

State of New York  
Department of Correctional Services

The Harriman State Campus  
1220 Washington Avenue- Building #2  
Albany, NY 12226

Report on Security Staffing  
2010



Brian Fischer  
Commissioner

**New York State Department of Correctional Services  
Report on Security Staffing  
Pursuant to Correction Law Section 29 (subdivision 4)**

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## **Introduction**

The purpose of this report is to comply with the legislative reporting requirements established in 2003 as stated in the amendment to Correction Law Section 29, subdivision 4. The report provides information about post closures, plot plan positions, and security overtime for correction officers and correction sergeants in New York State correctional facilities.

Closed post and plot plan information is provided for the report period of October 1, 2009 through September 30, 2010. Overtime data is provided for the prior fiscal year, since that is how such funding is appropriated. Information for prior time periods may be found in earlier Reports on Security Staffing issued since 2003.

The information provided in this report is based on data collected and maintained by the New York State Department of Correctional Services Security Information/Staffing Unit (SISU) in Albany. The plot plan system produces work charts tracking correction officer workload in each correctional facility on a daily basis. At the conclusion of each work day, chart data is transferred electronically to the SISU data base. The information in this report originates from the SISU data base.

## Daily Closed Posts

Facility plot plans are designed to detail the security staff necessary for facility security and routine coverage of the inmate population. Posts (jobs) are created for security functions that must be performed such as coverage in housing units, mess halls and infirmaries, as well as in the various classrooms, shops and other areas of inmate access.

The closing of posts or utilization of overtime to staff them are options usually reserved to handle unexpected situations, such as staff absences, facility emergencies, emergency medical trips, unusual incidents, etc. The system is well managed, documented by the fact that, on an average day, fewer than three percent of posts are closed. For this report period the statewide daily average number of closed posts is four per facility. The facilities that averaged a significantly higher number than the statewide daily average had either a reduction in inmate population or an area that was temporarily closed. These facilities had staff levels above the commensurate amount of inmate workload. As a result, more posts were closed and the staff redirected.

Sergeant closed posts for this report period had a daily average of less than one per facility and a statewide daily average of less than one percent of total sergeant posts.

It is management's responsibility to evaluate and adjust staff resources to maintain safety and security in an efficient, cost effective manner. As a result, posts may be closed to offset staff vacancies, absences or overtime. Post closures generally occur when the work being performed is not needed (e.g., bad weather prevents inmate crews from mowing the grass or a program is closed due to staff absence) or when the workload can be temporarily suspended (e.g., painting or cleaning postponed). A lower priority security post can be closed to ensure a higher priority security post is staffed.

Closed post data originates from facility work chart entries on a daily basis. The SISU data base captures the total number of hours that posts are closed on a daily basis and computes the average number of posts closed based on an eight-hour shift. It does not provide the total number of posts closed in whole or part. For example, four posts may be closed for two hours each, which computes to an average of one post closed.

Table A displays correction officer and correction sergeant total posts and the average daily full-time equivalent closed posts for each facility by security classification for the period October 1, 2009 through September 30, 2010.

**TABLE A**  
**DEPARTMENT OF CORRECTIONAL SERVICES**  
**AVERAGE DAILY CLOSED POSTS**  
**OCTOBER 1, 2009 - SEPTEMBER 30, 2010**

FACILITY CLASSIFICATION	FACILITY	CO PLOT PLAN POSTS	AVERAGE CLOSED POSTS*	SGT PLOT PLAN POSTS	AVERAGE CLOSED POSTS*
MAX	ATTICA	314	4	24	0
MAX	AUBURN	298	8	25	0
MAX	BEDFORD HILLS	206	3	16	0
MAX	CLINTON	461	9	30	0
MAX	COXSACKIE	193	2	14	0
MAX	DOWNSTATE	267	6	21	0
MAX	EASTERN	183	2	13	0
MAX	ELMIRA	266	2	19	0
MAX	FIVE POINTS	224	2	16	0
MAX	GREAT MEADOW	294	4	19	0
MAX	GREEN HAVEN	290	8	23	0
MAX	SHAWANGUNK	139	1	9	0
MAX	SING-SING	329	9	25	0
MAX	SOUTHPORT	153	4	14	0
MAX	SULLIVAN	159	2	11	0
MAX	UPSTATE	169	4	17	0
MAX	WENDE	268	5	19	0
MED	ADIRONDACK	94	3	7	0
MED	ALBION	211	9	15	0
MED	ALTONA	76	3	8	0
MED	ARTHUR KILL	158	13	10	0
MED	BARE HILL	201	7	13	0
MED	BAYVIEW	48	4	5	0
MED	BUTLER ASACTC	36	10	3	0
MED	CAPE VINCENT	115	3	8	0
MED	CAYUGA	134	2	10	0
MED	CHATEAUGAY ASACTC	38	1	3	0
MED	COLLINS	167	4	16	0
MED	FISHKILL	388	5	28	1
MED	FRANKLIN	204	9	13	0
MED	GOUVERNEUR	132	5	10	0
MED	GOWANDA	288	6	17	0
MED	GREENE	228	1	19	0
MED	GROVELAND	171	10	14	0
MED	HALE CREEK ASACTC	57	1	4	0
MED	HUDSON	83	4	9	0
MED	LIVINGSTON	112	2	7	0
MED	MARCY	183	7	14	0
MED	MID-ORANGE	122	1	8	0
MED	MID-STATE	231	5	17	0
MED	MOHAWK	200	5	19	0
MED	MT. MCGREGOR	106	8	7	0
MED	OGDENSBURG	95	1	8	0
MED	ONEIDA	198	8	13	0
MED	ORLEANS	130	2	11	0
MED	OTISVILLE	102	4	8	0
MED	RIVERVIEW	115	2	8	0
MED	TACONIC	68	2	6	0
MED	ULSTER	151	9	16	3
MED	WALLKILL	75	2	6	0
MED	WASHINGTON	126	6	8	0
MED	WATERTOWN	107	5	9	0
MED	WOODBOURNE	133	0	10	0
MED	WYOMING	200	3	14	0
MIN	BEACON	37	3	3	0
MIN	BUTLER	38	1	3	1
MIN	EDGECOMBE	26	0	5	0
MIN	FULTON	31	2	4	0
MIN	GEORGETOWN	29	3	3	0
MIN	LAKEVIEW SICF	168	15	12	0
MIN	LINCOLN	34	1	3	0
MIN	LYON MT.	30	3	3	0
MIN	MONTEREY SICF	37	3	3	0
MIN	MORIAH SICF	36	4	3	0
MIN	QUEENSBORO	68	2	6	0
MIN	SUMMIT SICF	38	5	3	0
	WILLARD DTC	113	3	8	0
<b>TOTAL</b>		10181	292	775	5

\*Average Closed Posts are rounded to the closest whole number.

## Plot Plan Positions

Plot plan documents organize security staff by posts (jobs) that provide routine coverage for facility security and the inmate population. Plot plans are designed to support the mission, security level designation, inmate capacity, physical plant configuration, and operational and program schedules of each correctional facility. Plot plans identify each post by function, shift and the number of days per week it is covered. The plot plan also reflects the number of officers assigned to the facility's relief pool, a group of officers available to cover some absences and unanticipated workload.

Facility plot plans are adjusted to reflect increases and decreases of security positions for statewide initiatives, as well as individual facility adjustments. For example, from October 1, 2009 through September 30, 2010, new posts were added primarily to facilitate the ongoing expansion of mental health services. In December 2009 the department opened a first in the nation, 100 Bed Residential Mental Health Unit at Marcy Correctional Facility for male inmates with serious mental illness and disciplinary confinement sanctions. Other mental health service increases included the Intermediate Care Program (ICP) at Green Haven Correctional Facility, the mental health satellite unit at Elmira Correctional Facility and additional mental health services at Groveland Correctional Facility. On October 1, 2009 plot plan positions were reduced or eliminated as the result of closing Annexes at Eastern, Lakeview, Green Haven, Groveland, Sullivan and Washington correctional facilities in order to address mandated statewide budget reductions as well as manage the decline of the department's inmate population.

From January 2000 through September 2010, the inmate population declined by 19.9 percent while correction officer and correction sergeant plot plan positions declined by a combined 5.24 percent.

Table B displays the net change in positions added or eliminated from correction officer and correction sergeant plot plans by facility for the report period of October 1, 2009 through September 30, 2010. Table B also displays net inmate population data on September 30, 2010. To best represent the population requiring security supervision, the data includes inmates in general confinement, special housing, infirmary and outside hospitals. Inmates that were out to court or on temporary release are excluded because supervision is provided by other agencies.

TABLE B

## DEPARTMENT OF CORRECTIONAL SERVICES

## NET CHANGE FOR CORRECTION OFFICER AND CORRECTION SERGEANT PLOT PLAN POSITIONS AND INMATE POPULATION

OCTOBER 1, 2009 - SEPTEMBER 30, 2010

FACILITY	TOTAL CO NET +/-	TOTAL SGT NET +/-	TOTAL INMATE NET* +/-
ADIRONDACK	4		-50
ALBION	2		-86
ALTONA			-85
ARTHUR KILL			-34
ATTICA	2		-9
AUBURN			8
BARE HILL	1		-151
BAYVIEW			-29
BEACON			-54
BEDFORD HILLS			-12
BUTLER ASACTC			6
BUTLER			-22
CAPE VINCENT			-73
CAYUGA			-65
CHATEAUGAY ASACTC	3		23
CLINTON	1		-104
COLLINS			-34
COXSACKIE			-9
DOWNSTATE	5		-170
EASTERN	-34	-3	16
EDGECOMBE			24
ELMIRA	1	1	-31
FISHKILL			41
FIVE POINTS			-20
FRANKLIN			-114
FULTON			1
GEORGETOWN			47
GOUVERNEUR			-165
GOWANDA			-42
GREAT MEADOW			0
GREEN HAVEN	-2		78
GREENE	1		-173
GROVELAND	-51	-5	-4
HALE CREEK ASACTC			-86
HUDSON	1		-10
LAKEVIEW MIN	-55	-5	-147
LAKEVIEW SICF			63
LINCOLN			-30
LIVINGSTON			-74
LYON MT.			-84
MARCY	42	1	-31
MID-ORANGE	1		-14
MID-STATE	-2		-4
MOHAWK	2		-81
MONTEREY SICF			13
MORIAH SICF			-43
MT. MCGREGOR	5		-90
OGDENSBURG			-136
ONEIDA	5	1	-133
ORLEANS			-62
OTISVILLE			21
QUEENSBORO			9
RIVERVIEW			-97
SHAWANGUNK	2		-11
SING-SING			-33
SOUTHPORT			25
SULLIVAN	-51	-6	9
SUMMIT SICF			-39
TACONIC	1		-50
ULSTER			91
UPSTATE			25
WALLKILL			25
WASHINGTON	-36	-3	-113
WATERTOWN			-110
WENDE			-11
WILLARD DTC			60
WOODBOURNE			20
WYOMING			-96
<b>Net Change</b>	<b>-148</b>	<b>-19</b>	<b>-2516</b>
<b>% Change</b>	<b>-0.81%</b>		<b>-4.26%</b>

\*excludes out to court and temporary release

## Overtime Hours and Costs

Besides closing posts, DOCS administrators have the option of authorizing overtime to meet their obligation to maintain prison safety and security. Overtime is an option when there are either too few personnel or too much work to be accomplished by existing staff.

Another option to offset shortages is the post closings discussed earlier. In fiscal year 2009-10, we estimate the closing of posts resulted in avoiding approximately \$26.7 million in overtime costs that year.

In fiscal year 2009-10, the State, recognizing the need to maintain prison safety and security through the use of overtime, appropriated a state operations overtime base of approximately \$77.1 million for the supervision of inmates. That paid for approximately 1,760,826 hours of overtime at the security overtime rate of \$43.81 per hour.

Funding for staff does not cover all absences, such as workers' compensation, or situations where employees may be in work status but not at their assigned posts. Military leave, jury duty, assignment to other temporary duties (i.e., the Training Academy or the Inspector General's Office), travel status, and union business are examples of absences not covered.

Correction officer absences, driven primarily by sick leave, workers' compensation and military leave, have the biggest impact on overtime. During the last fiscal year, approximately 2.1 million staff hours were used to cover sick leave absences. Our funding assumes a maximum of 11 days of sick leave for each correction officer annually. During fiscal year 2009-10, 14 days of sick leave were taken per correction officer, 3 days or 460,728 hours more than are funded.

Correction officer vacancies (unfilled jobs) occurring in the system have accounted for roughly 500,000 to 600,000 overtime hours annually in recent years. In fiscal year 2009-10 the total was 816,572 hours which was 138,904 more than the previous fiscal year. Since vacancies in permanent positions present a potential security risk, overtime was used to cover the vacancies in the system to safeguard employees and the inmate population.

## **Overtime Hours and Costs (continued)**

Workers' compensation leave continues to rise, while inmate assaults on staff incidents are down. Inmate assaults on staff decreased by 14 percent from fiscal year 2001-02 to fiscal year 2009-10. While assaults on staff have decreased, DOCS used 1,216,266 staff hours to cover workers' compensation absences in 2009-10, an increase of 7 percent over last fiscal year and an increase of 48 percent since fiscal year 2001-02.<sup>1</sup>

Coverage for military leave required 215,613 staff hours. The Department has long supported its employees serving in the military.

To a much lesser extent, additional workload also impacts on overtime. Construction overtime was funded by capital monies, but still requires significant use of staff resources. In fiscal year 2009-10, a total of 515,872 hours were used to cover construction projects, a decrease of 14.6 percent from the prior year. These hours are far fewer than the hours spent on sick leave and workers' compensation.<sup>2</sup>

The delivery of health care to inmates required the use of an additional 331,552 staff hours for medical trips and 284,971 hours for outside hospital posts. In 2009-10, medical trip hours decreased by 9 percent. Overtime for medical trips is largely unavoidable, often occurring when transportation details are on the road. On-going agency efforts to contain costs include combining various clinics within a hub, use of Telemed for medical assessments and consolidating medical trips within the hub to use fewer officers to transport the same number of inmates to medical appointments.

Overtime is monitored continuously by central office and facility administrators. Daily overtime monitoring occurs at the central office, hub and facility levels, as well as through mid-shift overtime reviews in all facilities at the supervisory level.

On-site facility reviews are continuously conducted by the Security Staffing Unit to evaluate overtime, staff usage and post closures. During this process, hub managers are trained in techniques to monitor and prioritize workload, improve staff utilization and reduce overtime. Time and attendance audits are conducted by Central Office Personnel to monitor and improve attendance.

## **Overtime Hours and Costs (continued)**

Table C displays fiscal year 2009-10 overtime hours and costs for correction officers and correction sergeants by correctional facility security classification. Overtime rates for correction officers and correction sergeants are based on the average hourly overtime rate paid last fiscal year.

### NOTES

1. Absence percentages for fiscal year comparison are based on the staff hours used, divided by 8 hours per day, divided by total average correction officer resources.

2. Workload percentages for fiscal year comparison are based on the staff hours used, divided by total average correction officer resources.

**TABLE C**  
**DEPARTMENT OF CORRECTIONAL SERVICES**  
**TOTAL OVERTIME HOURS/COSTS FOR CORRECTION OFFICERS AND CORRECTION SERGEANTS**

**APRIL 1, 2009 - MARCH 31, 2010**

<b>FACILITY CLASSIFICATION</b>	<b>TOTAL CO OT/HOURS</b>	<b>TOTAL SGT OT/HOURS</b>	<b>CO OT @ \$42.59</b>	<b>SGT OT @ \$53.24</b>
MAX	794,151.32	120,114.45	33,822,905	6,394,893
MED	507,764.57	117,091.80	21,625,693	6,233,967
MIN	71,298.16	10,195.00	3,036,589	542,782
WILLARD DTC	19,949.50	2,751.00	849,649	146,463
	<b>1,393,163.55</b>	<b>250,152.25</b>	<b>\$59,334,836</b>	<b>\$13,318,105</b>

Prepared by:

Security Information/Staffing Unit  
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