Mayor’s “Smaller, Safer, Fairer” roadmap. The renovations will include new seating and paint work for the visitor areas.

**Health and Programs**

This program area includes funding for programs ranging from discharge planning services to various correctional industries, including the baker, tailor shop, laundry, and print shop. These programs are designed to keep inmates healthy, as well as reduce recidivism.



The Department’s Fiscal 2019 Preliminary Budget for Health and Programs decreased by \$145,000, or 0.3 percent, from the Fiscal 2018 Adopted Budget. The decrease is reflected in the OTPS budget, due to a \$2.2 million decrease in other services and charges, but this is offset by a \$2 million increase in contractual services. This is due to the Department adding funding for programs to improve outcomes for women in jails. The PS budget remains unchanged since the Adopted Budget. Additionally, the budgeted headcount remains unchanged at 190 positions since the Fiscal 2018 Adopted Budget.

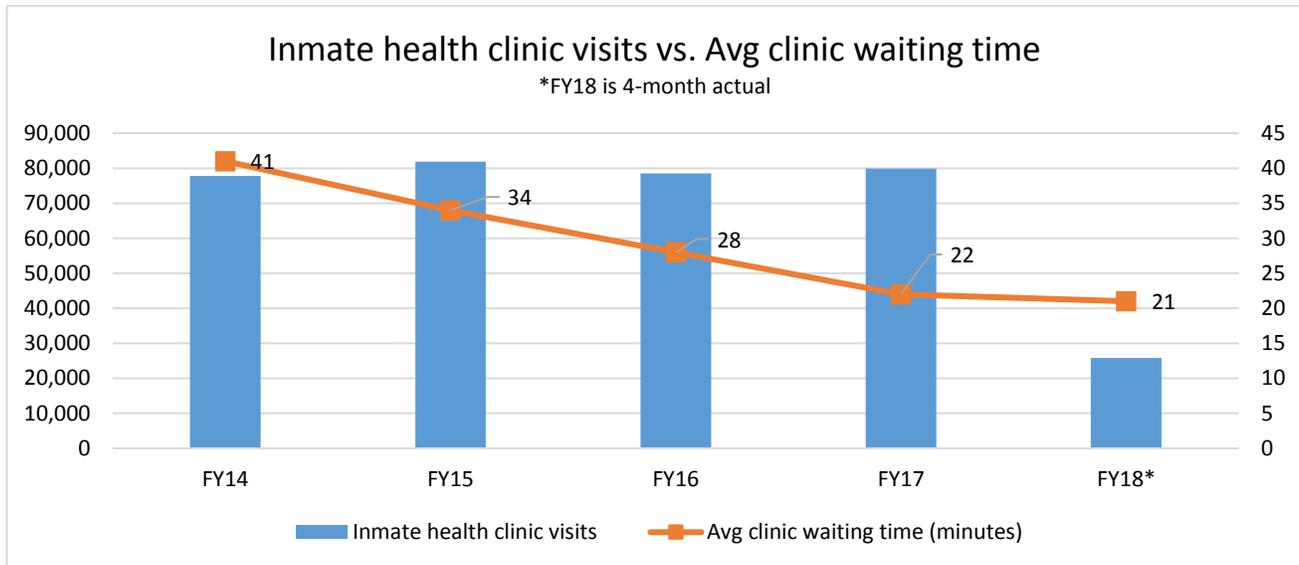
**Financial Plan Actions**

- Improve Outcomes for Women in Jails.** The Preliminary Plan includes \$1.6 million and eight headcount in Fiscal 2019 and in the outyears to fund programs to improve outcomes for women in jail. Of the \$1.6 million, \$1 million is for Health and Programs program area. This is a multi-agency effort to better assist incarcerated women in DOC custody. According to DOC, the Department has discussed contracts with the Mayor’s Office of Criminal Justice (MOCJ) to identify gender specific programming; talked to Department of Cultural Affairs (DCLA) about how to improve visitor experiences for female inmate’s families; and talked to the Administration for Children’s Services (ACS) about how to expand the Children of Incarcerated Parents Program (CHIPP). Through CHIPP, ACS provides special parent-child visits, sibling visits, and case conferences for incarcerated parents with children in foster care or with an open preventive case. As part of CHIPP, DOC provides necessary clearances and coordination to

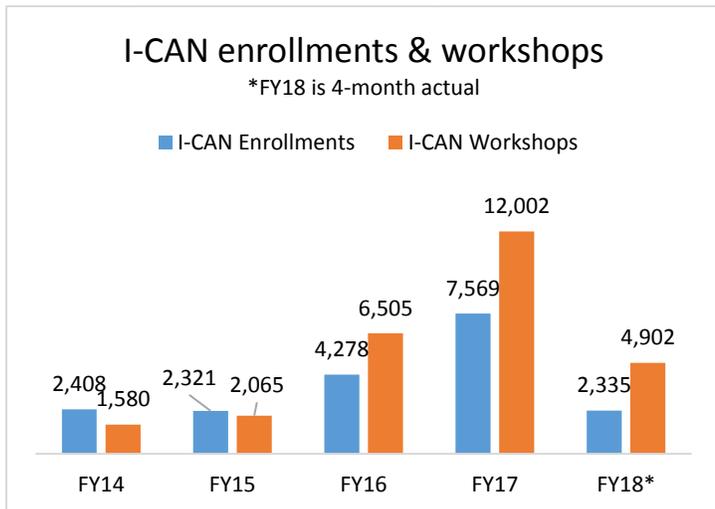
ensure children and their guardians or caseworkers are able to visit with the parent, sibling, or a child within DOC’s custody. As of March 1, 2018, there are currently 570 female inmates (486 detainees and 84 City-sentenced).

**PMMR Performance Measures**

DOC’s service goals for Health and Programs are as follows: to provide inmates with timely access to health services; prepare as many inmates as possible for successful release through participation in skills-building programs, including educational opportunities, jobs training, behavioral interventions, and mental health services; and reduce idleness by increasing inmate participation in mandated and other programs, services, and activities.



The percentage of inmates with a mental health diagnosis remains relatively stable at around 42 percent. The number of inmate health clinic visits has also been stable, with an average of 79,510 inmates visiting health clinic from Fiscal 2014 to 2017. However, during the first four months of Fiscal 2018, this number decreased by 5.7 percent compared to the same reporting period in Fiscal 2017. The PMMR attributes this in part to the decreasing in-custody population, but is also due to an increased production in connections to medical and mental health services. DOC and Health + Hospitals (H+H) established the Consolidated List Initiative in August 2018, enabling patients to schedule appointments with multiple specialists during one visit. This has driven down the number of clinic visits, decreased waiting times, as evidenced above, and improved operational efficiency.

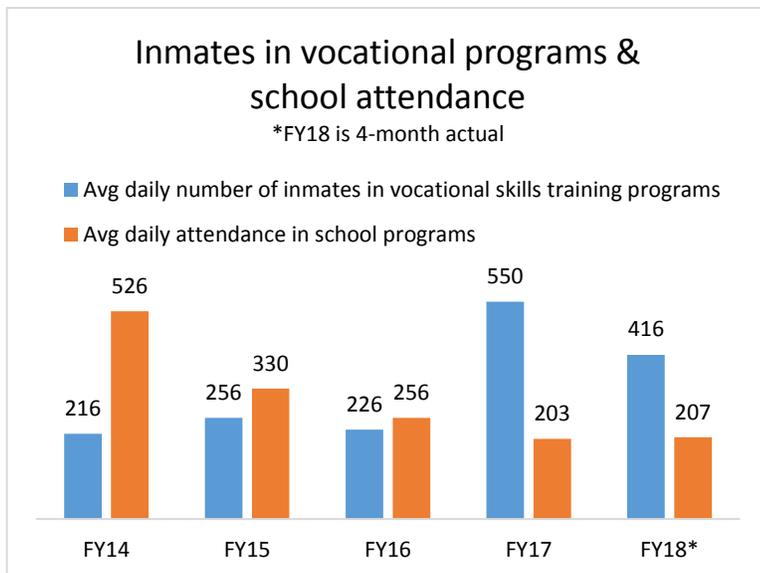


Although correctional health services transferred from Corizon to Health and Hospitals (H+H) in Fiscal 2016, the effectiveness of H+H’s services is still unclear. According to the Fiscal 2018 PMMR, the

number of inmate health clinic visits is decreasing, but the PMMR does not address the quality of medical care. News reports and outside reports such as the State Commission’s report tell a different story than the Department’s Fiscal 2018 PMMR performance indicators.

The Department’s Reform Agenda places a key focus on developing vocational and educational opportunities, behavioral interventions and reentry services to improve long-term outcomes for inmates. In support of this goal, DOC, with Fortune Society and Osborne Association, have expanded the Individual Correction Achievement Network (I-CAN) program. I-CAN now plays a major role in the Anna M. Kross Center (AMKC), George R. Vierno Center (GRVC), and GMDC, where staff members have been added to provide programming and discharge planning in newly created I-CAN housing areas. In particular, I-CAN programming in AMKC was significantly expanded. At the end of Fiscal 2016, there were 11 I-CAN units in AMKC, and by the end of Fiscal 2017, there were 27 I-CAN units. This expansion has resulted in a 76.9 percent increase in I-CAN enrollments and an 84.5 percent increase in I-CAN workshops.

During the first four months of Fiscal 2018, there has been a 10.9 percent increase in I-CAN enrollments and 51.4 percent increase in I-CAN workshops compared to the same reporting period in Fiscal 2017. New workshops introduced recently include Building Relationships, Community Violence, and 24-7 Dads. There was a 10 percent reduction in average daily attendance in school programs, alongside a 30.5 percent decrease in the average daily population of adolescents.



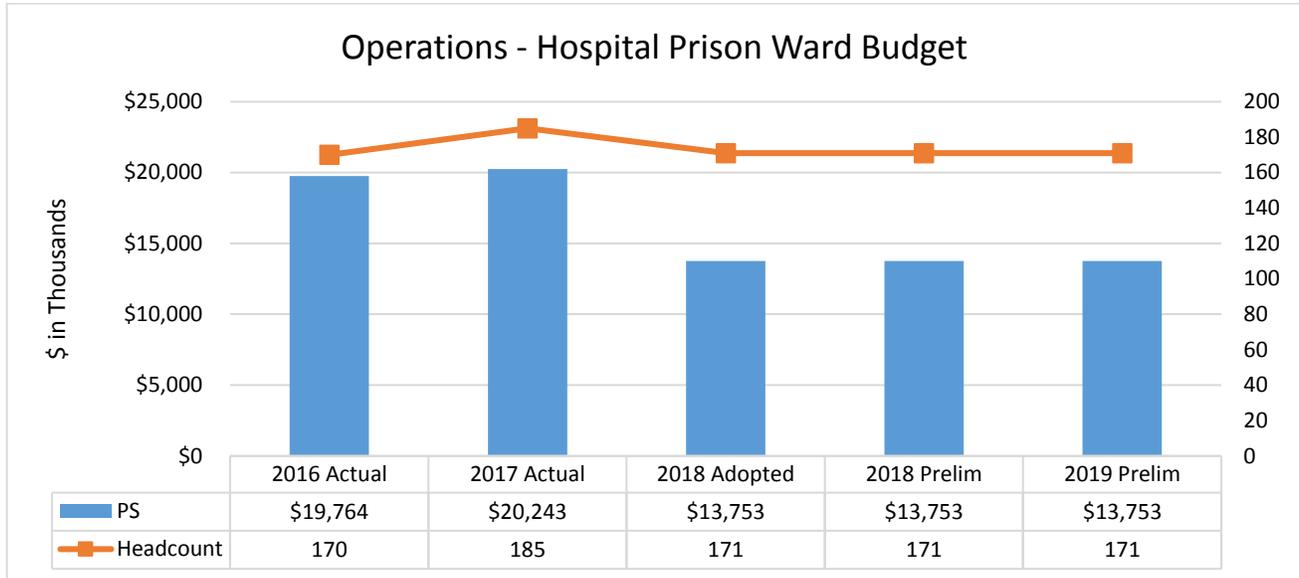
In Fiscal 2017, there was a 143 percent increase in the average daily number of inmates in vocational skills training programs, from 226 to 550. This can be attributed to the expansion of vocational training within I-CAN, as well as the addition of a Workforce Development unit under the Division of Youthful Offender Programming.

During the first four months of Fiscal 2018, the average daily number of participants in vocational skills training increased by 39.1 percent compared to the first four months of Fiscal 2017. Through the Workforce Development

unit of the Division of Youthful Offender Programming, adolescents and young adults earned 380 industry-recognized certifications such as Occupational Safety and Health Administration (OSHA), Food Handler, and CPR, and 371 certificates for completion of introductory training in courses such as Plumbing, Culinary Arts, and Digital Literacy. DOC’s Adult Programming Division rolled out its Specialized Model for Adult Reentry and Training (SMART) initiative in Fall 2017, offering pre- and post-release programming and services in work readiness, behavioral interventions, housing, and job placement, as well as targeted services for women and veterans. The average daily attendance in school programs decreased 20.7 percent during the first four months of Fiscal 2018, from the previous fiscal year. This is partly due to the 10.7 percent drop in the average daily population of adolescent inmates. However, higher incident levels in the Robert N. Davoren Complex (RNDC) and GMDC also contributed to decreasing attendance.

### Operations – Hospital Prison Ward

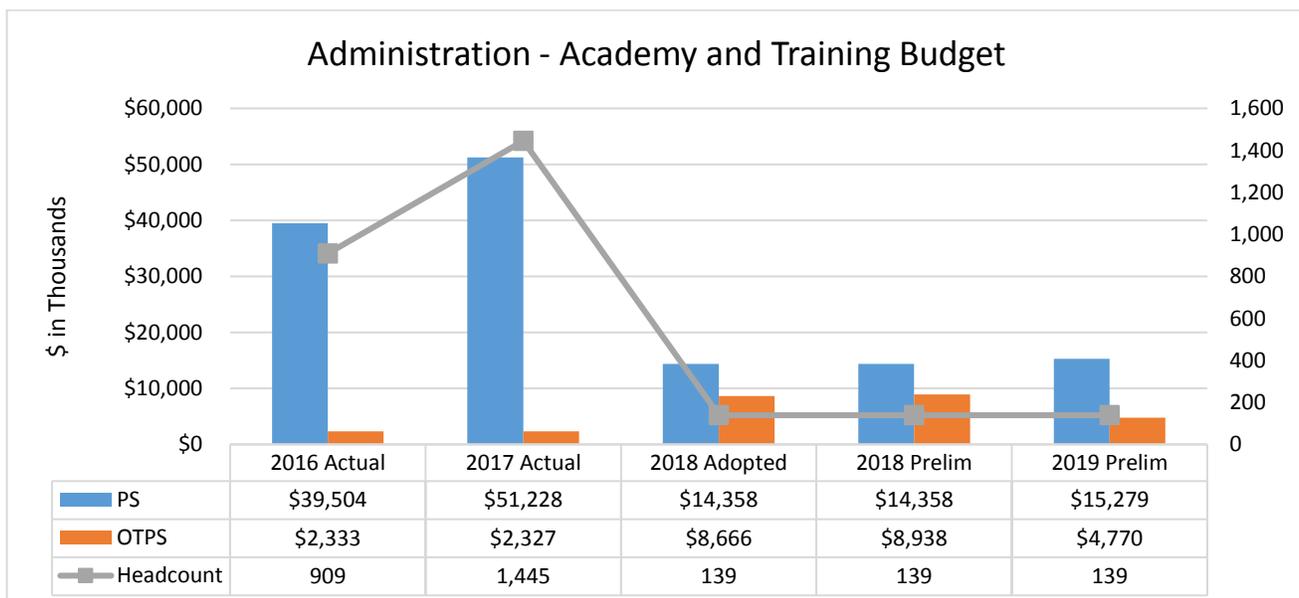
The Department maintains secure facilities in two H+H hospitals, including the Elmhurst Hospital Prison Ward for female inmates requiring acute psychiatric care, and the Bellevue Hospital Prison Ward for male inmates requiring psychiatric or medical care. The majority of the funding in this program area is in PS spending and supports uniform personnel.



The Department’s Fiscal 2019 Preliminary Budget for Operations – Hospital Prison Ward remains unchanged at \$13.8 million since the Fiscal 2018 Adopted Budget. This program area is funded solely with CTL funding. The budgeted headcount also remains unchanged at 171 since the Fiscal 2018 Adopted Budget.

### Administration – Academy and Training

This program area includes funding for the Training Academy, including salaries for academy staff and Correction Officer Recruits.



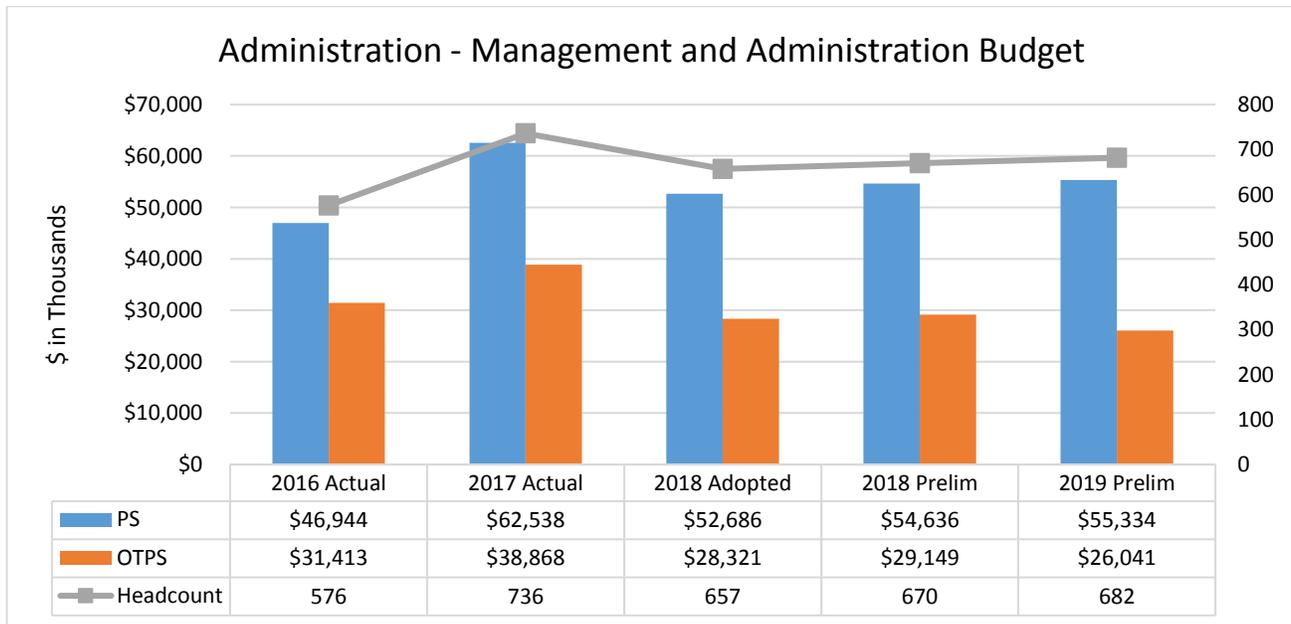
The Department’s Fiscal 2019 Preliminary Budget for Administration – Academy and Training decreased by \$2.9 million or 13 percent, when compared to the Fiscal 2018 Adopted Budget. The PS budget increased by \$921,000, but is offset by a decrease of \$3.9 million in the OTPS budget. The decrease in the OTPS budget is largely due to a \$4.2 million decrease in contractual services spending. The budgeted headcount remains unchanged at 139 since the Adopted Budget. Budgeted uniform headcount is significantly less when compared to actual headcount of Fiscal 2016 and 2017. This is attributed to not having factored in DOC’s officer recruits for Fiscal 2018 and Fiscal 2019. For Fiscal 2017, actual uniform headcount is significantly more than Fiscal 2016, because a large class size of 1,144 officers graduated during Fiscal 2017.

**Financial Plan Actions**

- John Jay HVAC Work.** The Preliminary Plan includes \$929,000 in Fiscal 2018 and \$2.4 million in Fiscal 2019 for additional HVAC (heating, ventilation, and air condition) work at CUNY John Jay College to support new recruit training. The Department extended the agreement with John Jay for another year to support training needs. CUNY’s Fiscal 2019 Preliminary Budget includes \$2.3 million for Fiscal 2018 and \$828,000 in Fiscal 2019 to allow DOC to host the academy expansion in North Hall of John Jay College. The Department does not anticipate extending the agreement beyond Fiscal 2019, because DOC anticipates being able to host its own academy through the planned \$100 million in capital budget for a new DOC training academy.

**Administration – Management and Administration**

This program area includes funding for central administrative services.



The Department’s Fiscal 2019 Preliminary Budget for Administration – Management and Administration shows an increase of \$368,000 million or 0.5 percent, when compared to the Fiscal 2018 Adopted Budget. The increase is due to a \$2.6 million increase in the PS budget for uniform and civilian full-time salaries, and is offset by a decrease of \$2.3 million in the OTPS budget. The overall decrease is due to a decrease in contractual services and property and equipment. The budgeted

headcount increases by 25 positions from the Fiscal 2018 Adopted Budget. This is due to the expansion of the Department’s CARE Unit and the creation of a new compliance unit.

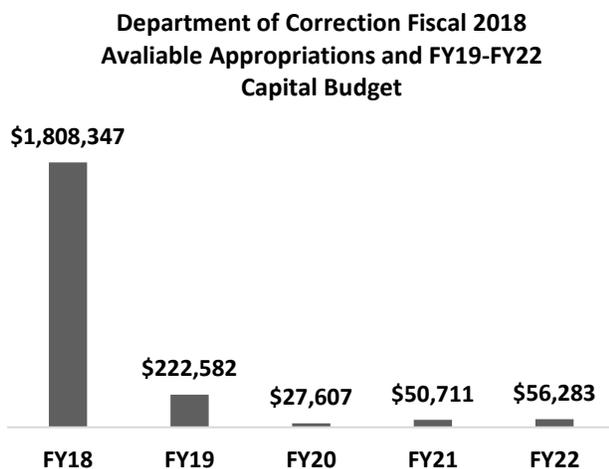
**Financial Plan Actions**

- CARE Unit Expansion.** The Preliminary Plan includes \$1.2 million and 13 positions in Fiscal 2018 and \$1.1 million and 13 positions in Fiscal 2019 and in the outyears to expand the Correction Assistance Response for Employees (CARE) Unit. Of the total budget, \$1.1 million and 13 positions in Fiscal 2018 and in the outyears supports the Management and Administration program area. The other program area that is impacted is Jail Operations. According to DOC, the 13 positions have not been finalized yet, but DOC is planning to hire additional social workers and chaplains.
- Compliance Unit.** The Preliminary Plan includes \$760,000 in Fiscal 2018 and \$1.5 million and 12 Assistant Deputy Warden (AWD) positions in Fiscal 2019 and in the outyears to create a Nunez Compliance Unit to monitor and implement reforms. The AWDs will be a part of the quality assurance team that will measure and monitor quality of performance, as part the Nunez agreement.
- Investigations Case Management System.** The Preliminary Plan includes \$917,000 in Fiscal 2018, increasing to \$1.3 million in Fiscal 2019, and decreasing to \$871,000 in Fiscal 2020 and in the outyears for annual maintenance costs and scope changes for the Investigations Case Management System due to the *Nunez* agreement. Due to the *Nunez* agreement, the Department had to modify the scope to comply with the agreement to include case management to track UOF incidents.

**Capital Program**

**Fiscal 2019 Preliminary Capital Budget and Commitment Plan for Fiscal 2018-2022**

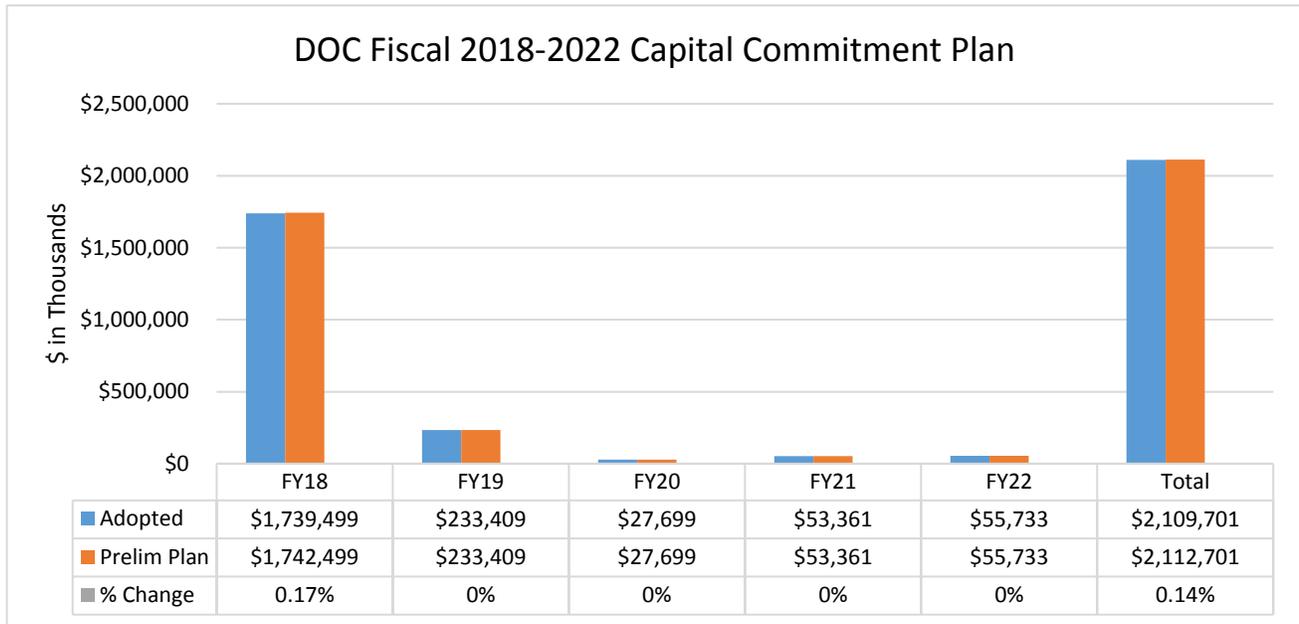
The Capital Budget provides the required appropriations for Fiscal 2019 and planned appropriations for the subsequent three-year capital program. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption. The Commitment Plan, which is a five-year spending plan, is the plan to spend those appropriations. An overview of the Capital Budget and Commitment plan for DOC follows.



As shown in the chart at left, the Department of Correction’s Fiscal 2019 Preliminary Capital Budget includes \$357.2 million in Fiscal 2019-2022. This represents approximately 0.7 percent of the City’s total \$45.9 billion Capital Budget for 2019-2022. Available appropriations for Fiscal 2018 total \$1.8 billion. This includes \$997.2 million in reauthorized prior appropriations and \$815.8 million in authorized Fiscal 2018 appropriations, less actual commitments in the current fiscal year. The Capital Budget is significantly less the Capital Commitment Plan because it does not include the current appropriations for Fiscal 2018 or

the amount of funding that may be re-appropriated or rolled into Fiscal 2019 in the Executive and Adopted Budget.

The Fiscal 2019 Preliminary Capital Commitment Plan includes \$2.1 billion in Fiscal 2018-2021 for the Department of Correction. This represents approximately three percent of the City’s total \$79.6 billion Preliminary Plan for Fiscal 2018-2021. DOC’s Preliminary Capital Commitment Plan for Fiscal 2018-2021 is 0.14 percent more than the \$2.1 billion scheduled in the Adopted Capital Commitment Plan, an increase of \$3 million.



In Fiscal 2017, DOC’s planned commitments totaled \$388.9 million, but only \$60.6 million, or 16 percent, were committed. The remaining \$328.2 million has been rolled into the Fiscal 2018-2022 plan, which helps explain the exceptionally high commitment plan for Fiscal 2018. Both the Preliminary Fiscal 2019 Budget and Commitment Plan present extraordinarily unrealistic projections of the amount of capital work that the Department is likely to accomplish in either Fiscal 2018 or Fiscal 2019.

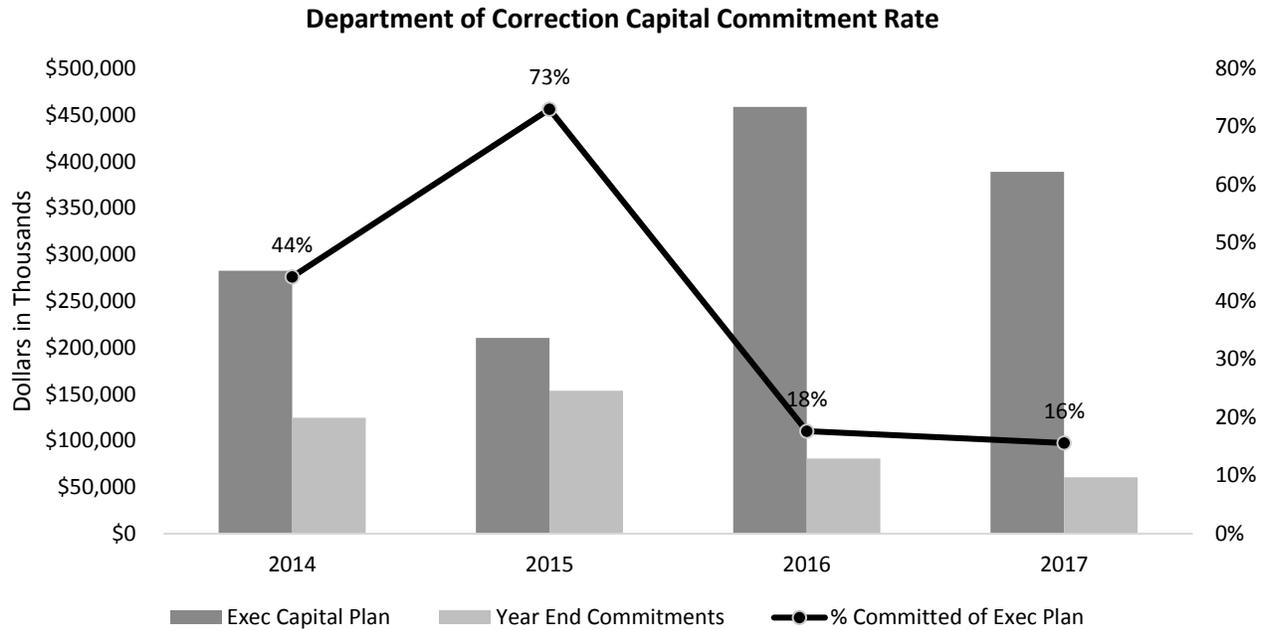
The Department’s largest projects are the construction of new jail facilities, and a new training academy. In the Fiscal 2018 Preliminary Budget Response, the Council called on the Administration to defund the new jail on Rikers Island project, and build a new state of the art training facility for correction officers. The Fiscal 2018 budget answered the Council’s calls and defunded the new Rikers Island jail facility project and restructured DOC’s capital plan to provide \$1.1 billion for the design and construction of new jail facilities. Additionally, the Department included \$100 million for the construction of a new training academy.

The total available appropriations for Fiscal 2018 are \$1.8 billion against planned commitments totaling \$1.7 billion. This excess balance of \$65.8 million in appropriations gives the Administration considerable flexibility within the capital plan. However, as the commitment of appropriations are legally bound to their budget line descriptions this flexibility is more limited than it appears from this variance alone.

The Commitment Plan typically frontloads planned commitments for capital projects in the first year or two of the plan, and agencies rarely meet these targets. The Department of Correction’s Commitment Plan show 82 percent of all commitments in the first year. Its history of commitments

is shown below. Given this performance history, it is likely that DOC will end this year with unmet commitment targets and significant appropriations available rolled into Fiscal 2019 and the outyears.

The chart below displays the Department’s capital commitment plan as of the Fiscal 2014-2017 Executive Budget and the actual commitments in the corresponding fiscal year. The chart also shows the capital commitment rate: the percentage of the capital plan committed per fiscal year.<sup>4</sup>



DOC’s capital budget has 12 budget lines, with 214 discrete project IDs within the 12 different budget lines. Most notably, two major projects, construction of a new training academy, and new jail facilities, is in the budget line “Acquisition, construction, etc.” The other major budget line category is “Correction facilities, construction, reconstruction, and improvements.” Of the 214 project IDs, eight are managed by the following agencies: the Department of Design and Construction, and the Department of Citywide Administrative Services. The two outside managing agencies oversee projects totaling \$7 million in the Fiscal 2018-2022 Preliminary Capital Commitment Plan. This accounts for 0.33 percent of DOC’s total capital plan.

**Capital Program Goals**

The Department of Correction manages fourteen jails, with ten facilities on Rikers Island and four borough facilities. The Department’s capital program goals are to ensure sufficient capacity is available to meet the security, programmatic, health, and safety needs of the inmate 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 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.

<sup>4</sup> Note planned commitments are higher than the agency’s “target commitments.” Target commitments are a management tool used by OMB; they are “the actual aggregate levels that the managing agencies are expected to commit and against which their performance will be measured at the end of the fiscal year,” and are not broken out between City and non-City funds.

## Fiscal 2019 Preliminary Capital Plan Highlights

Major capital projects included in the Preliminary Capital Plan for Fiscal 2018-2022 include the following:

- **New Jail Facilities.** The Preliminary Capital Commitment Plan includes \$1.1 billion in Fiscal 2018 for the design and construction of new jail facilities. This project was formerly for a new Rikers Island jail facility. However, the Administration defunded this project in the Fiscal 2018 Executive Capital Commitment Plan, along with other capital projects, and reallocated those funds to build new jail facilities. On January 25, 2018, Perkins Eastman was hired as the official consultant for this project. Perkins Eastman was awarded \$7.6 million for a 10-month study. According to the Administration, Perkins Eastman and its subcontractors are creating a master plan with recommendations for how to maximize capacity at each of the sites and design jails that best meet the needs of inmates, staff, and communities. On February 14, 2018, the Administration and the Council announced the four sites for borough-based jails, which includes three existing DOC facilities in Manhattan, Brooklyn, and Queens. The four sites are as follows: Manhattan Detention Center (MDC); Queens Detention Center (QDC); Brooklyn Detention Center (BDC); and the NYPD Tow Pound in the Bronx. As of March 2018, the study of the boroughs has not started.
- **Construction of a New Training Academy.** The Preliminary Capital Commitment Plan includes a total of \$100 million for the construction of a new training academy, with planned commitments of \$10 million in Fiscal 2018 and \$90 million in Fiscal 2019. The Department is still undergoing a feasibility study that is being done at Fort Totten. DOC does not expect to begin site and design work until the study is complete.
- **Drug Detection Machines.** The Preliminary Capital Commitment Plan includes \$2.4 million in Fiscal 2018 for drug detection machines. These body scanners are used to detect drugs on inmates. The Department plans to place the drug detection machines at five DOC facilities. According to the Department, every facility will have at least one drug detection machine, but some facilities will have more than one, depending on the population size and inmate classification. The agreement to procure the machines has not yet been registered by the Comptroller's office, so the Department is waiting to start procuring.
- **Inmate Management System.** The Preliminary Capital Commitment Plan includes \$10.3 million in Fiscal 2018 for a new inmate management system. This project was formerly called "jail management system." DOC is currently working with the Department of Information Technology and Telecommunications (DoITT) and Gartner Consulting. The consulting firm would help map out the Department's specific needs for updating the inmate management system. The Department will release the request for proposal (RFP) to actually procure the system once Gartner Consulting finishes determining DOC's needs. Additionally, the Department had to revise its requirements for this project to ensure that it covers all the datasets required as set forth in the 14-Point Plan Reform Agenda. According to the Department, DoITT's assessment is expected to be complete by March 2018, and procurement is expected to start during the summer of 2018.
- **Office Space at Bulova for DOC staff.** The Preliminary Capital Commitment Plan includes \$4.7 million in Fiscal 2018 to build additional office space at the Bulova Building in East Elmhurst, the Department's headquarters. DOC has added additional civilian and uniform headcount as part of the 14-Point Plan. As a result of this expansion, the Department needs additional space

for staff at its headquarters. In particular, the Department's Applicant Investigation Unit will move into the new space because the unit recently expanded due to the Nunez agreement. According to the Department, as of March 2018, the construction phase of the new space is complete.

## Appendices

### A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY 2018			FY 2019		
	City	Non-City	Total	City	Non-City	Total
<b>DOC Budget as of the Fiscal 2018 Adopted Budget</b>	<b>\$1,434,181</b>	<b>\$11,307</b>	<b>\$1,445,488</b>	<b>\$1,425,838</b>	<b>\$10,307</b>	<b>\$1,436,145</b>
<b>New Needs</b>						
Additional Posts in Specific Housing Areas	\$8,176	\$0	\$8,176	\$13,967	\$0	\$13,967
CARE Unit Expansion	1,170	0	1,170	1,110	0	1,110
Central Visits Renovations	1,000	0	1,000	0	0	0
Compliance Unit	761	0	761	1,522	0	1,522
Improve Outcomes for Women in Jail	0	0	0	1,589	0	1,589
Investigations Case Management System	917	0	917	1,268	0	1,268
John Jay HVAC Work	929	0	929	2,372	0	2,372
Visitor Transportation to Rikers Island	846	0	846	1,692	0	1,692
<b>Subtotal, New Needs</b>	<b>\$13,799</b>	<b>\$0</b>	<b>\$13,799</b>	<b>\$23,520</b>	<b>\$0</b>	<b>\$23,520</b>
<b>Other Adjustments</b>						
DOC - Psycho Testing	\$0	\$26	\$26	\$0	\$15	\$15
Energy Demand Response Rollover	0	975	975	0	0	0
Energy Manager	0	90	90	0	0	0
ExCEL Program	0	338	338	0	0	0
Fund Psychological Testing	0	123	123	0	0	0
FY18 COBA 120 Year Anniversary	0	4	4	0	0	0
Rikers Solar Training	0	28	28	0	0	0
Close GMDC Jail on Rikers Island	(10,176)	0	(10,176)	(55,186)	0	(55,186)
<b>Subtotal, Other Adjustments</b>	<b>(\$10,176)</b>	<b>\$1,584</b>	<b>(\$8,592)</b>	<b>(\$55,186)</b>	<b>\$15</b>	<b>(\$55,171)</b>
<b>TOTAL, All Changes</b>	<b>\$3,623</b>	<b>\$1,584</b>	<b>\$5,207</b>	<b>(\$31,666)</b>	<b>\$15</b>	<b>(\$31,651)</b>
<b>DOC Budget as of the Fiscal 2019 Prelim Budget</b>	<b>\$1,437,804</b>	<b>\$11,890</b>	<b>\$1,449,694</b>	<b>\$1,394,171</b>	<b>\$10,322</b>	<b>\$1,404,493</b>

### B: DOC Contract Budget

<b>DOC Fiscal 2018 Preliminary Contract Budget</b>				
<i>Dollars in Thousands</i>				
Category	Fiscal 2018 Adopted	Number of Contracts	Fiscal 2019 Preliminary	Number of Contracts
Cleaning Services	\$365	1	\$175	1
Contractual Services - General	44,631	13	37,914	13
Maintenance and Repairs - General	14,798	30	14,798	30
Maintenance and Repairs - Motor Vehicle Equip	130	1	130	1
Office Equipment Maintenance	95	6	95	6
Prof. Services - Other	452	5	452	5
Telecommunications Maintenance	6,642	2	6,642	2
Temporary Services	1	1	1	1
Training Program for City Employees	1,804	2	1,804	2
Transportation Services	261	1	261	1
<b>TOTAL</b>	<b>\$69,180</b>	<b>62</b>	<b>\$62,272</b>	<b>62</b>

## C: Program Areas

## Jail Operations

<b>Jail Operations</b>						
<i>Dollars in Thousands</i>						
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2018</b>	<b>2019</b>	<b>2018 - 2019</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Uniformed	\$562,924	\$577,415	\$756,044	\$753,964	\$725,166	(\$30,878)
Full-Time Salaried - Civilian	40,288	42,690	59,174	54,619	70,070	10,896
Other Salaried and Unsalariated	4,431	5,779	3,326	3,474	3,346	21
Additional Gross Pay	78,886	81,157	102,581	102,101	102,518	(63)
Overtime - Uniformed	227,570	210,814	164,577	164,577	150,371	(14,206)
Overtime - Civilian	9,991	12,684	6,149	6,149	6,149	0
Fringe Benefits	22,775	22,794	24,088	24,088	24,088	0
<b>Subtotal</b>	<b>\$946,865</b>	<b>\$953,334</b>	<b>\$1,115,938</b>	<b>\$1,108,973</b>	<b>\$1,081,708</b>	<b>(\$34,231)</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$45,794	\$42,116	\$42,815	\$44,069	\$41,963	(\$852)
Fixed and Misc Charges	420	119	2,265	272	2,293	28
Property and Equipment	6,298	5,295	3,904	3,631	2,385	(1,520)
Other Services and Charges	25,536	23,118	27,116	30,158	27,367	251
Social Services	4,817	5,528	2,827	3,846	2,827	
Contractual Services	5,928	9,522	7,878	8,975	6,506	(1,372)
<b>Subtotal</b>	<b>\$88,793</b>	<b>\$85,698</b>	<b>\$86,807</b>	<b>\$90,951</b>	<b>\$83,341</b>	<b>(\$3,466)</b>
<b>TOTAL</b>	<b>\$1,035,658</b>	<b>\$1,039,032</b>	<b>\$1,202,745</b>	<b>\$1,199,923</b>	<b>\$1,165,049</b>	<b>(\$37,697)</b>
<b>Funding</b>						
City Funds			\$1,193,351	\$1,190,015	\$1,155,639	(\$37,711)
Federal - Other			8,286	8,286	8,286	0
Intra City			0	514	15	15
State			1,109	1,109	1,109	0
<b>TOTAL</b>	<b>\$1,035,658</b>	<b>\$1,039,032</b>	<b>\$1,202,745</b>	<b>\$1,199,923</b>	<b>\$1,165,049</b>	<b>(\$37,697)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	8,296	8,683	9,572	9,572	9,100	(472)
Full-Time Positions - Civilian	703	708	1,227	1,244	1,251	24
<b>TOTAL</b>	<b>8,999</b>	<b>9,391</b>	<b>10,799</b>	<b>10,816</b>	<b>10,351</b>	<b>(448)</b>

\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

**Operations – Rikers Security and Operations**

<b>Operations-Rikers Security and Operations</b>						
<i>Dollars in Thousands</i>						
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2018</b>	<b>2019</b>	<b>2018 - 2019</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Uniformed	\$20,597	\$21,597	\$24,565	\$24,565	\$24,565	\$0
Full-Time Salaried - Civilian	2,807	3,059	3,659	3,659	3,659	0
Other Salaried and Unsalariated	1	5	0	0	0	0
Additional Gross Pay	4,121	3,734	0	0	0	0
Overtime - Uniformed	12,275	12,536	0	0	0	0
Overtime - Civilian	466	555	0	0	0	0
Fringe Benefits	115	118	0	0	0	0
<b>Subtotal</b>	<b>\$40,381</b>	<b>\$41,603</b>	<b>\$28,223</b>	<b>\$28,223</b>	<b>\$28,223</b>	<b>\$0</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$3,533	\$2,904	\$2,348	\$3,173	\$2,348	\$0
Property and Equipment	278	1,517	611	3,386	611	0
Other Services and Charges	0	5	0	12	0	0
Contractual Services	502	581	1,567	994	1,567	0
<b>Subtotal</b>	<b>\$4,313</b>	<b>\$5,008</b>	<b>\$4,526</b>	<b>\$7,565</b>	<b>\$4,526</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$44,695</b>	<b>\$46,610</b>	<b>\$32,750</b>	<b>\$35,788</b>	<b>\$32,750</b>	<b>\$0</b>
<b>Funding</b>						
City Funds			\$32,750	\$35,788	\$32,750	\$0
<b>TOTAL</b>	<b>\$44,695</b>	<b>\$46,610</b>	<b>\$32,750</b>	<b>\$35,788</b>	<b>\$32,750</b>	<b>\$0</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	259	281	283	283	283	0
Full-Time Positions - Civilian	55	53	56	56	56	0
<b>TOTAL</b>	<b>314</b>	<b>334</b>	<b>339</b>	<b>339</b>	<b>339</b>	<b>0</b>

*\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

**Operations – Infrastructure & Environmental Health**

<b>Operations-Infrastructure and Environmental Health</b>						
<i>Dollars in Thousands</i>						
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2018</b>	<b>2019</b>	<b>2018 - 2019</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Uniformed	\$5,785	\$6,073	\$6,216	\$6,216	\$6,216	\$0
Full-Time Salaried - Civilian	17,459	18,916	21,085	21,085	21,350	265
Additional Gross Pay	1,415	1,598	0	0	0	0
Overtime - Uniformed	2,277	2,749	0	0	0	0
Overtime - Civilian	8,030	9,390	645	645	645	0
Fringe Benefits	71	78	0	0	0	0
P.S. Other	(298)	(158)	0	0	0	0
<b>Subtotal</b>	<b>\$34,739</b>	<b>\$38,646</b>	<b>\$27,947</b>	<b>\$27,947</b>	<b>\$28,212</b>	<b>\$265</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$8,003	\$7,447	\$5,361	\$5,744	\$5,551	\$190
Fixed and Misc Charges	881	681	0	0	0	0
Property and Equipment	861	2,416	118	173	118	0
Other Services and Charges	0	256	0	467	0	0
Contractual Services	13,285	16,735	8,566	8,083	8,566	0
<b>Subtotal</b>	<b>\$23,032</b>	<b>\$27,535</b>	<b>\$14,046</b>	<b>\$14,467</b>	<b>\$14,236</b>	<b>\$190</b>
<b>TOTAL</b>	<b>\$57,770</b>	<b>\$66,181</b>	<b>\$41,993</b>	<b>\$42,414</b>	<b>\$42,448</b>	<b>\$455</b>
<b>Funding</b>						
City Funds			\$41,993	\$41,439	\$42,448	\$455
Other Categorical			0	975	0	0
<b>TOTAL</b>	<b>\$57,770</b>	<b>\$66,181</b>	<b>\$41,993</b>	<b>\$42,414</b>	<b>\$42,448</b>	<b>\$455</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	73	71	72	72	72	0
Full-Time Positions - Civilian	205	223	225	225	225	0
<b>TOTAL</b>	<b>278</b>	<b>294</b>	<b>297</b>	<b>297</b>	<b>297</b>	<b>0</b>

*\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

**Health and Programs**

<b>Health and Programs</b>						
<i>Dollars in Thousands</i>						
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2018</b>	<b>2019</b>	<b>2018 - 2019</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Uniformed	\$3,977	\$4,137	\$4,125	\$4,125	\$4,125	\$0
Full-Time Salaried - Civilian	4,629	8,140	8,286	8,286	8,286	0
Other Salaried and Unsalared	3	0	0	0	0	0
Additional Gross Pay	839	711	0	0	0	0
Overtime - Uniformed	1,208	1,399	0	0	0	0
Overtime - Civilian	584	662	0	0	0	0
Fringe Benefits	56	55	0	0	0	0
<b>Subtotal</b>	<b>\$11,296</b>	<b>\$15,104</b>	<b>\$12,411</b>	<b>\$12,411</b>	<b>\$12,411</b>	<b>\$0</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$2,560	\$3,126	\$2,431	\$2,101	\$2,431	\$0
Fixed and Misc Charges	3	92	0	123	0	0
Property and Equipment	1,208	3,592	725	3,048	725	0
Other Services and Charges	0	3,612	13,549	7,563	11,372	(2,177)
Social Services	354	435	1,020	1,069	1,020	0
Contractual Services	14,132	15,653	19,081	24,419	21,113	2,032
<b>Subtotal</b>	<b>\$18,256</b>	<b>\$26,510</b>	<b>\$36,805</b>	<b>\$38,322</b>	<b>\$36,660</b>	<b>(\$145)</b>
<b>TOTAL</b>	<b>\$29,552</b>	<b>\$41,614</b>	<b>\$49,216</b>	<b>\$50,734</b>	<b>\$49,071</b>	<b>(\$145)</b>
<b>Funding</b>						
City Funds			\$49,082	\$50,600	\$48,937	(\$145)
Federal - Other			41	41	41	0
Intra City			93	93	93	0
<b>TOTAL</b>	<b>\$29,552</b>	<b>\$41,614</b>	<b>\$49,216</b>	<b>\$50,734</b>	<b>\$49,071</b>	<b>(\$145)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	53	52	49	49	49	0
Full-Time Positions - Civilian	102	154	141	141	141	0
<b>TOTAL</b>	<b>155</b>	<b>206</b>	<b>190</b>	<b>190</b>	<b>190</b>	<b>0</b>

*\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

**Operations – Hospital Prison Ward**

<b>Operations-Hospital Prison Ward</b>						
<i>Dollars in Thousands</i>						
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2018</b>	<b>2019</b>	<b>2018 - 2019</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Uniformed	\$13,822	\$13,935	\$13,696	\$13,696	\$13,696	\$0
Full-Time Salaried - Civilian	47	25	57	57	57	0
Additional Gross Pay	2,094	2,198	0	0	0	0
Overtime - Uniformed	3,621	3,888	0	0	0	0
Overtime - Civilian	180	196	0	0	0	0
<b>Subtotal</b>	<b>\$19,764</b>	<b>\$20,243</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$19,764</b>	<b>\$20,243</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$0</b>
<b>Funding</b>						
City Funds			\$13,753	\$13,753	\$13,753	\$0
<b>TOTAL</b>	<b>\$19,764</b>	<b>\$20,243</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$0</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	169	184	170	170	170	0
Full-Time Positions - Civilian	1	1	1	1	1	0
<b>TOTAL</b>	<b>170</b>	<b>185</b>	<b>171</b>	<b>171</b>	<b>171</b>	<b>0</b>

*\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

**Administration – Academy and Training**

<b>Administration-Academy and Training</b>						
<i>Dollars in Thousands</i>						
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2018</b>	<b>2019</b>	<b>2018 - 2019</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Uniformed	\$31,408	\$42,252	\$11,461	\$11,461	\$11,464	\$3
Full-Time Salaried - Civilian	952	1,202	1,062	1,062	1,062	0
Additional Gross Pay	1,540	1,901	0	0	0	0
Overtime - Uniformed	5,341	5,666	0	0	0	0
Overtime - Civilian	101	89	0	0	0	0
Fringe Benefits	139	104	0	0	0	0
Unsalaries	23	14	1,835	1,835	2,753	918
<b>Subtotal</b>	<b>\$39,504</b>	<b>\$51,228</b>	<b>\$14,358</b>	<b>\$14,358</b>	<b>\$15,279</b>	<b>\$921</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$159	\$162	\$158	\$183	\$130	(\$28)
Property and Equipment	1,477	782	642	633	642	0
Other Services and Charges	0	0	2,000	2,929	2,372	372
Contractual Services	697	1,383	5,866	5,193	1,625	(4,241)
<b>Subtotal</b>	<b>\$2,333</b>	<b>\$2,327</b>	<b>\$8,666</b>	<b>\$8,938</b>	<b>\$4,770</b>	<b>(\$3,896)</b>
<b>TOTAL</b>	<b>\$41,836</b>	<b>\$53,555</b>	<b>\$23,024</b>	<b>\$23,296</b>	<b>\$20,049</b>	<b>(\$2,976)</b>
<b>Funding</b>						
City Funds			\$23,024	\$23,296	\$20,049	(\$2,976)
<b>TOTAL</b>	<b>\$41,836</b>	<b>\$53,555</b>	<b>\$23,024</b>	<b>\$23,296</b>	<b>\$20,049</b>	<b>(\$2,976)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	894	1,433	122	122	122	0
Full-Time Positions - Civilian	15	12	17	17	17	0
<b>TOTAL</b>	<b>909</b>	<b>1,445</b>	<b>139</b>	<b>139</b>	<b>139</b>	<b>0</b>

*\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

**Administration – Management and Administration**

<b>Administration-Mgmt and Administration</b>						
<i>Dollars in Thousands</i>						
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2018</b>	<b>2019</b>	<b>2018 - 2019</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Uniformed	\$6,339	\$10,349	\$12,304	\$13,665	\$14,425	\$2,122
Full-Time Salaried - Civilian	35,136	43,966	40,366	40,956	40,893	526
Additional Gross Pay	1,575	2,050	0	0	0	0
Amounts to be Scheduled	0	0	16	16	16	0
Overtime - Uniformed	1,571	3,332	0	0	0	0
Overtime - Civilian	2,123	2,672	0	0	0	0
Fringe Benefits	75	134	0	0	0	0
Unsalaries	125	34	0	0	0	0
<b>Subtotal</b>	<b>\$46,944</b>	<b>\$62,538</b>	<b>\$52,686</b>	<b>\$54,636</b>	<b>\$55,334</b>	<b>\$2,648</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$1,601	\$1,320	\$625	\$1,518	\$625	\$0
Property and Equipment	3,469	4,194	2,598	1,600	2,223	(375)
Other Services and Charges	11,443	12,517	12,467	13,316	12,606	139
Fixed & Misc. Charges	93	77	42	42	42	0
Contractual Services	14,807	20,760	12,588	12,673	10,544	(2,044)
<b>Subtotal</b>	<b>\$31,413</b>	<b>\$38,868</b>	<b>\$28,321</b>	<b>\$29,149</b>	<b>\$26,041</b>	<b>(\$2,280)</b>
<b>TOTAL</b>	<b>\$78,357</b>	<b>\$101,406</b>	<b>\$81,006</b>	<b>\$83,786</b>	<b>\$81,374</b>	<b>\$368</b>
<b>Funding</b>						
Capital-IFA			\$778	\$778	\$778	\$0
City Funds			80,228	82,913	80,596	368
Intra City			0	90	0	0
Other Categorical			0	4	0	0
<b>TOTAL</b>	<b>\$78,357</b>	<b>\$101,406</b>	<b>\$81,006</b>	<b>\$83,786</b>	<b>\$81,374</b>	<b>\$368</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	88	158	152	159	171	19
Full-Time Positions - Civilian	488	578	505	511	511	6
<b>TOTAL</b>	<b>576</b>	<b>736</b>	<b>657</b>	<b>670</b>	<b>682</b>	<b>25</b>

*\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

## D: Fiscal 2018 Preliminary Mayor's Management Report

## Goal 1A

DOC Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Inmates in Security Risk Group (% ADP)	11.80%	13.30%	14.70%	*	*	14.40%	14.90%
Fight/assault infractions	9,424	11,240	12,650	*	*	4,518	3,997
Jail-based arrests of inmates	795	1,538	1,126	*	*	480	345
Searches	255,776	237,757	246,822	*	*	78,010	93,979
Weapons recovered	2,240	3,396	3,976	*	*	1,507	1,405
Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	37.8	47.8	55.2	DOWN	DOWN	58.3	54.6
Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	2.5	2.5	2.7	DOWN	DOWN	2.9	2.3
Inmate assault on staff (monthly rate per 1,000 ADP)	8.6	7.9	8.4	DOWN	DOWN	8.8	8.9
Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.35	0.2	0.24	DOWN	DOWN	0.38	0.46

## Goal 1B

DOC Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Incidents of use of force - total	4,409	4,756	4,673	*	*	1,621	1,631
Incidents of use of force - adolescent inmates	378	594	531	*	*	282	143
Department use of force incidents with serious injury (rate per 1,000 ADP)	1.14	0.68	0.75	DOWN	DOWN	0.77	1.55
Department use of force incidents with minor injury (rate per 1,000 ADP)	15.59	15.39	14.7	*	*	14.88	16.89
Department use of force incidents with no injury (rate per 1,000 ADP)	19.14	24.41	25.52	*	*	25.94	25.98
Incidents and allegations of use of force	4,822	5,269	5,070	*	*	1,752	1,786

## Goal 1C

DOC Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Inmates with a mental health diagnosis (% ADP)	41%	42%	42%	*	*	42%	NA
Inmates with a serious mental health diagnosis (% ADP)	11.10%	11.00%	10.30%	*	*	11.00%	11.80%
Inmate health clinic visits	81,873	78,499	79,844	*	*	27,345	25,782
– Average clinic waiting time (minutes)	34	28	22	DOWN	DOWN	25	21

## Goal 1D

DOC Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Jail-cells unavailable (short-term repair) (%)	2.30%	2.30%	2.60%	1.00%	1.00%	2.10%	3.80%

## Goal 1E

DOC Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
On-trial inmates delivered to court on-time (%)	90.90%	84.00%	98.40%	95.00%	95.00%	98.30%	98.20%

**Goal 2A**

DOC Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
I-CAN Enrollments	2,321	4,278	7,569	*	*	2,106	2,335
I-CAN Workshops	2,065	6,505	12,002	*	*	3,238	4,902

**Goal 2B**

DOC Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Average daily number of inmates in vocational skills training programs	256	226	419	*	*	261	416
Average daily attendance in school programs	330	256	203	*	*	230	207
Inmates participating in skills-building activities/discharge planning (%)	10.50%	8.70%	14.00%	10.00%	10.00%	NA	NA