

State of New York  
Department of Corrections  
And Community Supervision

The Harriman State Campus  
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Report on Security Staffing  
2014



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Acting Commissioner

**New York State Department of Corrections And Community Supervision  
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 and as amended in 2012. The report provides information about post closures, plot plan positions, security overtime for correction officers and correction sergeants, and the number of beds and empty beds in New York State correctional facilities.

Closed post and plot plan information is provided for the report period of October 1, 2013 through September 30, 2014. 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. Information regarding total Beds and Empty Beds reflects totals on December 31 as mandated.

The information provided in this report is based on data collected and maintained by the New York State Department of Corrections and Community Supervision Security Information/Staffing Unit (SISU) and Classification and Movement Unit 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. The Classification and Movement Unit's locator system monitors facility populations and bed availability.

## 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 five per facility. Generally, 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. For example, Sullivan where the Behavioral Health Unit was closed and a new Correction Alternative Rehabilitation Program was opened. Butler, Chateaugay, Monterey and Mt. McGregor facilities had reduced inmate populations throughout the year as they were scheduled for closure July 26, 2014. 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 two 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 when job functions cease to offset staff vacancies, absences or overtime when possible. 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, 2013 through September 30, 2014.

**TABLE A**  
**DEPARTMENT OF CORRECTIONS AND COMMUNITY SUPERVISION**  
**AVERAGE DAILY CLOSED POSTS**  
**OCTOBER 1, 2013 - SEPTEMBER 30, 2014**

FACILITY CLASSIFICATION	FACILITY	CO PLOT PLAN POSTS	AVERAGE CLOSED POSTS*	SGT PLOT PLAN POSTS	AVERAGE CLOSED POSTS*
MAX	ATTICA	315	3	24	0
MAX	AUBURN	299	7	25	0
MAX	BEDFORD HILLS	213	9	16	0
MAX	CLINTON	468	7	31	1
MAX	COXSACKIE	191	3	14	0
MAX	DOWNSSTATE	266	6	22	0
MAX	EASTERN	184	3	12	0
MAX	ELMIRA	268	1	20	0
MAX	FIVE POINTS	243	1	18	0
MAX	GREAT MEADOW	295	4	19	0
MAX	GREEN HAVEN	286	3	22	0
MAX	SHAWANGUNK	139	1	9	0
MAX	SING-SING	329	13	25	0
MAX	SOUTHPORT	160	5	14	0
MAX	SULLIVAN	159	12	11	0
MAX	UPSTATE	173	4	17	0
MAX	WENDE	270	3	19	0
MED	ADIRONDACK	91	2	7	0
MED	ALBION	213	4	15	0
MED	ALTONA	80	2	8	0
MED	BARE HILL	201	6	13	0
MED	BUTLER ASACTC **	42	14	3	0
MED	CAPE VINCENT	115	1	8	0
MED	CAYUGA	136	0	10	0
MED	CHATEAUGAY **	38	12	3	0
MED	COLLINS	185	1	16	0
MED	FISHKILL	390	6	28	1
MED	FRANKLIN	201	7	13	0
MED	GOUVERNEUR	132	3	9	0
MED	GOWANDA	284	12	17	0
MED	GREENE	233	2	19	0
MED	GROVELAND	171	4	14	0
MED	HALE CREEK ASACTC	57	1	4	0
MED	HUDSON	92	4	9	0
MED	LIVINGSTON	112	1	7	0
MED	MARCY	186	2	14	0
MED	MID-STATE	246	4	17	1
MED	MOHAWK	226	5	21	0
MED	MT. MCGREGOR **	112	50	7	2
MED	OGDENSBURG	95	1	8	0
MED	ORLEANS	130	1	10	0
MED	OTISVILLE	109	1	8	0
MED	RIVERVIEW	115	1	8	0
MED	TACONIC	68	4	6	0
MED	ULSTER	151	5	16	2
MED	WALLKILL	75	2	6	0
MED	WASHINGTON	127	5	8	0
MED	WATERTOWN	102	2	9	0
MED	WOODBOURNE	141	0	10	0
MED	WYOMING	200	1	14	0
MIN	EDGECOMBE	34	1	5	0
MIN	LAKEVIEW SICF	169	14	11	0
MIN	LINCOLN	38	5	3	0
MIN	MONTEREY SICF **	43	19	3	1
MIN	MORIAH SICF	42	3	3	0
MIN	QUEENSBORO	68	4	6	0
MIN	ROCHESTER***	0	0	0	0
	WILLARD DTC	113	3	8	0
<b>TOTAL</b>		9621	300	722	8

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

\*\* Facility Closed July 26, 2014

\*\*\* Rochester has no plot plan posts. Supervision by non-uniformed CCCA's.

## 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. An example in this reporting period is the relocation of two work crew posts from Butler to Cayuga correctional facility to maintain outside utility crews for Auburn Correctional Facility and the Industries STODA Warehouse. Also, some posts previously assigned to the former Merle Cooper Program at Clinton have been redirected for supervision of a new Special Needs Unit (SNU) program area at Clinton Correctional Facility. In contrast, Butler, Chateaugay, Monterey and Mt. McGregor Correctional Facilities were closed July 26, 2014. These closings were due to statewide mandated budget reductions as well as the need to manage the decline of the department's inmate population.

From January 2000 through September 2014, the inmate population declined by 24.7 percent while correction officer and correction sergeant plot plan positions declined by a combined 12.7 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, 2013 through September 30, 2014. Table B also displays net inmate population data on September 30, 2014. 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, or by non-uniformed staff.

TABLE B

## DEPARTMENT OF CORRECTIONS AND COMMUNITY SUPERVISION

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

OCTOBER 1, 2013 - SEPTEMBER 30, 2014

FACILITY	TOTAL CO NET +/-	TOTAL SGT NET +/-	TOTAL INMATE NET* +/-
ADIRONDACK	0	0	0
ALBION	0	0	-18
ALTONA	0	0	-7
ATTICA	0	0	-51
AUBURN	0	0	27
BARE HILL	5	0	30
BEDFORD HILLS	0	0	-15
** BUTLER ASACTC	-77	-5	-141
CAPE VINCENT	0	0	-1
CAYUGA	7	0	48
** CHATEAUGAY	-68	-5	-174
CLINTON	-1	1	-23
COLLINS	0	0	14
COXSACKIE	16	2	39
DOWNSTATE	-1	1	-26
EASTERN	0	0	5
EDGECOMBE	0	0	0
ELMIRA	0	2	-177
FISHKILL	0	0	-7
FIVE POINTS	0	0	-78
FRANKLIN	0	0	-33
GOUVERNEUR	5	0	60
GOWANDA	5	0	52
GREAT MEADOW	0	0	-61
GREEN HAVEN	0	-1	136
GREENE	4	0	-218
GROVELAND	0	0	-14
HALE CREEK ASACTC	0	0	-45
HUDSON	0	0	-10
LAKEVIEW SICF	0	0	-31
LINCOLN	0	0	-11
LIVINGSTON	5	0	52
MARCY	0	0	79
MID-STATE	0	0	50
MOHAWK	0	0	-133
** MONTEREY SICF	-66	-5	-120
MORIAH SICF	0	0	5
** MT. MCGREGOR	-206	-12	-308
OGDENSBURG	0	0	36
ORLEANS	0	0	103
OTISVILLE	0	0	-7
QUEENSBORO	0	0	-25
RIVERVIEW	5	0	46
*** ROCHESTER	0	0	0
SHAWANGUNK	0	0	-8
SING-SING	0	0	75
SOUTHPORT	0	0	-17
SULLIVAN	0	0	34
TACONIC	0	0	-16
ULSTER	0	0	-151
UPSTATE	0	0	-15
WALLKILL	0	0	4
WASHINGTON	6	0	104
WATERTOWN	0	0	-17
WENDE	0	0	6
WILLARD DTC	0	0	-32
WOODBOURNE	13	2	-6
WYOMING	5	0	52
<b>Net Change</b>	<b>-343</b>	<b>-20</b>	<b>-939</b>
<b>% Change</b>	<b>-1.90%</b>		<b>-1.74%</b>

\* Excludes out to court and temporary release

\*\* Facility Closed July 26, 2014

\*\*\* Rochester has no COs or Sgts. Supervision is by non-uniformed CCCA's.

## Overtime Hours and Costs

DOCCS 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 2013-14, we estimate the closing of posts and redirection of staff resulted in avoiding approximately \$21.4 million in overtime costs that year.

In fiscal year 2013-14, the State, recognizing the need to maintain prison safety and security through the use of overtime, appropriated a state operations overtime base of approximately \$121 million for the supervision of inmates. That paid for approximately 2,580,695 hours of overtime at the security overtime rate of \$46.91 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 fiscal year 2012-13 deficit reduction leave was enacted and impacted overtime as well. During the last fiscal year, approximately 1.92 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 2013-14, 14 days of sick leave were taken per correction officer, 3 days or 424,056 hours more than are funded. Deficit reduction leave, which allowed each correction officer an additional 9 days of absence leave to be used between July 23, 2012 and September 30, 2014 accounted for an additional 232,380 absence hours, for an average of 1.6 days of additional absences per correction officer in fiscal year 2013-14.

Correction officer vacancies (unfilled jobs) occurring in the system have averaged 1.55 million hours annually for the past two fiscal years. In fiscal year 2013-14 the total was approximately 1.53 million hours and is a 1% decrease from the prior 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. DOCCS used 1,326,380 staff hours to cover workers' compensation absences in 2013-14, an increase of 11.6 percent from the prior fiscal year and an increase of 38 percent since fiscal year 2001-02 through fiscal year 2013-14.<sup>1</sup>

Coverage for military leave required 95,540 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 2013-14, a total of 449,259 hours were used to cover construction projects, an increase of 14 percent from the prior year. These hours are far fewer than the absence hours spent on sick leave and workers' compensation.<sup>2</sup> The department must also expend approximately 8,224 hours of overtime annually in order to comply with OSHA standards pertaining to Fire Brigades.

The delivery of health care to inmates required the use of an additional 391,843 staff hours for medical trips and 382,914 hours for outside hospital posts beyond the established plot plan posts. In 2013-14, medical trip hours increased by 13 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 2013-14 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 CORRECTIONS AND COMMUNITY SUPERVISION**  
**TOTAL OVERTIME HOURS/COSTS FOR CORRECTION OFFICERS AND CORRECTION SERGEANTS**

**APRIL 1, 2013 - MARCH 31, 2014**

<b>FACILITY CLASSIFICATION</b>	<b>TOTAL CO OT/HOURS</b>	<b>TOTAL SGT OT/HOURS</b>	<b>CO OT @ \$45.20</b>	<b>SGT OT @ \$56.72</b>
MAX	1,343,796.74	131,400.50	\$60,739,612.65	\$7,453,036
MED	779,621.73	137,214.85	\$35,238,902	\$7,782,826
MIN	69,011.50	9,108.70	\$3,119,320	\$516,645
WILLARD DTC	23,189.50	2,791.00	\$1,048,165	\$158,306
	<b>2,215,619.47</b>	<b>280,515.05</b>	<b>\$100,146,000</b>	<b>\$15,910,814</b>

TABLE D

## TOTAL NUMBER OF BEDS AND EMPTY BEDS as of 12/31/14

FACILITY CLASSIFICATION	FACILITY	TOTAL NUMBER OF BEDS	TOTAL NUMBER OF EMPTY BEDS
MAX	ATTICA	2,248	87
MAX	AUBURN	1,766	78
MAX	BEDFORD HILLS	926	122
MAX	CLINTON	2,894	175
MAX	COXSACKIE	1,006	61
MAX	DOWNSTATE	1,221	48
MAX	EASTERN	985	25
MAX	ELMIRA	1,774	115
MAX	FIVE POINTS	1,587	149
MAX	GREAT MEADOW	1,612	72
MAX	GREEN HAVEN	2,068	59
MAX	SHAWANGUNK	532	33
MAX	SING-SING	1,747	51
MAX	SOUTHPORT	945	369
MAX	SULLIVAN	566	43
MAX	UPSTATE	1,352	254
MAX	WENDE	961	60
MED	ADIRONDACK	566	45 + (133)
MED	ALBION	1,243	156
MED	ALTONA	482	18
MED	BARE HILL	1,714	64
MED	CAPE VINCENT	882	29
MED	CAYUGA	1,082	124
MED	COLLINS	1,107	51
MED	FISHKILL	1,840	175 + (28)
MED	FRANKLIN	1,730	39 + (60)
MED	GOUVERNEUR	1,082	53
MED	GOWANDA	1,763	60 + (150)
MED	GREENE	1,759	80
MED	GROVELAND	1,106	29
MED	HALE CREEK ASACTC	480	53
MED	HUDSON	475	126
MED	LIVINGSTON	874	22
MED	MARCY *	1,208	57
MED	MID-STATE	1,678	119
MED	MOHAWK **	1,462	84
MED	OGDENSBURG	604	79 + (122)
MED	ORLEANS	1,082	95
MED	OTISVILLE	603	14
MED	RIVERVIEW	882	19
MED	TACONIC	387	30
MED	ULSTER	882	179
MED	WALLKILL	608	27
MED	WASHINGTON	874	18
MED	WATERTOWN	670	68 + (98)
MED	WOODBOURNE	853	33
MED	WYOMING	1,714	35
MIN	EDGECOMBE	183	84
MIN	LAKEVIEW SICF	1,022	174
MIN	LINCOLN	284	146
MIN	MORIAH SICF	300	97
MIN	QUEENSBORO	424	80
MIN	ROCHESTER	90	36
MIN	WILLARD DTC	865	219

\* Marcy RMHU is included in these figures.

\*\* Walsh RMU is included in these figures.

( ) These represent additional empty beds that are currently unstaffed and consolidated, can be used if necessary with staff assignment.

Prepared by:

Security Information/Staffing Unit  
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