

# THE COUNCIL OF THE CITY OF NEW YORK

Hon. Corey Johnson  
Speaker of the Council

Hon. Keith Powers  
Chair, Committee on Criminal Justice



Report of the Finance Division on the  
Fiscal 2021 Preliminary Plan and the  
Fiscal 2020 Preliminary Mayor's Management Report for the  
**Department of Correction**

March 16, 2020

## **Finance Division**

Jack Storey, Financial Analyst  
Eisha Wright, Unit Head

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Latonia McKinney, Director  
Regina Poreda Ryan, Deputy Director

Nathan Toth, Deputy Director  
Paul Scimone, Deputy Director

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## Department of Correction Overview

The Department of Correction (DOC) provides for the care, custody and control for those in the Department's custody, including individuals 17 years of age and older who are accused of crimes and are awaiting trial, who have been convicted and sentenced to less than one year of incarceration, and persons held on state parole warrants. Pursuant to New York's Raise the Age law, 16- and 17-year olds were removed from Rikers Island prior to October 1st, 2018. The Department operates 11 correctional facilities, court holding facilities in each of the five boroughs and two hospital prison wards. Through the first four months of Fiscal 2020, the Department processed more than 11,500 admissions and managed a combined average daily population of approximately 7,200 individuals.

This report provides a review of DOC's Preliminary Budget for Fiscal 2021 and the Fiscal 2020 Preliminary Mayor's Management Report (PMMR). The first section presents significant highlights of the \$1.32 billion Fiscal 2021 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 (there are seven, as listed below) and reviews relevant sections of the PMMR for Fiscal 2020. This report then reviews the Department's Preliminary Capital Commitment Plan for Fiscal Year 2021-2024. Finally, the appendices present budget actions in the November 2020 and Preliminary Financial Plans for Fiscal 2021-2024, 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 2020 Adopted Budget.

Jail Operations: \$1.1 billion

Operations - Rikers Security & Operations: \$37.1 million

Operations - Infrastructure & Environmental Health: \$41.1 million

Health and Programs: \$48.7million

Operations - Hospital Prison Ward: \$13.7 million

Administration - Academy & Training: \$17.7 million

Administration - Management & Administration: \$97.4 million

## Fiscal 2021 Preliminary Budget Overview

The Department of Correction's Fiscal 2021 Preliminary Budget totals \$1.3 billion, including \$1.2 billion for personal services (PS) budget and \$157.1 million for the other than personal services (OTPS) budget. The Department's budget reflects a modest decrease of \$41.1 million, or three percent, when compared to the Fiscal 2020 Adopted Budget. The PS budget decreases by \$30.5 million, while the OTPS budget decreases by \$10.7 million. The PS budget makes up 88 percent of the Department's Fiscal 2021 Preliminary Budget. The OTPS budget makes up the remaining 12 percent of the Department's total budget. The November 2019 and the Preliminary Plan do not introduce any new needs to the Department's budget however, the Plans included approximately \$29 million in Fiscal 2020 and \$88.1 million in Fiscal 2021 in other adjustments, most significant of which is the latest two jail closures. The changes introduced in the Preliminary Plan and the November 2019 Plan are discussed below, and a complete list of budget actions is presented in appendix A on page 28.

## Fiscal 2021 Preliminary Budget Changes

- **No New Needs.** The Fiscal 2021 Preliminary Budget does not introduce any new needs.
- **PS Savings.** The Fiscal 2021 Preliminary Budget includes \$10 million in PS savings as a result of projected surpluses in Fiscal 2020 and Fiscal 2021.

## November 2019 Financial Plan Changes

- **Jail Closures.** Following continued population decline, the DOC announced its plan to close two jail facilities, the related savings from which were reflected in the November Plan. The first facility, Brooklyn House of Detention (BKDC), has not housed people in custody since mid-December, 2019 and is closed. DOC maintains a skeleton staff crew for maintenance and the operation of BKDC's 24/7 bail window, which remains open. The Eric M. Taylor (EMTC) Center on Rikers Island is planned to close in Spring 2020 and is still used as a jail facility. These facility closures will result in a reduction of 840 uniform positions and \$22 million in savings in Fiscal 2020, rising to \$69.8 million in the out years. According to the Department, these headcount reductions will be achieved solely through attrition.

## Financial Plan Summary

The table below delineates DOC's actual budgets for Fiscal 2018 and 2019, the Fiscal 2020 Adopted Budget, the Fiscal 2020 current budget and the Fiscal 2021 Preliminary Budget. Included is the difference between the Fiscal 2021 Preliminary Budget and the Fiscal 2020 Adopted Budget.

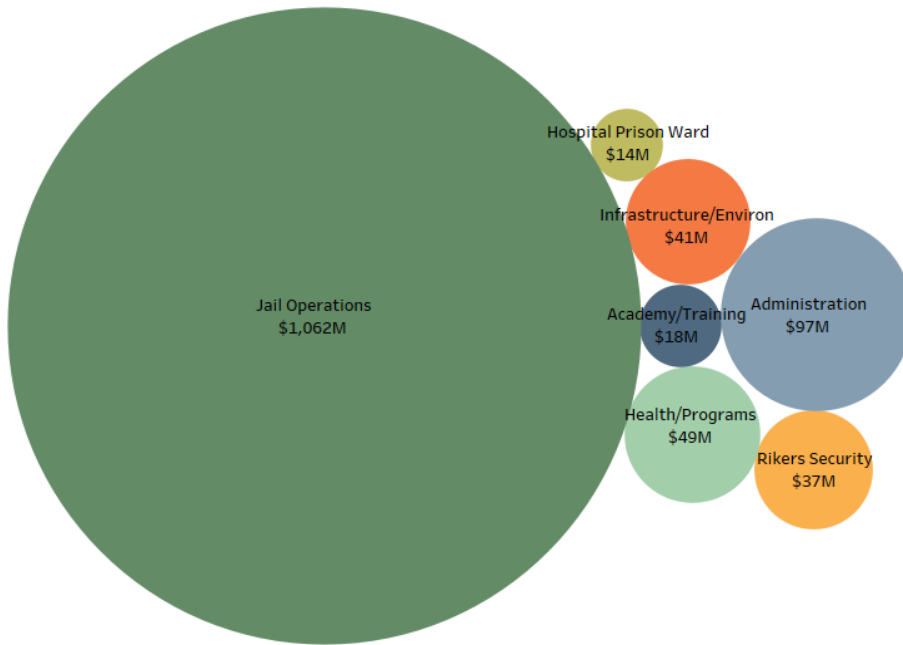
This Financial Summary shows the budget by program area, as defined by the Budget Function Analysis report prepared by the Office of Management and Budget (OMB), funding source, and the budgeted uniform and civilian headcount.

DOC Financial Summary						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
<b>Budget by Program Area</b>						
Jail Operations	\$1,045,224	\$1,025,515	\$1,102,932	\$1,062,589	\$1,062,428	(\$40,504)
Operations-Rikers Security & Ops	51,776	65,473	37,101	36,981	37,128	27
Operations-Infrastr. & Environ. Health	62,908	69,692	42,113	49,011	41,134	(979)
Health and Programs	58,028	52,711	49,201	50,785	48,753	(447)
Operations-Hospital Prison Ward	22,021	25,125	13,753	13,753	13,753	0
Administration-Academy and Training	60,917	33,807	17,763	17,114	17,772	8
Administration-Mgmt & Administration	99,334	102,213	96,568	100,204	97,395	827
<b>TOTAL</b>	<b>\$1,400,208</b>	<b>\$1,374,537</b>	<b>\$1,359,431</b>	<b>\$1,330,436</b>	<b>\$1,318,364</b>	<b>(\$41,068)</b>
<b>Funding</b>						
City Funds			\$1,349,113	\$1,318,699	\$1,308,083	(\$41,030)
Other Categorical			0	769	0	0
Capital- IFA			778	778	778	0
State			1,109	1,184	1,109	0
Federal - Other			8,323	8,323	8,286	(37)
Intra City			108	683	108	0
<b>TOTAL</b>	<b>\$1,400,208</b>	<b>\$1,374,537</b>	<b>1,359,431</b>	<b>\$1,330,436</b>	<b>\$1,318,364</b>	<b>(\$41,068)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	10,653	10,189	9,789	8,949	8,949	(840)
Full-Time Positions - Civilian	1,770	1,749	2,027	2,028	2,027	0
<b>TOTAL</b>	<b>12,423</b>	<b>11,938</b>	<b>11,816</b>	<b>10,977</b>	<b>10,976</b>	<b>(840)</b>

\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

The Department of Correction’s Fiscal 2021 Preliminary Budget totals \$1.32 billion, including City and non-City funding. This proposed budget is around \$41.1 million less than the Fiscal 2020 Adopted Budget of \$1.33 billion, a reduction of three percent. The Department of Correction is predominantly funded by City tax-levy (CTL) funds, which make up 99 percent of DOC’s 2021 Preliminary Budget.

**DOC Program Areas**



Funding for Jail Operations accounts for 81 percent of the Department’s total Fiscal 2021 Budget. Because Jail Operations does not have its own set of U/A pairs, it gives the Department flexibility to shift funding throughout the year between programs, which reduces the transparency of budgets. Each program area should have its own set of U/A pairs so that the budget reflects the DOC’s programmatic structure. Full-time salary and overtime for uniform staff constitutes 79 percent of the Jail Operations budget. 81 percent of DOC staff, uniform and civilian, are under the Jail Operations program area.

Almost all of the year-over-year reduction in DOC’s budget is in the Jail Operations area. This drop is less than the savings associated with the jail closures, which totals \$69.8 million in Fiscal 2021.

Budgeted uniform headcount for Fiscal 2021 decreased by 840 position to 8,949. Civilian headcount has remained unchanged since the Fiscal 2020 Adopted Budget at 2,027. The decrease in uniform headcount is attributed to facility closures and reduced uniform staffing needs.

Of DOC’s OTPS budget, \$68.2 million, or 43 percent, is for contracts. Contract spending accounts for 5.2 percent of DOC’s total budget. Contracts for contractual services – general account for 58 percent of DOC’s total contract budget for Fiscal 2021. This includes contracts for programs such as I-CAN (Individualized Correction Achievement Network) and discharge planning and reentry services.

**Miscellaneous Revenue**

The Department of Correction collects revenue from jail commissary operations, vending machines and disciplinary penalties. Commissary funds are generated by the sale of commissary goods and the State allows DOC to receive a modest return above the costs of commissary goods. This 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 2.

The DOC saw significant revenue decreases from Fiscal 2019, due to the enactment of Local Law 144 of 2018, which eliminated the fees that individuals in custody had to pay when using telephone services. As a result, the City is no longer authorized to receive or retain any revenue for providing telephone services, with the full fiscal impact in Fiscal 2020. People incarcerated in City jails can use a telephone for a maximum of 21 minutes every three hours and calls are limited to 15, as of May 2019. The City now bears the cost of this foregone revenue, \$5 million dollars in Fiscal 2020. On the other hand, according to a report from the Comptroller, commissary receipts have risen in the past decade. In Fiscal 2018 the amount spent in DOC commissaries had grown seven percent from its Fiscal 2008 point. According to the Comptroller's report, people in City jails spent about two dollars per day in Fiscal 2008 and just under four dollars per day in Fiscal 2018.<sup>1</sup> Chart 7 displays the actual and estimated miscellaneous revenue for DOC. The projection for the coming year may be too high given the population drop.

<b>DOC Miscellaneous Revenue Budget Overview</b>						
<i>Dollars in Thousands</i>						
Revenue Sources	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Vending Machine	\$417	\$477	\$660	\$660	\$660	\$0
Inmate Fines	6	1,005	25	25	25	0
Minor Sales	29	29	8	8	8	0
Commissary Funds	12,875	12,908	13,000	13,000	13,000	0
<b>TOTAL</b>	<b>\$13,327</b>	<b>\$14,420</b>	<b>\$13,693</b>	<b>\$13,693</b>	<b>\$13,693</b>	<b>\$0</b>

*\*The difference of Fiscal 2020 Adopted compared to Fiscal 2021 Preliminary Budget.*

## Changing Population of New York City's Jails

### Current Population

In Fiscal 2019 the average daily population (ADP) in DOC custody was 7,938 and the Department had just under 40,000 admissions to their facilities during the fiscal year. In the first four months of Fiscal 2020, the ADP dipped to 7,166 a reduction of over 1,000 from the same period in Fiscal 2019. The vast majority, 79 percent, of people admitted to DOC's custody had one or more prior admission. Seventy one percent of people discharged from DOC custody in Fiscal 2019 stayed fewer than 60 days. Of that population, nearly a quarter were discharged within three days of their admission. Nearly half of the ADP in DOC facilities had a mental health diagnosis in Fiscal 2019. This rate has remained stable in the first period of Fiscal Year 2020. The vast majority of people in DOC custody are detainees.

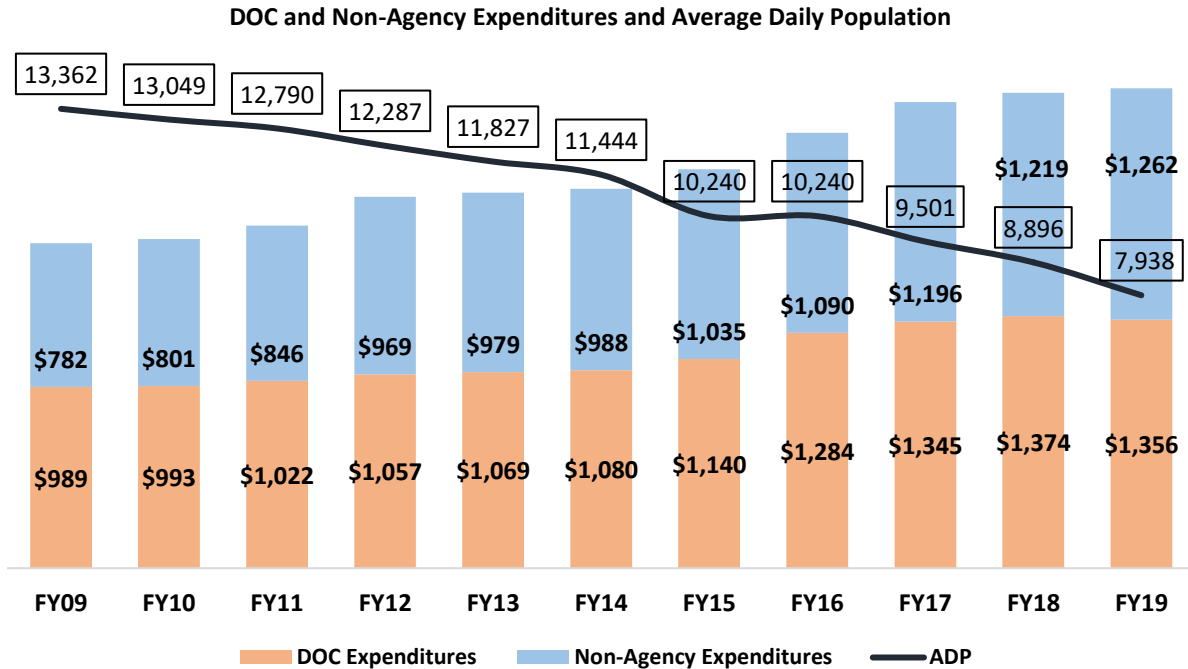
<b>Population in DOC Custody by Reason</b>			
Population	FY19	FY20, Q 1	FY20, Q2
Detainees	6,268	5,689	5,263
City Sentenced	907	737	689
Parole Violators	648	606	717
Newly Sentenced	89	116	118
Court Order	26	21	21
<b>TOTAL</b>	<b>7,938</b>	<b>7,169</b>	<b>6,808</b>

Source: Department of Correction

<sup>1</sup> "Fees, Fines and Fairness: How Monetary Charges Drive Inequity in New York City's Criminal Justice System," New York City Comptroller, September 2019.

### Costs of New York City’s Jails

ADP fell three times faster in the past five years than in the preceding 13 years. Changes in enforcement and overall decreases in crime rates have both played an important role in driving the population of City jails down to historic lows. Across the City, fewer crimes are being committed, police are making fewer arrests, and judges are sentencing fewer people to jail.<sup>2</sup> However, while the ADP has fallen 40 percent since Fiscal 2009, the costs of incarceration for both DOC and the City have risen 47 percent. The figure below illustrates how City spending, which includes direct DOC spending and related debt service and benefits costs, on DOC has risen substantially since Fiscal 2009 as ADP continues to fall.



*Dollars in Thousands*  
 Source: Message of the Mayor, NYC OMB, 2009-2020, MMR/PMMR 2009-2020.

The Department’s expenditures include salary and wages, and the agency’s OTPS spending. The ten-year history of spending growth and ADP decline raises concerns about DOC’s efficiency and effectiveness. This is particularly true in light of the Borough Based Jails plan (BBJ) which is predicated on an ADP of under 4,000. Unless the Administration begins to recognize more substantial savings associated with population declines and BBJ, the strategic decision to allocate savings for investments in new borough-based jails will be incredibly difficult to implement. A breakdown of the Department and the City’s costs per person in custody further illustrates the Department’s efficiency concerns.

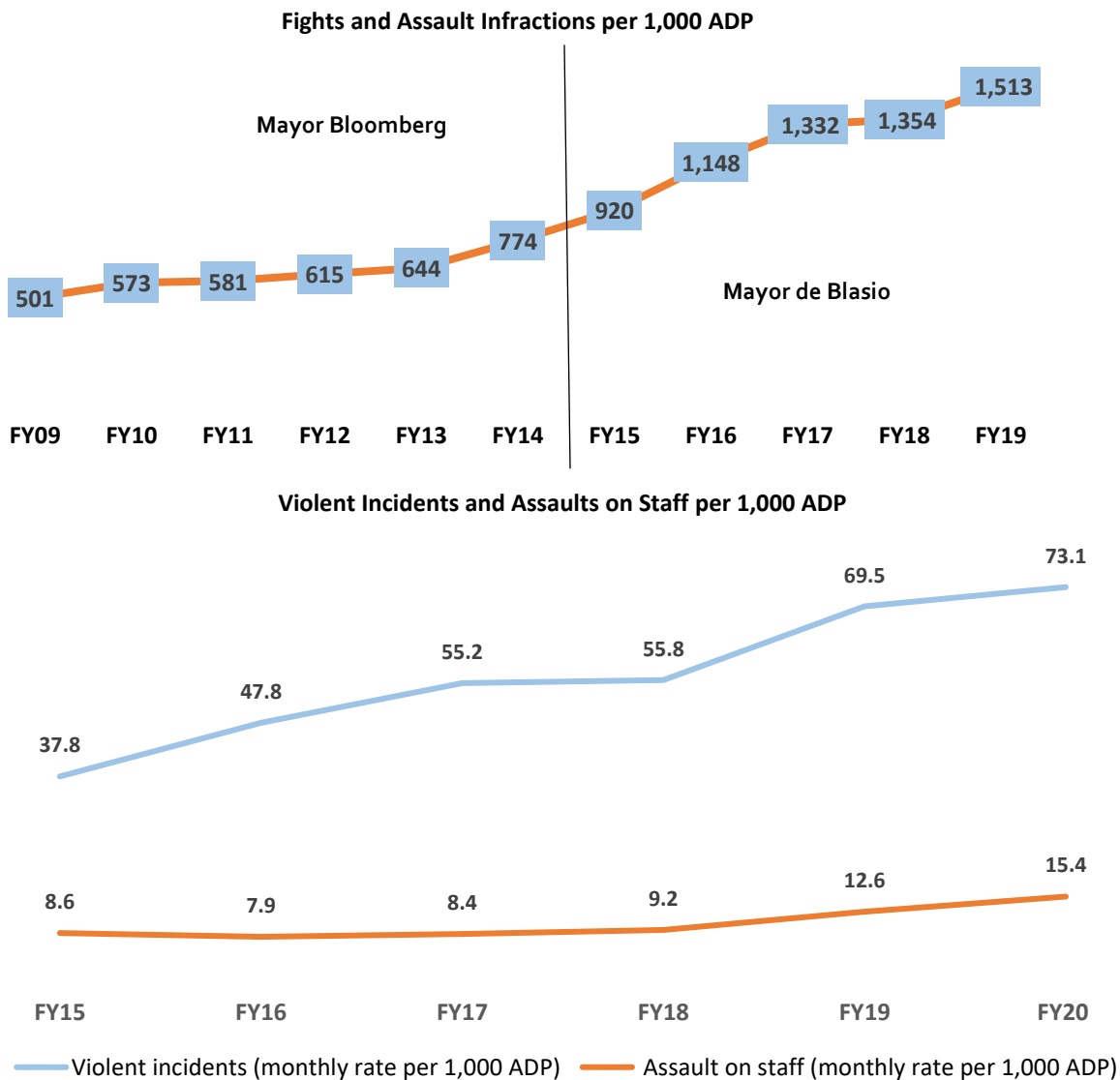
City costs for incarceration have risen in line with agency costs in the last decade. According to estimates prepared by Comptroller Stringer, who has included DOC on his watch-list for two consecutive years, the full average cost per detainee is up 85 percent since Fiscal 2014.<sup>3</sup> The full annual cost per person in Fiscal 2019 was \$337,524 up from just \$129,215 in Fiscal 2009, underlining the exorbitant rise in the cost of the City’s jail system in the face of declining population.

<sup>2</sup> “Breaking the Frame: Remaking the Criminal Justice in New York City,” Mayor’s Office of Criminal Justice, July 2019.

<sup>3</sup> <https://comptroller.nyc.gov/reports/nyc-department-of-correction/>

## Jail Violence

Although the Department has been utilizing more resources, driven mostly by increased spending for PS, rates of fights and assaults among people in custody and violence against staff have risen considerably since 2009. From Fiscal 2015 to Fiscal 2019, the rate of fights and assaults has grown by approximately 64 percent. Since Fiscal 2015, assaults on staff have nearly doubled. The substantial increase in violence has unfolded in the midst of a court appointed federal monitor to address violence in New York City Jails. In fact, the monitor’s eighth report, published in Fall 2019, underscores that the Department has not substantially addressed the rampant violence in its facilities.<sup>4</sup> The persistent challenges of jail violence were also illustrated during the Committee on Criminal Justice’s oversight hearing on February 3, 2020. While fights and infractions stayed relatively flat between Fiscal 2009 and Fiscal 2014, they ballooned since Fiscal 2014 and increased 95 percent. Moreover, since Fiscal 2009, the rates of fight and assault infractions have grown 200 percent.

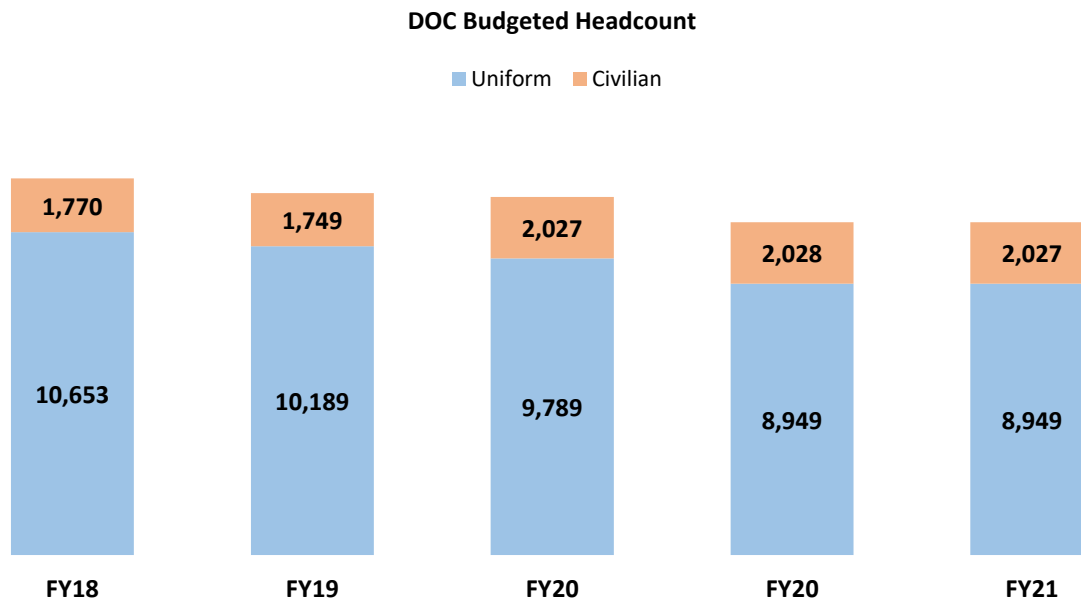


<sup>4</sup> [https://www1.nyc.gov/assets/doc/downloads/pdf/8th\\_Monitor\\_Report.pdf](https://www1.nyc.gov/assets/doc/downloads/pdf/8th_Monitor_Report.pdf)



## Department of Correction Workforce

This section will discuss the Department’s workforce, which drives the Department’s budget. Eighty eight percent of the Department’s budget is for DOC’s uniform and civilian workforce. The Fiscal 2021 Preliminary Budget supports a workforce of 10,976 positions, 840 positions fewer when compared to the Fiscal 2020 Adopted Budget. These workforce reductions stem from the closures of BKDC on Atlantic Avenue in Brooklyn and EMTC on Rikers Island. According to the Department, this reduction will not have any operational impact nor will current staff be terminated to achieve these reductions. Of the total 10,976 positions, 8,949 are uniform positions and 2,027 are civilian positions, with uniform positions comprising 82 percent of the total budgeted headcount for Fiscal 2021.



Of the total budgeted headcount in the Fiscal 2021 Preliminary Budget, staff for the Jail Operations program area accounts for 81 percent and Administration – Management & Administration accounts for around seven percent. Jail Operations contains the funding for the operations of the jails on Rikers Island and across the City, which is the Department’s core function.

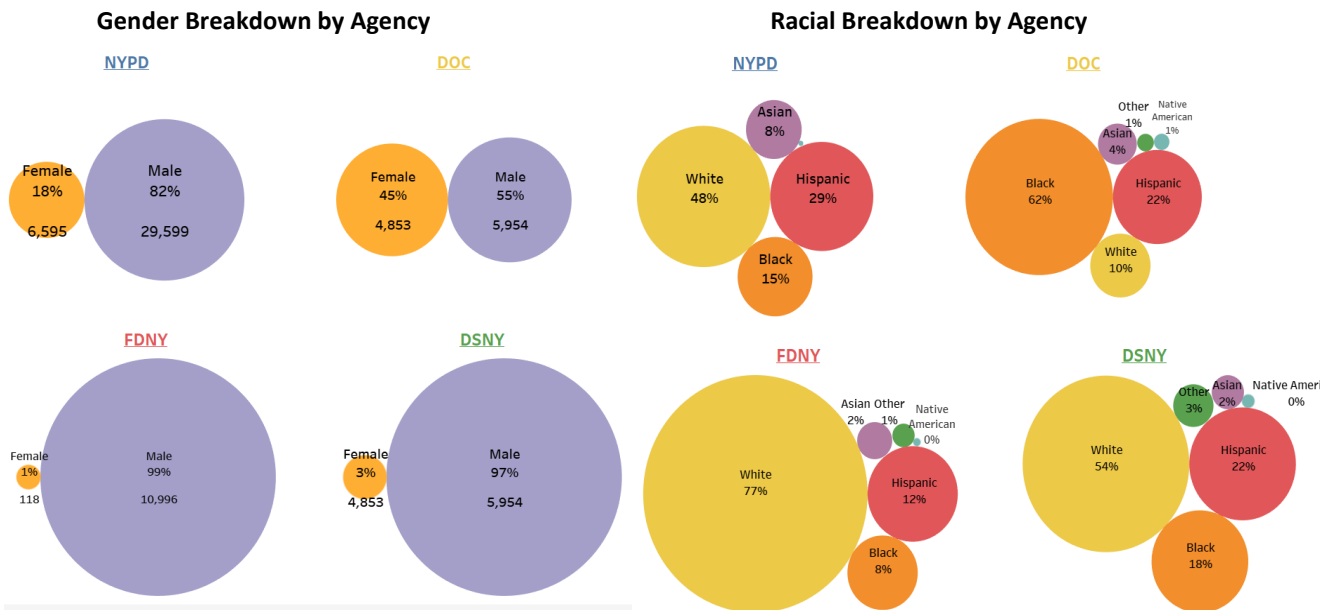
However, DOC has 287 civilian vacancies as of December, 2019. While the Department has improved in not assigning uniform staff to civilian positions, the nearly 15 percent vacancy rate still raises a concern regarding how DOC plans to fill administrative and non-security functions in order to support its overall operations.

### Class Size and Attrition

As a result of closing Rikers, the development of Borough Based Jails, and consistent decreases in ADP, the Department will not hold a class this fiscal year and no future classes are scheduled. As of November, 2019, the Department’s attrition rates were 11.6 percent and 17.7 percent for uniform and civilian staff respectively. The Department has described its attrition rate to be about 100 staff each month.

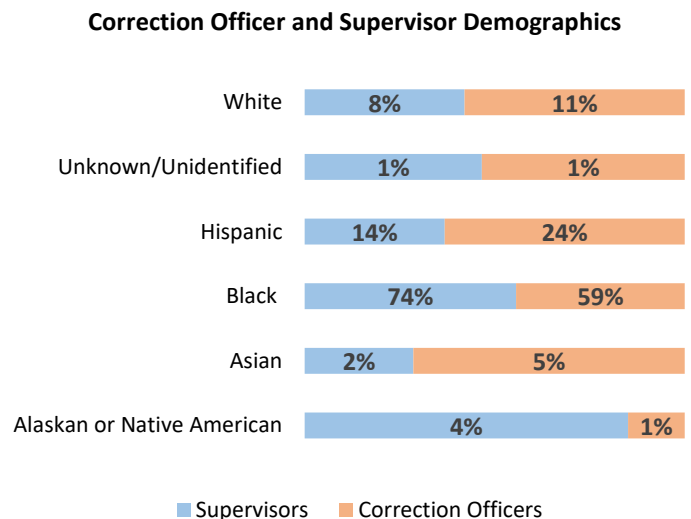
### Uniform Demographics

DOC, the Police Department (NYPD), Department of Sanitation (DSNY), and the Fire Department (FDNY) collectively make up the City’s uniformed agencies and account for \$10.8 billion, or 11.4 percent, of the City’s Fiscal 2021 Budget. Uniformed agency headcount includes over 100,000 positions, which accounts for approximately 31 percent of the City’s total workforce. Uniform headcount across these agencies is 65,224 positions, or 20 percent of the City’s total workforce. DOC staff account for 13 percent of the City’s uniformed workforce, and three percent of the City’s total workforce.



Pursuant to a term and condition set by the Council in the Fiscal 2020 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 October 2019. Among the City’s uniformed agencies, DOC stands out in terms of both gender and race. The Department’s uniformed workforce is nearly evenly split between women and men, with 45 and 55 percent respectively. The other uniformed agencies are far less balanced, as shown in the chart above.

With regard to race, the Department differs markedly from the City’s other uniformed agencies and an analysis of rank and file composition shows this clearly. The majority of Correction Officers (CO) are black and nearly a quarter are Hispanic. White COs constitute only 11 percent of all COs and eight percent of supervisory positions. At the higher ranks and supervisory positions DOC’s uniformed leadership is predominantly black and



Source: Department of Correction

female.<sup>5</sup> In short, the demographics that make DOC stand out in comparison to the other uniformed agencies can be found in both the front line staff and leadership.

**Uniform Workforce & Overtime**

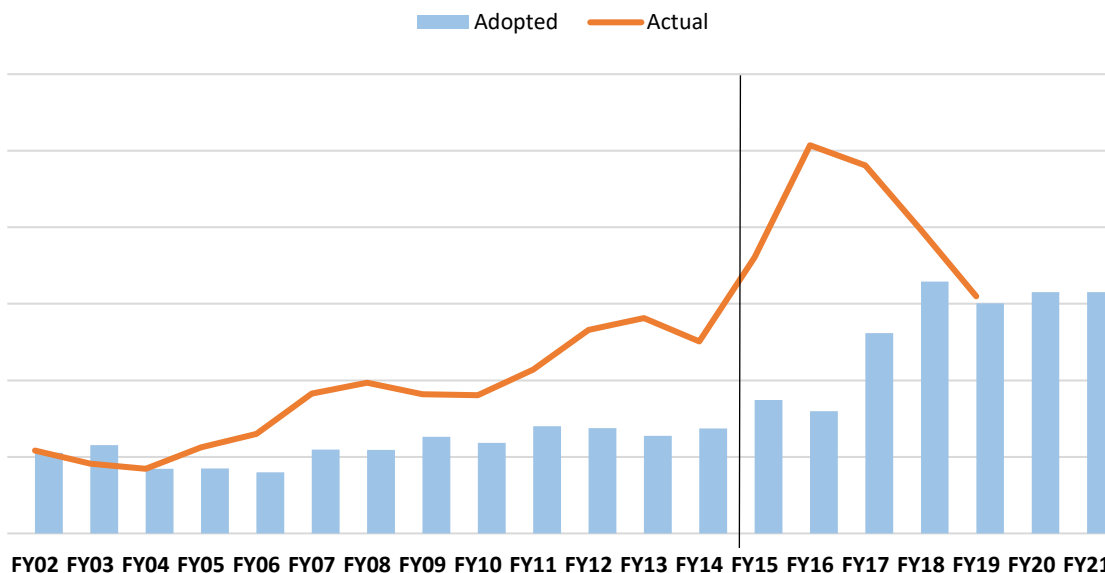
The table below provides DOC’s budgeted uniform staff by rank in Fiscal 2020. Of the total actual uniform staff, 90 percent are COs and the rest are in supervisory titles, which includes Captains, Assistant Deputy Wardens, Deputy Wardens, Deputy Wardens in Command, and Warden. This compares the Fiscal 2020 budgeted headcount to actual headcount as of January 2019. Notably, the Department is significantly over its budgeted headcount for uniform staff. The Fiscal 2021 Preliminary Plan supports 8,949 uniform positions. As of January, 2020 the actual headcount at the department was 9,714 or 765 positions over budget. This amounts to a negative vacancy rate of about eight and a half percent.

DOC Budgeted and Actual Headcount as of FY21 Preliminary Plan				
Uniform Staff	FY20 Budgeted HC	FY20 Actual	Difference	
Correction Officer	7,909	8,751	11%	
Captain	864	837	(3%)	
Assistant Deputy Warden	121	70	(42%)	
Deputy Warden	30	38	27%	
Deputy Warden in Command	6	4	(33%)	
Warden	19	14	(26%)	
<b>TOTAL</b>	<b>8,949</b>	<b>9,714</b>	<b>9%</b>	

Source: Department of Correction

In the past, DOC consistently under budgeted uniform overtime spending, and used excess straight time accruals to cover the shortage. In Fiscal 2018, the Department revised its baseline to cover actual overtime spending with its overtime budget and added \$52.1 million and \$28.7 million in Fiscal 2019 and in the outyears. This overtime control plan seems to have had an effect on overtime spending. In Fiscal 2018 the Department spent \$33 million over its budget for overtime and only \$4 million in Fiscal 2019. The Fiscal 2021 budget for overtime is \$157.6 million

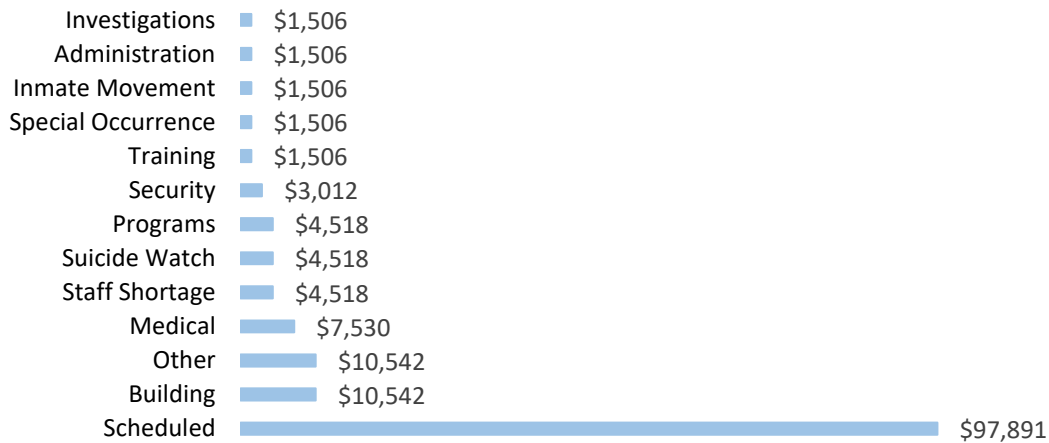
**Actual Uniform Overtime and Budgeted Uniform Overtime**



<sup>5</sup> <https://council.nyc.gov/budget/wp-content/uploads/sites/54/2019/11/Department-of-Correction-Uniform-Members-Demographic-Report.pdf>

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 predefined categories; and medical is for hospital runs, clinic, and outposts. The chart below provides uniform overtime reasons in detail by category.

Overtime by Reason



Dollars in Thousands

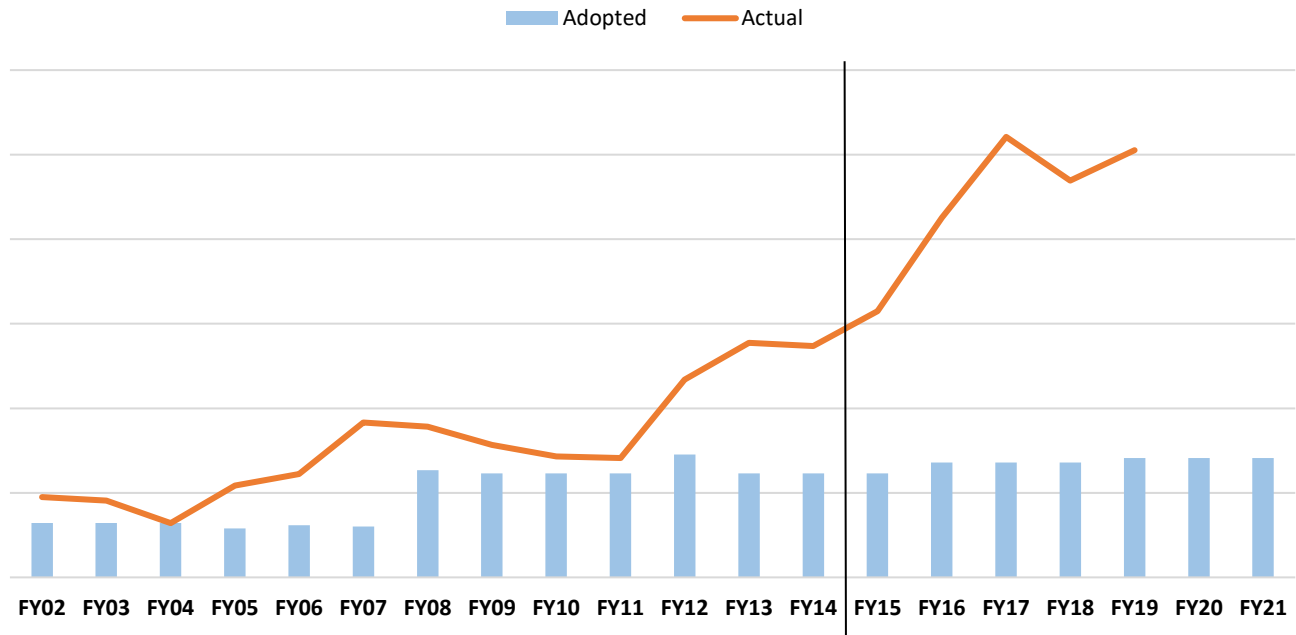
**Civilian Workforce & Overtime**

The Preliminary Plan includes a budgeted civilian headcount of 2,028. In reality, the Department has an active civilian headcount of 1,741 and 287 vacancies, a vacancy rate of nearly 15 percent. DOC sometimes assigns 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. The Department has persistently struggled to fill civilian positions, especially those that are located on Rikers Island. This Plan does not include a marked improvement in addressing these challenges, underscored by the civilian vacancy rate and a civilian attrition rate of 18 percent, about double that of uniform staff.

To allow the Council to monitor civilian staff, the Council included a term and condition on the DOC’s Fiscal 2020 Budget that required regular staffing reports. As of December 2019, 55 uniform staff were assigned to civilian jobs, representing less than one percent of the Department’s total uniform staff in Fiscal 2020. In Fiscal 2018, there were 53 uniform staff performing civilian duties during the first three quarters of the fiscal year. In Fiscal 2017, this number was 79 uniform staff performing civilian duties. The Department has seen a 43 percent decrease in uniform staff working civilian functions since Fiscal 2016.

Historically, the Department has had modest budgets for civilian overtime spending. In contrast, the Department’s actual spending has exceeded its budget for civilian overtime nearly every year since Fiscal 2002; although the Department was under budget by a modest \$230,000 in Fiscal 2004. Since Fiscal 2011, as the chart below illustrates, actual civilian overtime spending has skyrocketed. The Department went from spending 114 percent of its civilian overtime budget in Fiscal 2011 to spending 357 percent of its budget in Fiscal 2019.

**Actual Civilian Overtime and Budgeted Civilian Overtime**



## Investments Made to Support City and State Changes

### Borough Based Jails and Closing Rikers

In 2016, the City Council established The Independent Commission on NYC Criminal Justice and Incarceration Reform (the Commission) and appointed former New York State Chief Judge Jonathan Lippman to lead it. The Commission 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 New York City. The Commission also called for closing Rikers Island, building state-of-the-art jails borough-based jails (BBJ) located closer to the courts, investing in a new training academy, and reforms at multiple stages aimed at increasing equity for people involved in the criminal justice system. As a result, the Administration released: “Smaller, Safer, Fairer: A Roadmap to Closing Rikers Island” and announced a \$30 million investment in programs to safely reduce the size of the City’s jail population. The plan also included 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. The complete roadmap is available at <https://rikers.cityofnewyork.us/>.

Along with the roadmap, the City launched a Justice Implementation Taskforce, chaired by Elizabeth Glazer, Director of MOCJ, and Zachary Carter, Corporation Counsel of the City of New York. The taskforce included three working groups that focused on safely reducing the jail population; improving culture for both staff and incarcerated individuals; and designing and siting safe, modern and humane jails.

The Administration’s original projected Average Daily Population (ADP) for the entire jail system was 5,000 inmates, with a total bed count of 6,000. However, throughout the summer and early fall of 2019, these projections were revised, in part because of the aforementioned State bail reform laws, to reflect a lower ADP of 3,300 inmates with a total bed count of 3,545. The Council passed the Administration’s uniform land use review procedure (ULURP) application to on October 17, 2019,

which moves the BBJ plan forward. In accordance to the ULURP and other commitments by the Administration, the goal is to achieve the ADP of 3,300 and complete construction of all new facilities by 2026.

After construction is complete, Rikers Island and the Vernon C. Bain Correctional Center, the Barge, will be closed. DOC will work in conjunction with DDC and MOCJ to ensure the project is completed. 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. In November 2019, DDC announced the project will be broken into seven contracting opportunities, one for each of the four jail facilities, along with separate contracts to demolish existing structures at Brooklyn and Queens, and another for constructing the Queens parking garage. Requests for Qualifications (RFQs) and Requests for Proposals (RFPs) were issued throughout calendar years 2019 and 2020, along with the first half of 2021. The first RFQs were released on November 18 for demolishing the current Brooklyn Detention Center and the Queens Garage project. In early February, the RFQs for all four facilities were released and the shortlisting process, led by DDC, is currently underway.

**Points of Agreement**

As a part of the ULURP process, the Council and the Administration negotiated a Points of Agreement (POA) that includes a total investment of \$391 million, \$254 million in citywide investments and \$137 million in Council District level investments, to be completed by Fiscal 2023. The Citywide investments focus on four key areas outlined below.



**PREVENT  
INCARCERATION**



**HOUSING**



**MENTAL HEALTH**



**VIOLENCE  
REDUCTION**

<b>POA Item: Prevent Incarceration</b>	<b>Sub-total: 136.8 M</b>
Supervised Release Expansion	\$66 M
ATI Expansion	30.6 M
Re-Entry and Discharge Planning Improvements	34 M
Expand Correctional Health Services	6.2 M
<b>POA Item: Access to Housing</b>	<b>Sub-total: \$49.8 M</b>
500 Justice Involved Supportive Housing (JISH) Beds	\$11.2 M
Expand NYCHA Family Re-Entry Programs	\$1.4 M
DOHMH Scattered and Supportive Housing Units Rate Increase	\$6 M
New Shelter for People Re-Entering from State Prison	\$6.2 M
Screen Individuals in Custody for Housing Eligibility	\$0
Baseline and Phase-in 500 Supportive Transitional Beds	\$25 M
<b>POA Item: Mental Health Services</b>	<b>Sub-total: \$49.9 M</b>
Open Two Diversion Centers	\$9.5 M
Additional HEAT Teams	\$1.5 M
Reduce 911 High Utilization w/ Two HEAT Teams	\$1.4 M
Six New Mobile Crisis Teams	\$11.4 M
Four New Co-Response Teams	\$1.4 M
Neighborhood Support Networks	\$4.4 M
Double the Number of PACE (Program to Accelerate Clinical Effectiveness) Units by the end of 2020	\$12.8 M
40% of Beds in New Jails will be Therapeutic Beds	\$0
Four Additional Intensive Mobile Treatment (IMT) Teams	\$4.4 M

POA Item: Violence Reduction	Sub-total \$18.75 M
Columbia Justice Lab KCDA Planning Grant	\$250 K
Crisis Management System Expansion	\$2.7 M
Restorative Justice in Schools	\$14 M
Open a Community Justice Center in Far Rockaway	\$1.8 M
<b>TOTAL:</b>	<b>\$254 M</b>

**POA Items Recognized in the November 2019 Plan and Preliminary Plan.**

- **Supervised Release.** The November 2019 Plan included baseline funding for Supervised Release including \$16.6 million in Fiscal 2020 and \$54 million in the outyears in City funding, as well as \$50,000 from State Forfeiture Funding from the Manhattan District Attorney in Fiscal 2021 and 2022. See below for a more detailed description of this program.
- **Community Justice Center in Far Rockaway, \$1.8 million.** The Preliminary Plan includes \$1.8 million beginning in Fiscal 2021 through Fiscal 2023 to support Center for Court Innovation’s (CCI) operation of a community justice center in the Far Rockaways. Programming will be focused on providing law enforcement alternatives to arrest and incarceration, as well as reducing recidivism post-incarceration. CCI has submitted a work plan to MOCJ and the contract is expected to be registered by April 2020.
- **Crisis Management System.** The November 2019 Plan included \$1.7 million in Fiscal 2020 and \$2.7 million in the outyears to support four catchment areas, and the addition of one new catchment area. See below for a more detailed description of this program.
- **Co-Response Teams.** The November 2019 Plan included \$1.7 million in Fiscal 2020 and baselined \$3.3 million in the outyears for a headcount increase of 29 uniform positions and a one-time addition of \$500,000 for ten new vehicles. Co-response teams are a collaboration between the NYPD and DOHMH; teams have two uniform officers and one mental health clinician from DOHMH that make contact with emotionally distressed people. Co-response teams provide citywide coverage, responding 16 hours per day seven days per week.
- **Discharge Planning and Re-Entry Services RFP.** The November 2019 Plan transferred funding from DOC and baselined \$10.5 million to support MOCJ’s management of a new re-entry planning services RFP. See below for a more detailed description of this program.
- **Crisis Prevention and Response.** The November 2019 Plan included \$8 million in Fiscal 2020 and baselined approximately \$13 million in the outyears for Crisis Prevention and Response managed by DOHMH. This includes funding for additional HEAT teams to address frequent 911 callers, additional Health Engagement and Assessment (HEAT) teams and co-responds teams to assist individuals in the 25<sup>th</sup> and 47<sup>th</sup> precinct, increase the number of mobile crisis teams in order to improve response times, and to create a network of local organizations to provide community based mental health assistance to individuals post- psychiatric hospitalization. The November 2019 Plan also included \$114,000 in Fiscal 2020 and baselined \$222,594 in the outyears for FDNY HEAT teams.



### Council Initiatives

The Fiscal 2020 Budget includes \$250,000 for Discharge Planning and Reentry Services funded by the Council and contracted through DOC. This funding expands Individualized Corrections Achievement Network (I-CAN) programming that supports individuals after their release from jails as they reenter their communities. The Council also provides \$250,000 for the Bard Prison Initiative which supports programming that gives individuals a comprehensive reentry plan before release into the community.

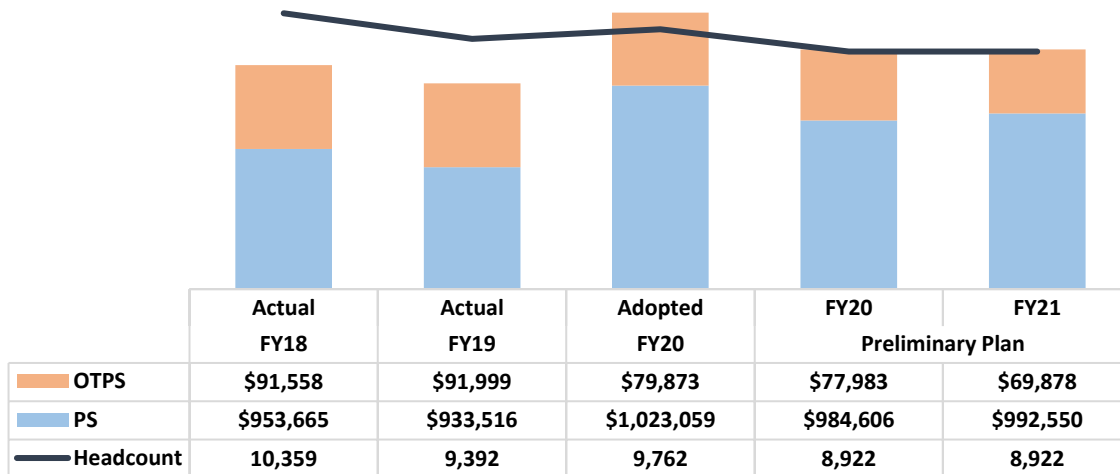
### Program Areas

DOC’s functions are broken down into seven program areas as illustrated in the Financial Plan Summary chart on page three. These program areas are funded with a combination of CTL funds and other resources. The budget of each is discussed in the sections that follow.

### Jail Operations

Jail Operations includes funding for the operations of the jails on Rikers Island and jail facilities across the City, custody of individuals at the various court pens, and transportation between DOC facilities and court. Approximately 81 percent of the Department’s total budget is budgeted in this program area.

**Jail Operations Budget Summary  
FY18-FY21**



*Dollars in Thousands*

At the time of adoption in Fiscal 2020, the projected Fiscal 2021 budget for Jail Operations was greater than it is in this Plan. The Department’s Fiscal 2021 Preliminary Budget for Jail Operations decreases by \$40.5 million, nearly four percent, when compared to the Fiscal 2020 Adopted Budget, for a total of \$1.1 billion in Fiscal 2021. The PS budget decreases by \$30.5 million, a reduction of three percent. This decrease is largely attributed to savings from the closures of BKDC and EMTC. The budgeted headcount for this program area decreases by 840, all of which are uniform positions.

This is predominantly due to decreases in uniform full-time salary. PS savings of \$34.5 million, the two jail closures, and vacancy reductions all contribute to these reductions. Although this Plan recognizes a reduction in Jail Operation’s Fiscal 2020 Budget, the Preliminary Plan does not include further

substantial savings. For example, while Jail Operation's Fiscal 2020 Budget shrank by \$40.3 million compared to the Adopted 2020 Budget, the Preliminary Plan shows that Jail Operations decreases marginally by only \$200,000 to \$40.5 million compared to the Adopted Budget.

### Financial Plan Actions

- **Closures of Brooklyn House of Detention and Eric M. Taylor Center.** The November 2019 Plan reflected savings of \$22 million in Fiscal 2020 and \$69.8 million in Fiscal 2021 and the outyears for the closures of two jail facilities. There are 840 positions attached to these savings including two Wardens, five Deputy Wardens, 10 Assistant Deputy Wardens, about 100 Captains, around 740 COs.
- **Discharge Planning.** The November 2019 Plan includes technical adjustment that transferred \$10.5 million from DOC to the Mayor's Office of Criminal Justice (MOCJ) for a new Request for Proposal (RFP) for discharge planning in Fiscal 2021. MOCJ and DOC issued two new RFPs for reentry and discharge planning in order to better establish a continuum of care for enrollees in-custody and upon release. DOC's RFP will focus on in-custody programming and expand to specific populations and vulnerable communities. MOCJ's RFP will focus on reentry and post-release programming. The current discharge planning contract ends on June 30, 2020. Both RFPs will have a contract period of July 1, 2020 and June 30, 2023 with a renewal option for three years. The anticipated cost is \$44.4 million in total.
- **Savings.** The Preliminary Plan reflects several savings initiatives in the Jail Operations program area. The Plan includes \$10 million in PS savings in Fiscal 2020 and Fiscal 2021 in operations from projected surpluses that OMB directed the Department to include in these two years. The Preliminary Plan also includes \$405,000 attached to the Facility Maintenance and Repair Division (FMRD). The FMRD combines uniform, civilian, and inmate manpower for building maintenance, powerhouse operation, the Rikers Island cogeneration plant, and building systems. FMRD also operates and maintains the City Cemetery on Hart Island.

### PMMR Performance Measures

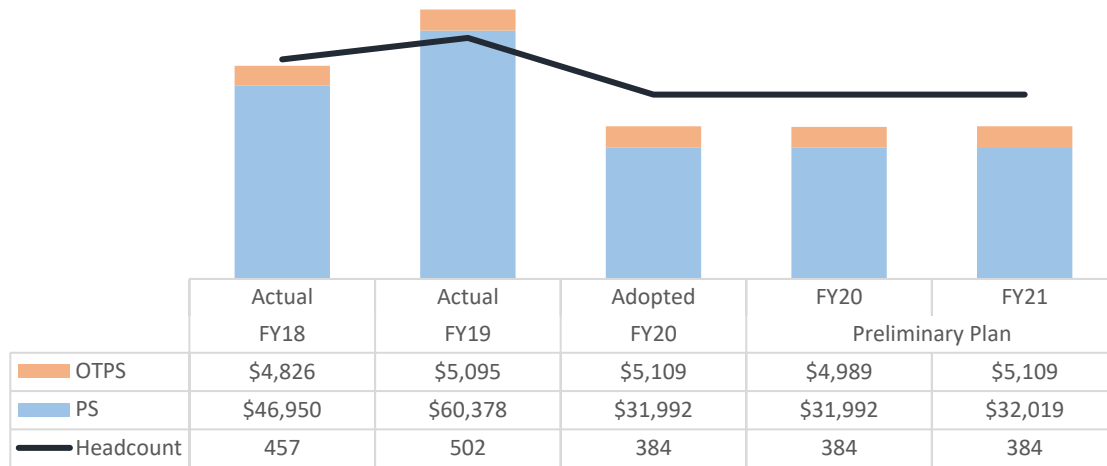
One of DOC's service areas is to provide safe and secure transportation between DOC facilities and courts across the City. The Department's on-time delivery to courts has remained consistently high since Fiscal 2017, when on-time rates improved markedly from 84 percent in Fiscal 2016 to 98.4 percent in Fiscal 2017. The Department has exceeded its 95 percent target since then.

### 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; Tactical Search Operations to assist in maintaining order and retrieving contraband; and

the Rapid Response Team, for heightened security alerts on Rikers Island such as escape attempts or potential riot situations. This program area also contains the Gang Intelligence Unit.

**Operations - Rikers Security and Operations Budget Summary**



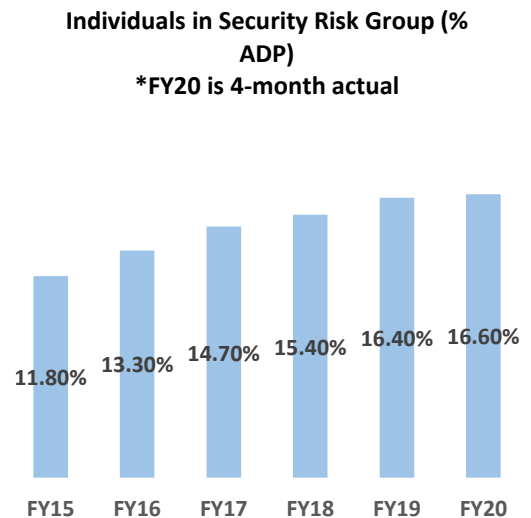
*Dollars in Thousands*

The Department’s Fiscal 2021 Preliminary Budget for Operations – Rikers Security and Operations increases slightly by \$27,000 since the Fiscal 2020 Adopted Budget, for a total of \$37.1 million. This program area’s budget is unchanged from the projection for Fiscal 2021 made at Adoption. Of the \$37.1 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 remains unchanged at 384 positions since the Adopted Budget. Additionally, the Fiscal 2020 budget decreases by \$120,000 when compared to the Fiscal 2020 Adopted Budget due to a budget realignment. Although this program area remained relatively stable this fiscal year, Rikers Security has seen investments in previous years. The Department baselined 45 uniformed positions and \$3.6 million in the Fiscal 2019 Executive Budget for the Emergency Service Unit.

**PMMR Performance Measures**

In the Fiscal 2020 PMMR, DOC identifies its first service as to provision of a safe and secure environment for individuals in custody, staff, and host communities. Two goals associated with this service are ensuring safety and security of individuals in DOC custody and ensuring that use of force is authorized and appropriate. The following indicators show the Department’s performance in meeting these goals.

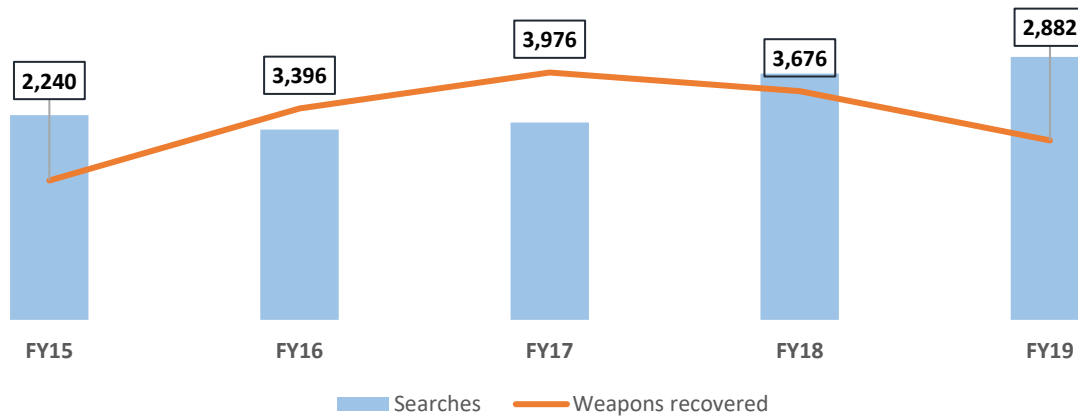
The percentage of the population in Security Risk Group (SRG) has been steadily increasing over the past few years. In Fiscal 2011, 11.8 percent of the ADP was in SRG and in Fiscal 2019 that number had risen the 16.4 percent. The chart below shows the previous increases and a slight uptick in the first four months of Fiscal 2020.



According to the Department, the 64 percent of the people in SRG are involved in jail incidents, including violence. The PMMR should report the number of individuals in SRG rather than the percent of the population in SRG. Given the significant overall population decline, the rise in the SRG percentage might not indicate an increase in the actual number of people in the SRG. The actual number has more bearing on the level of resource allocated to the Operations program area.

According to the PMMR, the Department executed 108,453 searches in the first four months of Fiscal 2020, a one percent increase from the same period last fiscal year. Finding weapons and contraband is a priority and the Department has utilized body scanner technology to enhance the effectiveness of its searches. As a result, DOC recovered 980 weapons. The amount of contraband recovered as a result of these searches, however, has been declining. The Department suggests that the reduction in contraband stems from declining populations and the deterrent effect of body scanners. The chart below shows the number of searches and the contraband recovered in recent years. The PMMR should disaggregate search data among inmates, visitors and staff.

**Searches of Contraband & Weapons recovered**  
 \*FY20 is 4-month actual

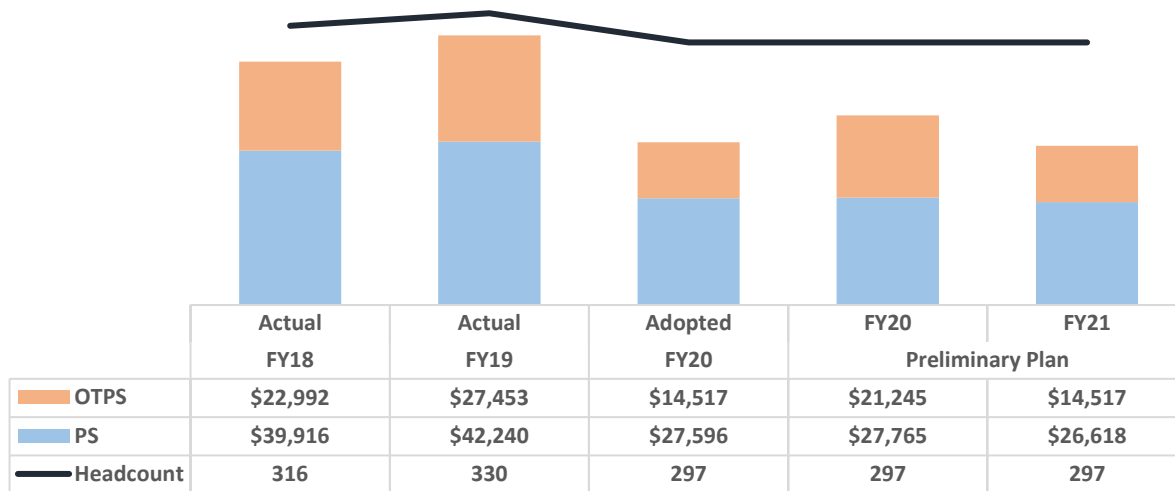


### Operations – Infrastructure and Environmental Health

Funds budgeted in this program support the work of maintaining the infrastructure on Rikers Island. This includes building system improvements, facilities reconstruction, repairs, and daily maintenance. Rikers Island has had well documented environmental concerns that fall under the Department’s purview. Rikers Island and its facilities have been prone to flooding and maintaining appropriate temperatures inside facilities has been a persistent problem. The island is mostly decomposing landfill that shifts, posing unique challenges for facility maintenance. Moreover, there are considerable concerns with maintaining an adequate sewage system beneath the facility.<sup>6</sup>

**Operations - Infrastructure and Environmental Health Budget Summary**

*Dollars in Thousands*



The Department’s Fiscal 2021 Preliminary Budget for Operations – Infrastructure and Environmental Health decreases by \$979,000 when compared to the Fiscal 2020 Adopted Budget to \$41.1 million. This Plan increases the Fiscal 2021 Budget by around \$200,000 when compared to the projection made at adoption. The PS budget shows a modest decrease of \$979,000, the OTPS budget remains unchanged at \$14.5 million. The budgeted headcount remains unchanged at 297 positions since the Adopted Budget. Although this Program Area decreases when compared to the Adopted Budget, this Plan includes an increase of \$6.9 million in Fiscal 2020 with additional outlays for contractual services.

#### Financial Plan Actions

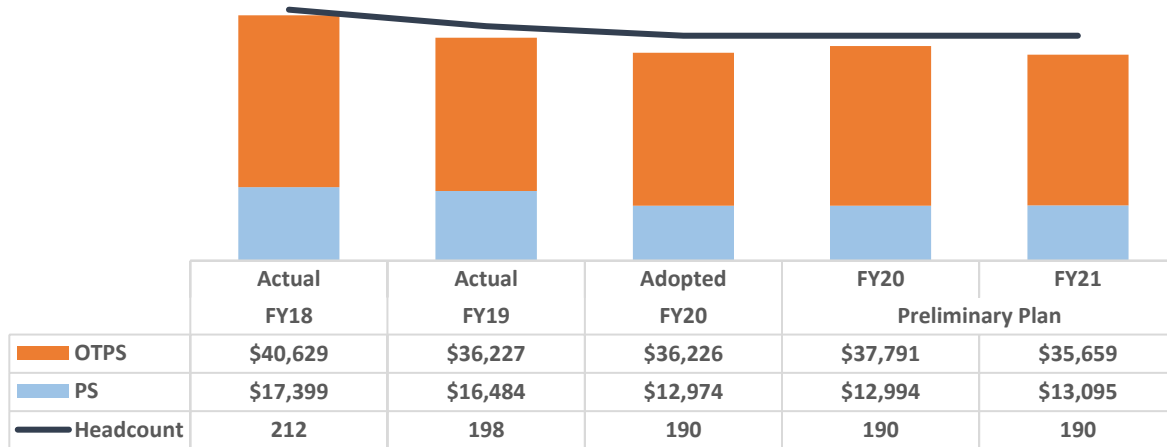
- Facility Maintenance and Repair Division.** The Preliminary Plan includes \$405,000 attached to the Facility Maintenance and Repair Division (FMRD) that was moved from the Jail Operations program area. Additionally, the November Plan shows an increase of \$300,000 for FMRD. The FMRD combines uniform, civilian, and inmate workers for building maintenance, powerhouse operation, the Rikers Island cogeneration plant, and facility systems. FMRD also operates and maintains the City Cemetery on Hart Island.
- Energy Demand Response Rollover.** The November Plan included \$768,994 associated with the Department’s generation of electricity on Rikers Island and its Demand Response Program that better matches the Department’s demand for electricity with its generated supply.

<sup>6</sup> Raven Rakia, “A Sinking Jail: The Environmental Disaster That Is Rikers Island,” The Grist, March 15, 2016.

## 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 individuals in custody healthy, as well as reduce recidivism.

**Health and Programs Budget Summary**



*Dollars in Thousands*

The Department’s Fiscal 2021 Preliminary Budget for Health and Programs decreases by \$447,000, less than one percent, from the Fiscal 2020 Adopted Budget. At adoption the Health and Programs budget was projected to be \$48.7 million in Fiscal 2021. This budget increases that projection marginally by \$30,000. In comparison, the Fiscal 2020 budget has increased by \$1.5 million since the Adopted Budget and includes nearly \$10 million for equipment and contracts. However, these increases are offset by more than \$9 million in various savings. The headcount remains unchanged at 190.

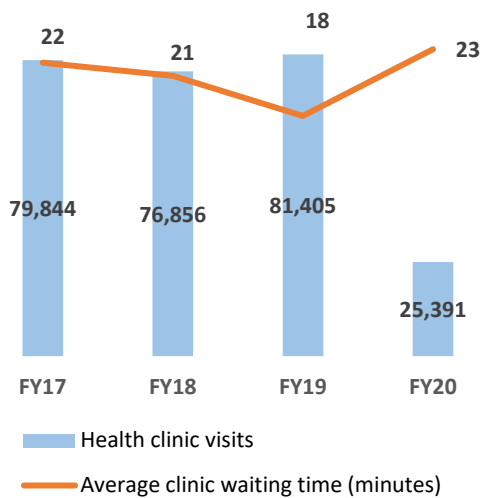
### Financial Plan Actions

- Legal Services for Young Adults.** The Preliminary Plan reflects \$75,000 for a City Council initiative to provide legal services for young adults in Rikers and the City’s secure detention facilities for juveniles, Crossroads and Horizon.

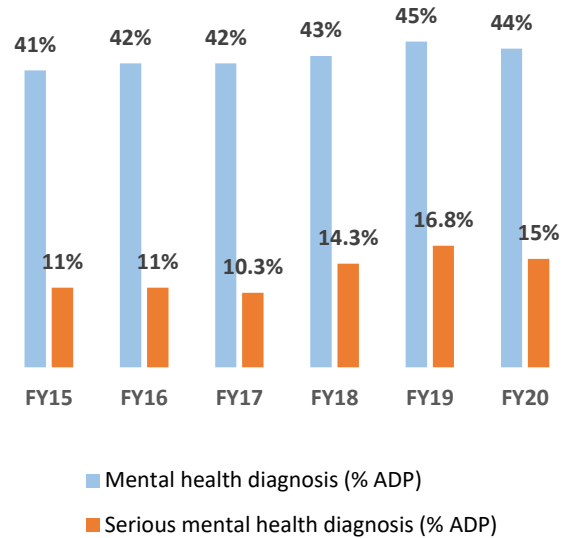
### PMMR Performance Measures

DOC’s service goals for Health and Programs are to provide individuals in custody with timely access to health services; prepare as many individuals 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 participation in mandated and other programs, services, and activities.

**Health Clinic Visits & Average Clinic Waiting Time**  
 \*FY20 is 4-month actual



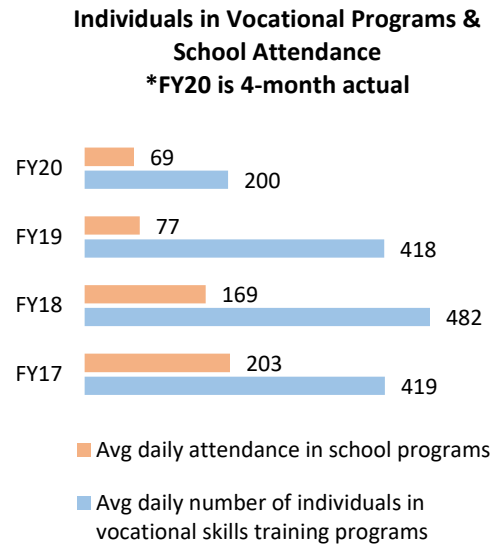
**Individuals with Mental Health Diagnosis and Serious Mental Health Diagnosis**  
 \*FY20 is 4-month actual



The percentage of individuals in custody with mental health diagnoses remained relatively flat between Fiscal 2015, 41 percent, and the first four months of Fiscal 2020, 44 percent. The percent of individuals with serious mental health diagnoses has fluctuated in previous years. In Fiscal 2015, just 11 percent of the ADP were diagnosed with serious mental health issues. In Fiscal 2019 that number had risen to 16.8 percent. In the first period of Fiscal 2020 it decreased again slightly and 15 percent of the ADP had this diagnosis. The overall trend shows that the proportion of the population with serious mental health diagnoses has increased since Fiscal 2015. A report of the actual number of people with mental illness or serious mental illness would provide a better measure of the population in DOC custody and the appropriateness of the funding level allocated for their care.

The number of health clinic visits has been relatively stable and increased slightly from 76,856 in Fiscal 2018 to 81,405 in Fiscal 2019. In the first four months of Fiscal 2020, there have been 25,391 visits to health clinics across the Department, 2,000 fewer than the same period of Fiscal 2019. Wait times increased for clinic visits from 18 minutes in Fiscal 2019 to 23 minutes in the first period of Fiscal 2020. DOC introduced a new policy for serious injuries and instituted a data sharing protocol with Correctional Health Services (CHS). There are nine categories of serious injuries that were established and coordinated with CHS and the Department updated record keeping for incidents that result in injuries. The Department has repeatedly asserted that better reporting protocols and methods will drive up indicators with regard to jail violence. As a result, the PMMR states that DOC will implement a case management approach to programming that revolves around individual planning.

The Department’s budget supports developing vocational and educational opportunities, behavioral interventions and reentry services to improve long-term outcomes for individuals in custody. DOC, with Fortune Society and Osborne Association, have expanded the Individual Correction Achievement Network (I-CAN) program. I-CAN plays a major role in the Department’s program array and provides comprehensive reentry services including job readiness, hard-skills training, and post-release employment assistance. The number of I-CAN enrollments rose three percent in the first four months of Fiscal 2020 from the same period in Fiscal 2019. Enrollments in I-CAN dropped significantly, 35 percent, which the Department attributes to population decreases. Despite the drop in enrollment, the Department has increased the number of I-CAN workshops by 14 percent in the first period of Fiscal 2020 compared to the same period in Fiscal 2019. However, only 20 percent of individuals in DOC custody participate in skill-building activities and discharge planning which is double the Department’s stated target of 10 percent participation.

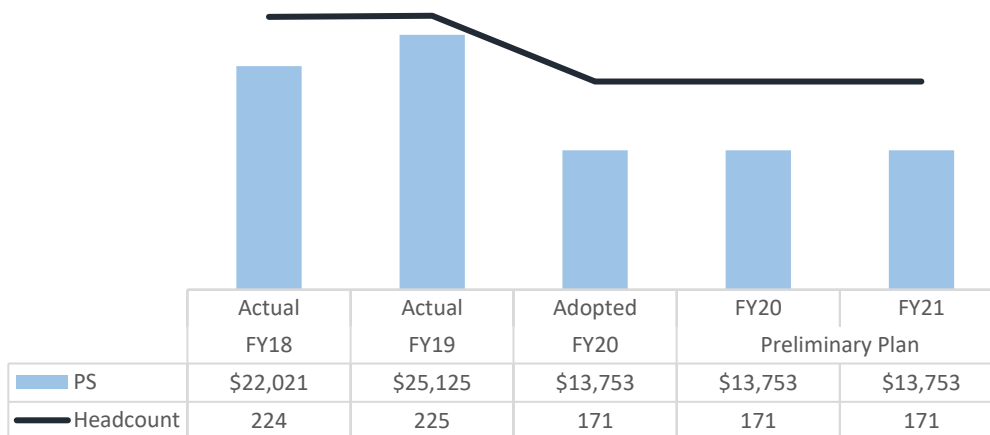


As the chart on the right shows, the average daily number of individuals in vocational trainings has remained relatively consistent since Fiscal 2017 before declining by 35 percent in the first four months of Fiscal 2020 when compared to Fiscal 2019. The Department asserts that this reduction is due to the overall population declines. Similarly, the average attendance in school programs has decreased steadily since Fiscal 2017. The Department shows a 24 percent drop in attendance, which is driven by the departure of adolescents from DOC’s custody.

**Operations – Hospital Prison Ward**

The Department maintains secure facilities in two Health and Hospitals (H+H) hospitals, including the Elmhurst Hospital Prison Ward for females in custody requiring acute psychiatric care, and the Bellevue Hospital Prison Ward for males in custody requiring psychiatric or medical care. The sum of the funding in this program area is in PS spending and supports uniform personnel.

**Operations - Hospital Prison Ward Budget Summary**



Dollars in Thousands

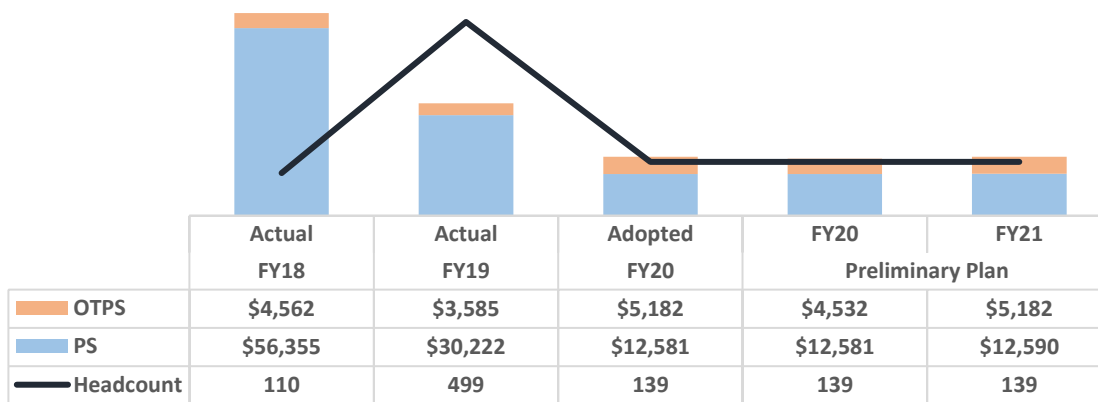


The Department’s Fiscal 2021 Preliminary Budget for Operations – Hospital Prison Ward remains unchanged at \$13.8 million since the Fiscal 2020 Adopted Budget. This budget does not alter the Fiscal 2021 projection from adoption. This program area is funded solely with CTL. The budgeted headcount also remains unchanged at 171 (170 uniform; one civilian) since the Fiscal 2020 Adopted Budget. The PMMR does not provide any information related to the hospital prison wards. Data related to admissions, length of stay, and average daily population would permit a general assessment of the cost of the program.

**Administration – Academy and Training**

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

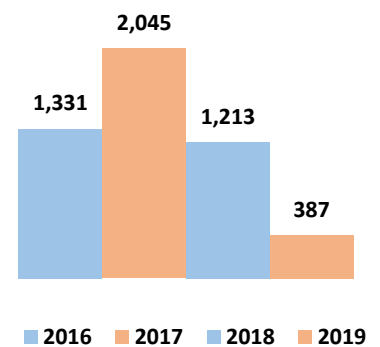
**Administration - Academy and Training Budget Summary**



*Dollars in Thousands*

The Department’s Fiscal 2021 Preliminary Budget for Administration – Academy and Training remains unchanged. This budget does not significantly alter the Fiscal 2021 projection from adoption. The budgeted headcount remains unchanged at 139 since the Adopted Budget. Budgeted uniform headcount is significantly less when compared to actual headcount of Fiscal 2019 because in that year the Department held three large classes with 2,860 graduates. What’s more, between May 2016 and July 2019 the Department graduated 4,976 COs or 55 percent of its budgeted uniform headcount as of this Plan. However, this Program Area’s budget now reflects that the Department’s last class graduated in the summer of 2019 and there has not been another one scheduled. The chart below shows the number of CO graduates by calendar year.

**Graduation Headcount by Calendar Year**

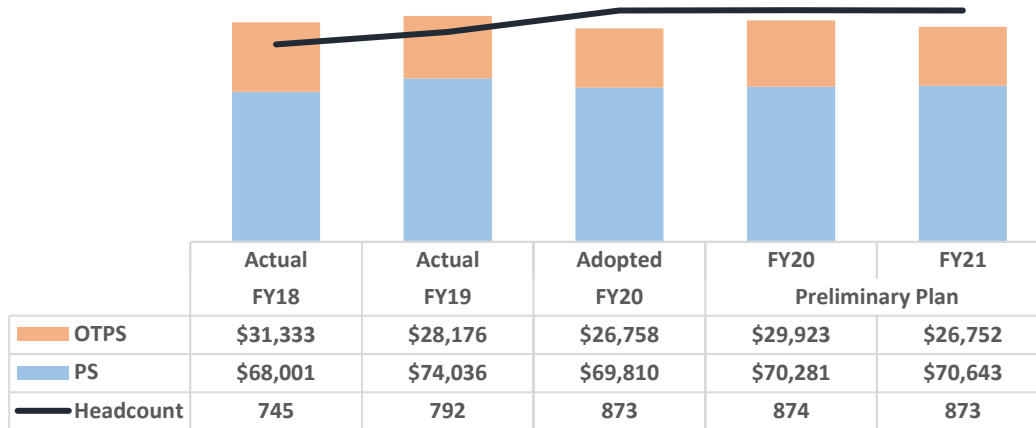


Source: Department of Correction

## Administration – Management and Administration

This program area includes funding for central administrative services.

Administration - Mgmt & Administration Budget Summary



Dollars in Thousands

The Department’s Fiscal 2021 Preliminary Budget for Administration–Management and Administration shows an increase of \$827,000 or one percent, when compared to the Fiscal 2019 Adopted Budget. The increase is due to increased expenditures in the PS budget for civilian full-time salaries. When the budget was adopted, the Management and Administration budget was projected to be \$96.9 million. This budget increases that projection marginally to \$97.4 million. The budgeted headcount increased substantially from 792 in Fiscal 2019 to 873 in the Fiscal 2021 Preliminary Budget. Several budget actions related to the Department’s compliance with the Federal Monitor’s requirements and efforts to mitigate violence have driven these increases. In Fiscal 2019, 12 Assistant Deputy Warden positions and \$760,000 were baselined to staff a compliance unit. In the Fiscal 2019 Adopted Budget and Fiscal 2019 Executive Plan saw the addition of Investigation Division resources and an Investigation Division respectively. In total, these additions brought \$9.7 million and a headcount of 136 to the Management and Administration program area and drove up the headcount when they were fully realized in Fiscal 2020.

### Financial Plan Actions

- **Repaving and Rehabilitating Asphalt.** The November Plan includes \$800,000 associated with the Department’s contracts to repave and restore asphalt on Rikers Island and at DOC’s facilities around the City.
- **Collective Bargaining Agreement.** The November Plan reflects \$331,386 in Fiscal 2020 rising to \$364,926 in Fiscal 2021 for collective bargaining with the Civil Service Bar Association (CSBA).

### Capital Program

This section of the report will provide a discussion of DOC’s Capital Commitment Plan and Capital Budget. The Preliminary Capital Budget presents a four-year plan for what appropriations each agency anticipates will be needed to complete its projects. Finally, the Capital Commitment Plan provides details on how each agency plans to spend the appropriations allocated in the Capital Budget. The

Commitment Plan breaks down the budget lines into individual projects and timelines for their completion.

The Department of Correction’s mission is to provide for the care, custody, and control of people under the Department’s supervision. The Department’s capital program goals are to ensure sufficient capacity is available to meet the security, programmatic, health, and safety needs of the population; to replace aging modular and 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 and life safety systems; to maintain appropriate replacement cycles of vehicles, security equipment, fencing, and communication equipment; and to maintain existing infrastructure and building systems.

**Fiscal 2020 Preliminary Capital Budget for Fiscal 2021-2024**

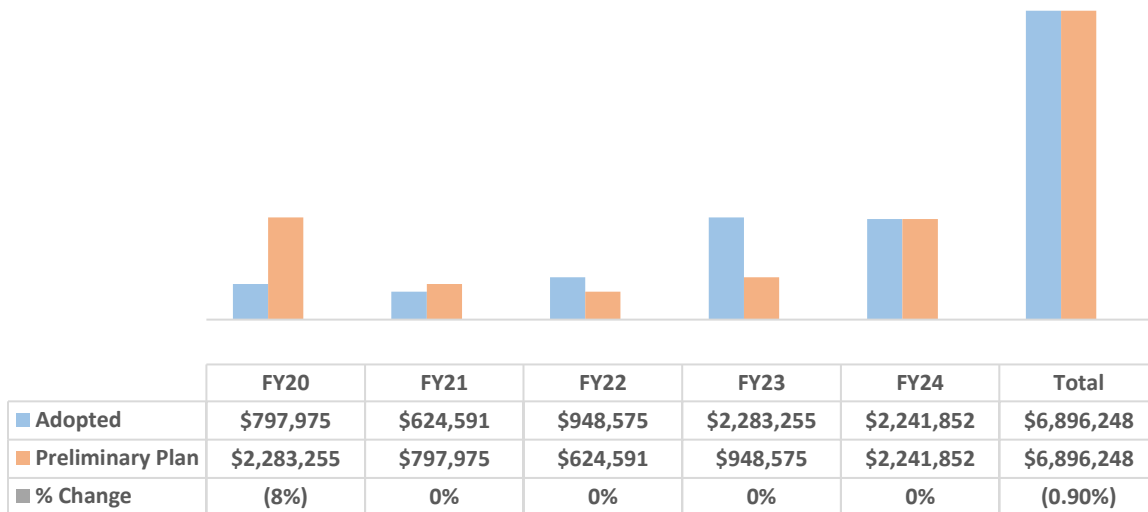
The Capital Budget provides the estimated need for new appropriations for Fiscal 2021 along with projections for the subsequent three-year capital program. The Department of Correction’s Fiscal 2020 Preliminary Capital Budget includes \$5.7 billion in Fiscal 2020-2024. This represents approximately 10 percent of the City’s total \$56.1 billion Capital Budget for the same period.

**Fiscal 2020 Preliminary Capital Commitment Plan for Fiscal 2020-2024**

The City’s Capital Commitment Plan details the Administration’s plan to spend the appropriations voted on by the City Council at Adoption. The Commitment Plan provides project-level funding detail as well as an estimate of expenditure dates. It is through this document that we gain insight into a project’s estimated start date and time to completion.

The Fiscal 2021 Preliminary Capital Commitment Plan includes \$6.9 billion in Fiscal Years 2020-2024 for the Department of Correction.

**Fiscal 2020-2024 Capital Commitment Plan**



Dollars in Thousands

The Fiscal 2020 Capital commitment Plan drops by \$62 million, around eight percent, in Fiscal 2020. This brings the Department’s Commitments in Fiscal 2020 to \$736 million from \$798 at Adoption. The Department has only spent \$12.6 million of its commitments in Fiscal 2020, just under two percent.

The total appropriations for DOC in Fiscal 2020 were \$1.74 billion. The available balance of appropriations total \$1.73 billion against \$736 million in planned commitments.<sup>7</sup> This leaves the Department with a substantial balance of \$998 million.

DOC 2020-2024 Capital Commitment Plan: Adopted and Preliminary Budget						
<i>Dollars in Thousands</i>						
	FY20	FY21	FY22	FY23	FY24	Total
<b>Adopted</b>						
Total Capital Plan	\$797,975	\$624,591	\$948,575	\$2,283,255	\$2,241,852	\$6,896,248
<b>Preliminary Plan</b>						
Total Capital Plan	\$736,050	\$624,591	\$948,575	\$2,283,255	\$2,241,852	\$6,834,323
<b>Change</b>						
Level	(\$61,925)	\$0	\$0	\$0	\$0	(\$61,925)
Percentage Change	(8%)	0%	0%	0%	0%	(0.90%)

For several years, the Council has called on the Administration to stop frontloading major projects into one fiscal year and forecast projects in a fiscal year more closely aligned with the City’s ability to execute the projects. Additionally, the Council had concerns that the Administration was not illustrating an accurate cost projection for the construction of new borough-based jail facilities. The Administration did not revise its approach to frontloading major projects, but did capitulate by revising its number for the new jail facilities from approximately \$1.1 billion in the Fiscal 2020 Preliminary Plan to \$8.75 billion the Executive Plan, a number which was carried through Adoption in Fiscal 2020. As of this Plan, the total amount for new jail facilities dipped slightly to \$8.7 billion across Fiscal Years 2020-2029.

**Fiscal 2020 Preliminary Capital Plan Highlights**

Major capital projects included in the Preliminary Capital Plan for Fiscal 2020-2024 are highlighted below.

- New Jail Facilities.** The Preliminary Capital Commitment Plan includes a total of \$5.9 billion for the design and construction of new jail facilities between Fiscal Years 2020-2024, with \$139.8 million in Fiscal 2020, \$392.3 million in Fiscal 2021, \$823.3 million in Fiscal 2022, and \$2.2 billion in Fiscal 2023. There will be four sites: Manhattan Detention Center (MDC); Queens Detention Center (QDC); Brooklyn Detention Center (BKDC); and the NYPD Tow Pound in the Bronx. The Council voted to pass the Administration’s uniform land use review procedure (ULURP) application on October 17, 2019. In accordance to the ULURP and other commitments by the Administration, the goal is to achieve the ADP of 3,300 and complete construction of all four new facilities by 2026. After construction is complete, Rikers Island and the Vernon C. Bain Correctional Center will be closed. In November 2019, DDC announced the project will be broken into seven contracting opportunities, one for each of the four jail facilities, along with separate contracts to demolish existing structures at Brooklyn & Queens, and another for constructing the Queens parking garage. It is anticipated Requests for Qualifications (RFQs) and Requests for Proposals (RFPs) will be issued throughout calendar

<sup>7</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.

years 2019 and 2020, along with the first half of 2021. The first RFQs were released on November 18 for demolishing the current Brooklyn Detention Center and the Queens Garage project. RFQs for all four facilities were released in early February, 2020 and the selection process is currently underway.

### Completed Projects in Fiscal 2019

The Department completed a central laundry bakery roof replacement project in Fiscal 2019 for a total cost of \$2.8 million, the project began in December 2015 and construction was completed in August 2018.

### Projects to Be Completed in Fiscal 2020

- **Hurricane Sandy- Robert N. Davoren Complex (RNDC) Roof Reconstruction.** In order to address the damage caused by Hurricane Sandy, several buildings in RNDC required roof replacements for the areas noted below. Work included portions of connecting corridors, and old gymnasium (approximately 9,520 sq. ft.) and portions of the administrative building (approximately 6,000 sq. ft.) The work included replacement of affected roof top heating ventilation and air conditioning equipment. The roof replacement reconstruction included replacement of drains, replacement of damaged roofing insulation. Additionally the severely deteriorated roof mounted equipment pedestal flashing and associated roof masonry were replaced.
- **ADA Compliance for Central Visits.** The Fiscal 2021 Capital Commitment Plan includes approximately \$8.8 million in Fiscal 2020 for ADA compliance for central visits. According to DOC, the project addressed modifications to the Sam Perry Visit Control Building (central visit building) to ensure compliance with the 2010 Americans with Disabilities (ADA) Standards for Accessible Design issued by the Department of Justice (DOJ).
- **Otis Bantum Correctional Center (OBCC) Installation of Ware Washing Machines and Related Equipment.** The Fiscal 2021 Capital Commitment Plan includes approximately \$175,000 in Fiscal 2020 to upgrade the ware washing system at OBCC. The ware washing system at OBCC is over 20 years old and was not functioning adequately. This project is for construction work required to replace this system

### Projects Approved for Fiscal 2021

The Department had seven projects approved as of the Preliminary Plan that total \$12 million in Fiscal 2020 and \$2 million in Fiscal 2021. Highlights include the following projects.

- **Rehabilitating Rikers Island Marina.** The Preliminary Capital Commitment Plan includes \$3.5 million in Fiscal 2020 for rehabilitating the current marina on Rikers Island. This is the total cost of the project. According to the Department, the Rikers marina has deteriorated and it is in need of rehabilitation to avoid any damage to passing vessels in the east river navigational channel from dislocated wave screens and the floating docks of Rikers marina. The proposed project will rehabilitate an approximately 343 feet long wave screen.
- **Electronic Logbooks.** The Preliminary Capital Plan includes \$2 million for electronic logbooks in Fiscal 2020 to 2024, all of which is committed in Fiscal 2020. Electronic logbooks will help the Department make the long needed transition from paper record keeping. According to the Department, this transition would allow for standardizing logbook entries, increased legibility and accountability, date/time stamping, audit trails, searchable entries and flexible reporting.

- **Uniform Staff Scheduling Software.** The Preliminary Capital Plan includes \$1.5 million between Fiscal 2020-2024 with \$1 million in Fiscal 2020 and \$500,000 in Fiscal 2021 for a Software platform that will facilitate post-based scheduling for uniformed staff across the Department including managing coverage levels and overtime and ensuring that qualified staff are assigned to all posts, according to the Department.
- **George Motchan Detention Center (GMDC) Parking Lot.** The Capital Commitment Plan includes \$1 million in Fiscal 2020 for a new parking lot at the closed GMDC, which has been repurposed as a learning center. The additional parking space is required for employees taking courses at GMDC Academy, since the existing parking at GMDC is not sufficient to accommodate the recruits, in service members and civilian employees attending required trainings.

## Appendices

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

<i>Dollars in Thousands</i>	FY20			FY21		
	City	Non-City	Total	City	Non-City	Total
<b>DOC Budget as of the Adopted FY20 Budget</b>	<b>\$1,349,113</b>	<b>\$10,318</b>	<b>\$1,359,431</b>	<b>\$1,396,210</b>	<b>\$10,281</b>	<b>\$1,406,491</b>
<b>New Needs</b>						
<b>Subtotal, New Needs</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>
<b>Other Adjustments November</b>						
ADWA Release Time	\$56	0	\$56	\$67	0	\$67
Closure of BKDC and EMTC	(22,000)	0	(22,000)	(69,800)	0	(69,800)
Agency Phone Plan Review	(36)	0	(36)	(71)	0	(71)
DOC to MOCJ Transfer	0	0	0	(10,513)	0	(10,513)
CSBA Collective Bargaining	338	0	338	373	0	373
DC37 Equity Panel	245	0	245	263	0	263
DC37 L983: HPPT	59	0	59	90	0	90
ENERGY DEMAND RESPNSE ROLLOVE	0	352	352	0	0	0
Engery Personnel	0	90	90	0	0	0
ENERGY DEMAND RESP ROLL	0	417	417	0	0	0
ExCEL Projects	0	385	385	0	0	0
Fund Psychological Testing	0	100	100	0	0	0
IBT Collective Bargaining	576	0	576	1092	0	1092
L237 Collective Bargaining	11	0	11	11	0	11
L246 Collective Bargaining	155	0	155	191	0	191
Local Government Records Management Improvement Fund (LGRMIF)	0	75	75	0	0	0
<b>Subtotal, Other Adjustments, November</b>	<b>(\$20,596)</b>	<b>\$1,419</b>	<b>(\$19,177)</b>	<b>(\$78,298)</b>	<b>\$0</b>	<b>(\$78,298)</b>
<b>Other Adjustments January</b>						
Council Member Reallocation	\$75	0	\$75	0	0	0
Labor Funding Estimate-Motor Grader Operator and Tractor Operator Titles	40	0	40	40	0	40
Labor Funding Estimate Marine Titles	9	0	9	12	0	12
Labor Funding Estimate -NYSNA	57	0	57	117	0	117
PS Savings	(10,000)	0	(10,000)	(10,000)	0	(10,000)
<b>Subtotal, Other Adjustments January</b>	<b>(\$9,818)</b>		<b>(\$9,818)</b>	<b>(\$9,831)</b>	<b>\$0</b>	<b>(\$9,831)</b>
<b>TOTAL, All Changes</b>	<b>(\$9,818)</b>	<b>\$1,419</b>	<b>(\$28,996)</b>	<b>(\$88,128)</b>	<b>\$0</b>	<b>(\$88,128)</b>
<b>DOC Budget as of the Preliminary FY21 Budget</b>	<b>\$1,318,698</b>	<b>\$11,737</b>	<b>\$1,330,435</b>	<b>\$1,308,082</b>	<b>\$10,281</b>	<b>\$1,318,363</b>

### B. DOC Contract Budget

<b>DOC FY21 Preliminary Contract Budget</b>				
<i>Dollars in Thousands</i>				
Category	FY20 Adopted	Number of Contracts	FY21 Preliminary	Number of Contracts
Cleaning Services	\$175	1	\$175	1
Contractual Services - General	26,720	13	39,506	13
Maintenance and Repairs - General	14,798	30	21,870	30
Maintenance and Repairs - Motor Vehicle Equip	42	1	750	1
Office Equipment Maintenance	95	6	53	6
Prof. Services - Computer Services	79	1	612	0
Prof. Services - Other	452	5	769	5
Telecommunications Maintenance	6,542	2	2,956	2
Temporary Services	1	1	1	1
Training Program for City Employees	1,804	2	1,464	2
Transportation Services	261	1	0	1
<b>TOTAL</b>	<b>\$50,969</b>	<b>63</b>	<b>\$68,157</b>	<b>62</b>

### C. Program Areas

#### Jail Operations

<b>Jail Operations</b>						
<i>Dollars in Thousands</i>						
	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY20</b>	<b>FY21</b>	<b>FY20-21</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Uniformed	\$615,369	\$635,863	\$668,246	\$628,772	\$636,089	(\$32,157)
Full-Time Salaried - Civilian	43,456	41,499	64,989	65,859	66,569	1,579
Other Salaried and Unsalari ed	5,626	5,749	6,169	6,281	6,213	44
Additional Gross Pay	84,559	86,017	102,518	102,530	102,542	24
Overtime - Uniformed	170,162	128,345	150,602	150,602	150,602	0
Overtime - Civilian	10,797	10,996	6,411	6,411	6,411	0
Fringe Benefits	23,696	25,045	24,124	24,151	24,124	0
<b>Subtotal</b>	<b>\$953,665</b>	<b>\$933,516</b>	<b>\$1,023,059</b>	<b>\$984,606</b>	<b>\$992,550</b>	<b>(\$30,509)</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$43,058	\$39,996	\$41,533	\$35,994	\$41,521	(\$11)
Fixed and Misc Charges	705	785	2,323	123	2,323	0
Property and Equipment	4,724	4,050	2,429	2,453	2,429	0
Other Services and Charges	27,189	30,495	24,825	26,574	15,032	9,793
Social Services	6,912	5,775	2,827	3,577	2,827	0
Contractual Services	8,971	10,898	5,936	9,262	5,745	191
<b>Subtotal</b>	<b>\$91,558</b>	<b>\$91,999</b>	<b>\$79,873</b>	<b>\$77,983</b>	<b>\$69,878</b>	<b>(\$9,995)</b>
<b>TOTAL</b>	<b>\$1,045,224</b>	<b>\$1,025,515</b>	<b>\$1,102,932</b>	<b>\$1,062,589</b>	<b>\$1,062,428</b>	<b>(\$40,504)</b>
<b>Funding</b>						
City Funds			\$1,093,523	\$1,052,695	\$1,053,018	(\$40,504)
Federal - Other			8,286	8,286	8,286	0
Intra City			15	499	15	0
State			1,109	1,109	1,109	0
<b>TOTAL</b>	<b>\$1,045,224</b>	<b>\$1,025,515</b>	<b>\$1,102,932</b>	<b>\$1,062,589</b>	<b>\$1,062,428</b>	<b>(\$40,504)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	9,672	8,763	8,822	7,982	7,982	(840)
Full-Time Positions - Civilian	687	629	940	940	940	0
<b>TOTAL</b>	<b>10,359</b>	<b>9,392</b>	<b>9,762</b>	<b>8,922</b>	<b>8,922</b>	<b>(840)</b>

*\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*



**Operations – Rikers Security and Operations**

<b>Operations-Rikers Security and Operations</b>						
<i>Dollars in Thousands</i>						
	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY20</b>	<b>FY21</b>	<b>FY20-FY21</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Uniformed	\$25,628	\$36,617	\$28,152	\$28,152	\$28,154	\$2
Full-Time Salaried - Civilian	3,004	2,960	3,839	3,839	3,864	25
Other Salaried and Unsalaried	0	0	0	0	0	0
Additional Gross Pay	4,272	5,607	0	0	0	0
Overtime - Uniformed	13,358	14,257	0	0	0	0
Overtime - Civilian	582	760	0	0	0	0
Fringe Benefits	106	176	0	0	0	0
<b>Subtotal</b>	<b>\$46,950</b>	<b>\$60,378</b>	<b>\$31,992</b>	<b>\$31,992</b>	<b>\$32,019</b>	<b>\$27</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$3,267	\$3,503	\$2,751	\$3,370.36	\$2,751.31	\$0
Property and Equipment	643	462	611	492	611	0
Fixed and Misc. Charges	0	1	0	0	0	0
Other Services and Charges	94	13	0	14	0	0
Contractual Services	823	1116	1747	1,113	1,747	0
<b>Subtotal</b>	<b>\$4,826</b>	<b>\$5,095</b>	<b>\$5,109</b>	<b>\$4,989</b>	<b>\$5,109</b>	<b>0</b>
<b>TOTAL</b>	<b>\$51,776</b>	<b>\$65,473</b>	<b>\$37,101</b>	<b>\$36,981</b>	<b>\$37,128</b>	<b>\$27</b>
<b>Funding</b>						
City Funds			\$37,101	\$36,981	\$37,128	(\$27)
<b>TOTAL</b>	<b>\$51,776</b>	<b>\$65,473</b>	<b>\$37,101</b>	<b>\$36,981</b>	<b>\$37,128</b>	<b>\$27</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	404	447	328	328	328	0
Full-Time Positions - Civilian	53	55	56	56	56	0
<b>TOTAL</b>	<b>457</b>	<b>502</b>	<b>384</b>	<b>384</b>	<b>384</b>	<b>0</b>

*\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

**Operations – Infrastructure & Environmental Health**

<b>Operations-Infrastructure and Environmental Health</b>						
<i>Dollars in Thousands</i>						
	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY20</b>	<b>FY21</b>	<b>FY20-21</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Uniformed	\$5,700	\$5,601	\$6,229	\$6,229	\$6,231	\$2
Full-Time Salaried - Civilian	20,604	23,223	20,722	20,891	19,741	(981)
Additional Gross Pay	1,772	2,160	0	0	0	0
Overtime - Uniformed	2,259	1,959	0	0	0	0
Overtime - Civilian	8,245	9,334	645	645	645	0
Fringe Benefits	1,474	61	0	0	0	0
P.S. Other	(146)	(122)	0	0	0	0
Unsalaries	9	24	0	0	0	0
<b>Subtotal</b>	<b>\$39,916</b>	<b>\$42,240</b>	<b>\$27,596</b>	<b>\$27,765</b>	<b>\$26,618</b>	<b>(\$979)</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$5,946	\$6,288	\$5,832	\$5,546	\$5,832	\$0
Fixed and Misc Charges	22	2,987	0	0	0	0
Property and Equipment	92	333	118	42	118	0
Other Services and Charges	2,392	4,202	0	1,435	0	0
Contractual Services	14,540	13,643	8,566	14,222	8,566	0
<b>Subtotal</b>	<b>\$22,992</b>	<b>\$27,453</b>	<b>\$14,517</b>	<b>\$21,245</b>	<b>\$14,517</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$62,908</b>	<b>\$69,692</b>	<b>\$42,113</b>	<b>\$49,011</b>	<b>\$41,134</b>	<b>(\$979)</b>
<b>Funding</b>						
City Funds			\$42,113	\$48,242	\$41,134	(\$979)
Other Categorical				769	0	0
<b>TOTAL</b>	<b>\$62,908</b>	<b>\$69,692</b>	<b>\$42,113</b>	<b>\$49,011</b>	<b>\$41,134</b>	<b>(\$979)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	60	67	72	72	72	0
Full-Time Positions - Civilian	256	263	225	225	225	0
<b>TOTAL</b>	<b>316</b>	<b>330</b>	<b>297</b>	<b>297</b>	<b>297</b>	<b>0</b>

\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

**Health and Programs**

<b>Health and Programs</b>						
<i>Dollars in Thousands</i>						
	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY20</b>	<b>FY21</b>	<b>FY20-21</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Uniformed	\$4,188	\$4,097	\$4,137	\$4,137	\$4,139	\$2
Full-Time Salaried - Civilian	10,202	10,013	8,838	8,857	8,956	118
Other Salaried and Unsalari ed	0	19	0	0	0	0
Additional Gross Pay	797	759	0	0	0	0
Overtime - Uniformed	1,019	876	0	0	0	0
Overtime - Civilian	1,140	670	0	0	0	0
Fringe Benefits	53	51	0	0	0	0
<b>Subtotal</b>	<b>\$17,399</b>	<b>\$16,484</b>	<b>\$12,974</b>	<b>\$12,994</b>	<b>\$13,095</b>	<b>\$120</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$1,496	\$1,504	\$2,431	\$1,750	\$2,431	\$0
Fixed and Misc Charges	91	138	0	62	0	0
Property and Equipment	2,792	1,273	725	1,811	725	0
Other Services and Charges	6,080	6,640	11,922	3,918	11,372	(550)
Social Services	582	264	1,020	270	1,020	0
Contractual Services	29,587	26,409	20,129	29,980	20,112	(18)
<b>Subtotal</b>	<b>\$40,629</b>	<b>\$36,227</b>	<b>\$36,226</b>	<b>\$37,791</b>	<b>\$35,659</b>	<b>(\$568)</b>
<b>TOTAL</b>	<b>\$58,028</b>	<b>\$52,711</b>	<b>\$49,201</b>	<b>\$50,785</b>	<b>\$48,753</b>	<b>(\$447)</b>
<b>Funding</b>						
City Funds			\$49,070	\$50,654	\$48,660	(\$410)
Federal - Other			37	37	0	(37)
Intra City			93	93	93	0
<b>TOTAL</b>	<b>\$58,028</b>	<b>\$52,711</b>	<b>\$49,201</b>	<b>\$50,785</b>	<b>\$48,753</b>	<b>(\$447)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	44	45	49	49	49	0
Full-Time Positions - Civilian	168	153	141	141	141	0
<b>TOTAL</b>	<b>212</b>	<b>198</b>	<b>190</b>	<b>190</b>	<b>190</b>	<b>0</b>

*\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

**Operations – Hospital Prison Ward**

<b>Operations-Hospital Prison Ward</b>						
<i>Dollars in Thousands</i>						
	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY20</b>	<b>FY21</b>	<b>FY20-FY21</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Uniformed	\$16,574	\$19,663	\$13,696	\$13,696	\$13,696	\$0
Full-Time Salaried - Civilian	34	61	57	57	57	0
Additional Gross Pay	2,650	3,054	0	0	0	0
Overtime - Uniformed	2,566	2,107	0	0	0	0
Fringe Benefits	197	240	0	0	0	0
<b>Subtotal</b>	<b>\$22,021</b>	<b>\$25,125</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$22,021</b>	<b>\$25,125</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>\$22,021</b>	<b>\$25,125</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$0</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	223	223	170	170	170	0
Full-Time Positions - Civilian	1	2	1	1	1	0
<b>TOTAL</b>	<b>224</b>	<b>225</b>	<b>171</b>	<b>171</b>	<b>171</b>	<b>0</b>

*\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

**Administration – Academy and Training**

<b>Administration-Academy and Training</b>						
<i>Dollars in Thousands</i>						
	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY20</b>	<b>FY21</b>	<b>FY20-FY21</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Uniformed	\$48,775	\$24,017	\$11,476	\$11,476	\$11,478	\$2
Full-Time Salaried - Civilian	917	1,481	1,105	1,105	1,112	7
Additional Gross Pay	1,446	1,567	0	0	0	0
Overtime - Uniformed	5,036	2,875	0	0	0	0
Overtime - Civilian	89	55	0	0	0	0
Fringe Benefits	91	81	0	0	0	0
Unsalaries	1	145	0	0	0	0
<b>Subtotal</b>	<b>\$56,355</b>	<b>\$30,222</b>	<b>\$12,581</b>	<b>\$12,581</b>	<b>\$12,590</b>	<b>\$8</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$195	\$104	\$100	\$100	\$100	\$0
Property and Equipment	47	0	642	135	642	0
Other Services and Charges	0	1,233	0	1,349	0	0
Contractual Services	4,321	2,248	4,440	2,948	4,440	0
<b>Subtotal</b>	<b>\$4,562</b>	<b>\$3,585</b>	<b>\$5,182</b>	<b>\$4,532</b>	<b>\$5,182</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$60,917</b>	<b>\$33,807</b>	<b>\$17,763</b>	<b>\$17,114</b>	<b>\$17,772</b>	<b>\$8</b>
<b>Funding</b>						
City Funds			\$17,763	\$17,114	\$17,772	
<b>TOTAL</b>	<b>\$60,917</b>	<b>\$33,807</b>	<b>\$17,763</b>	<b>\$17,114</b>	<b>\$17,772</b>	<b>\$8</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	100	478	122	122	122	0
Full-Time Positions - Civilian	10	21	17	17	17	0
<b>TOTAL</b>	<b>110</b>	<b>499</b>	<b>139</b>	<b>139</b>	<b>139</b>	<b>0</b>

*\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

**Administration – Management and Administration**

<b>Administration-Mgmt and Administration</b>						
<i>Dollars in Thousands</i>						
	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY20</b>	<b>FY21</b>	<b>FY20-FY21</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Uniformed	\$12,895	\$14,866	\$19,344	\$19,344	\$19,348	\$4
Full-Time Salaried - Civilian	46,023	48,490	50,466	50,913	51,247	781
Additional Gross Pay	2,441	2,638	0	24	49	49
Overtime - Uniformed	3,691	4,406	0	0	0	0
Overtime - Civilian	2,794	3,451	0	0	0	0
Fringe Benefits	152	158	0	0	0	0
Unsalaries	6	28	0	0	0	0
<b>Subtotal</b>	<b>\$68,001</b>	<b>\$74,036</b>	<b>\$69,810</b>	<b>\$70,281</b>	<b>\$70,643</b>	<b>\$834</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$1,535	\$1,634	\$1,015	\$1,083	\$1,015	\$0
Property and Equipment	4,523	3,568	2,274	1,750	2,274	0
Other Services and Charges	12,004	12,902	13,276	16,406	13,276	0
Fixed & Misc. Charges	169	152	42	52	42	0
Contractual Services	13,101	9,920	10,151	10,632	10,144	(7)
<b>Subtotal</b>	<b>\$31,333</b>	<b>\$28,176</b>	<b>\$26,758</b>	<b>\$29,923</b>	<b>\$26,752</b>	<b>(\$7)</b>
<b>TOTAL</b>	<b>\$99,334</b>	<b>\$102,213</b>	<b>\$96,568</b>	<b>\$100,204</b>	<b>\$97,395</b>	<b>\$827</b>
<b>Funding</b>						
Capital-IFA			\$778	\$778	\$778	\$0
City Funds			95,790	99,260	96,617	827
State			0	75	0	0
Intra City			0	90	0	0
<b>TOTAL</b>	<b>\$99,334</b>	<b>\$102,213</b>	<b>\$96,568</b>	<b>\$100,204</b>	<b>\$97,395</b>	<b>\$827</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Uniform	150	166	226	226	226	0
Full-Time Positions - Civilian	595	626	647	648	647	0
<b>TOTAL</b>	<b>745</b>	<b>792</b>	<b>873</b>	<b>874</b>	<b>873</b>	<b>0</b>

*\*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

### D. Fiscal 2020 Preliminary Mayor’s Management Report

**Goal 1A**

DOC Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Individuals in Security Risk Group (% ADP)	14.70%	15.40%	16.40%	*	*	16.40%	16.60%
Fight/assault infractions	12,650	12,047	12,008	*	*	4,454	4,087
Jail-based arrests of	1,126	742	490	*	*	189	155
Searches	246,822	308,060	328,750	*	*	106,938	108,453
Weapons recovered	3,976	3,676	2,882	*	*	1,121	980
Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	55.2	55.8	69.5	Down	Down	70	73.1
Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	2.7	2	2.5	Down	Down	2	5.9
Inmate assault on staff (monthly rate per 1,000 ADP)	8.4	9.2	12.6	Down	Down	12.3	15.4
Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.24	0.42	0.49	Down	Down	0.46	0.38

**Goal 1B**

DOC Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Incidents of use of force - total	4,673	5,175	6,670	*	*	2,137	2,486
Department use of force incidents with serious injury (rate per 1,000 ADP)	0.75	1.52	1.45	Down	Down	1.56	2.16
Department use of force incidents with minor injury (rate per 1,000 ADP)	14.7	17.31	19.44	*	*	19.69	18.85
Department use of force incidents with no injury (rate per 1,000 ADP)	25.52	29.65	49.71	*	*	44.1	65.76
Incidents and allegations of use of force	5,070	5,589	7,064	*	*	2,288	2,591

**Goal 1C**

DOC Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Inmates with a mental health diagnosis (% ADP)	42%	43%	45%	*	*	0.44	0.44
Inmates with a serious mental health diagnosis (% ADP)	10.30%	14.30%	6.80%	*	*	17.00%	15.00%
Inmate health clinic visits	79,844	76,856	81,405	*	*	27,536	25,391
– Average clinic waiting time (minutes)	22	21	18	Down	Down	20	23

**Goal 1D**

DOC Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Jail-cells unavailable (short-term repair) (%)	2.6%	3.7%	3.7%	1.0%	1.0%	3.6%	4.1%
Population as percent of capacity (%)	81.00%	77.00%	72.00%	96.00%	96.00%	74.00%	69.00%

**Goal 1E**

DOC Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
On-trial inmates delivered to court on-time (%)	98.4%	97.7%	97.2%	95.0%	95.0%	96.8%	97.3%

**Goal 2B**

DOC Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Average daily number of inmates in vocational skills training programs	419	482	418	*	*	309	200
Average daily attendance in school programs	203	169	77	*	*	91	69
Inmates participating in skills-building activities/discharge planning (%)	14.00%	23.80%	20.90%	10.00%	10.00%	0.207	0.196

## E. Facilities Overview

Rikers Island Facilities	Housing Type	Capacity
Anna M. Kross Center	Detained Male Adults	2,607
Robert N. Davoren Center	Detained Male Adolescents	1,285
Eric M. Taylor Center	Sentenced Male Adults & Adolescents	1,719
George Motchan Detention Center	Closed	0
George R. Vierno Center	Detained Male Adults	1,081
James A. Thomas Center*	Closed	0
North Infirmery Command	Individuals Requiring Infirmery Care	433
Otis Bantum Correctional Center	Detained Male Adults	1,350
Rose M. Singer Center	Detained & Sentenced Female Adults & Adolescents	1,533
West Facility	Individuals with contagious diseases	98
<b><i>Rikers Island Sub-total</i></b>		<b>10,106</b>

Borough Facilities		
Brooklyn House of Detention	Closed	0
Queens House of Detention*	Closed	0
Manhattan Detention Center	Detained Male Adults	898
Vernon C. Bain Center	Male & Females Requiring Psych or Med. Treatment	800
<b><i>Borough Sub-total</i></b>	Detained Male Adults	<b>1,698</b>
<b>Max. Operating Capacity</b>		<b>11,804</b>

\*Closed facility/alternate use/Academy

Source: DOC