

Schedule 13

Funding Request for the FY 2017-18 Budget Cycle

Department of Human Services

Request Title

R-01 DYC Facility Staffing Phase 3 of 3

Dept. Approval By: Melissa Wauchock Supplemental FY 2016-17
 OSPB Approval By: Eric N. Smith 10/26/16 Change Request FY 2017-18
 Budget Amendment FY 2017-18

Summary Information	Fund	FY 2016-17		FY 2017-18	FY 2018-19	
		Initial Appropriation	Supplemental Request	Base Request	Change Request	Continuation
	Total	\$106,656,130	\$0	\$108,189,230	\$5,010,631	\$8,157,750
	FTE	845.6	0.0	878.0	80.6	137.0
Total of All Line Items Impacted by Change Request	GF	\$87,850,739	\$0	\$89,383,839	\$5,010,631	\$8,157,750
	CF	\$970,867	\$0	\$970,867	\$0	\$0
	RF	\$12,261,511	\$0	\$12,261,511	\$0	\$0
	FF	\$5,573,013	\$0	\$5,573,013	\$0	\$0

Line Item Information	Fund	FY 2016-17		FY 2017-18	FY 2018-19	
		Initial Appropriation	Supplemental Request	Base Request	Change Request	Continuation
	Total	\$32,736,387	\$0	\$32,736,387	\$642,102	\$1,086,024
	FTE	0.0	0.0	0.0	0.0	0.0
01. Executive Director's Office, (A) General Administration - Health, Life, And Dental	GF	\$22,142,423	\$0	\$22,142,423	\$642,102	\$1,086,024
	CF	\$543,180	\$0	\$543,180	\$0	\$0
	RF	\$6,909,927	\$0	\$6,909,927	\$0	\$0
	FF	\$3,140,857	\$0	\$3,140,857	\$0	\$0

	Total	\$404,087	\$0	\$404,087	\$6,378	\$10,829
	FTE	0.0	0.0	0.0	0.0	0.0
01. Executive Director's Office, (A) General Administration - Short-Term Disability	GF	\$273,968	\$0	\$273,968	\$6,378	\$10,829
	CF	\$8,271	\$0	\$8,271	\$0	\$0
	RF	\$74,665	\$0	\$74,665	\$0	\$0
	FF	\$47,183	\$0	\$47,183	\$0	\$0

	Total	\$10,526,999	\$0	\$10,526,999	\$167,832	\$284,981
	FTE	0.0	0.0	0.0	0.0	0.0
01. Executive Director's Office, (A) General	GF	\$7,138,906	\$0	\$7,138,906	\$167,832	\$284,981

Administration - Amortization	CF	\$210,806	\$0	\$210,806	\$0	\$0
Equalization	RF	\$1,978,665	\$0	\$1,978,665	\$0	\$0
Disbursement	FF	\$1,198,622	\$0	\$1,198,622	\$0	\$0

U1. Executive Director's Office, (A)	Total	\$10,417,342	\$0	\$10,417,342	\$167,832	\$284,981
General Administration - S.B. 06-235	FTE	0.0	0.0	0.0	0.0	0.0
Supplemental Equalization	GF	\$7,064,543	\$0	\$7,064,543	\$167,832	\$284,981
Disbursement	CF	\$208,610	\$0	\$208,610	\$0	\$0
	RF	\$1,958,054	\$0	\$1,958,054	\$0	\$0
	FF	\$1,186,135	\$0	\$1,186,135	\$0	\$0

11. Division of Youth Corrections, (B) Institutional Programs - Personal Services	Total	\$48,863,616	\$0	\$50,396,716	\$3,746,030	\$6,360,785
	FTE	845.6	0.0	878.0	80.6	137.0
	GF	\$48,863,616	\$0	\$50,396,716	\$3,746,030	\$6,360,785
	CF	\$0	\$0	\$0	\$0	\$0
	RF	\$0	\$0	\$0	\$0	\$0
	FF	\$0	\$0	\$0	\$0	\$0

11. Division of Youth Corrections, (B) Institutional Programs - Operating Expenses	Total	\$3,707,699	\$0	\$3,707,699	\$280,457	\$130,150
	FTE	0.0	0.0	0.0	0.0	0.0
	GF	\$2,367,283	\$0	\$2,367,283	\$280,457	\$130,150
	CF	\$0	\$0	\$0	\$0	\$0
	RF	\$1,340,200	\$0	\$1,340,200	\$0	\$0
	FF	\$216	\$0	\$216	\$0	\$0

CF Letternote Text Revision Required	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	If Yes, see attached fund source detail.
RF Letternote Text Revision Required	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	
FF Letternote Text Revision Required	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	
Requires Legislation?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	
Type of Request?	Department of Human Services Prioritized Request				
Interagency Approval or Related Schedule	None				



Cost and FTE

- The Department requests \$5,010,631 total funds/General Fund and 80.6 FTE in FY 2017-18 and \$8,157,750 total funds/General Fund and 137.0 FTE in FY 2018-19 and ongoing to appropriately staff State-operated Youth Corrections facilities based on national standards, reduce violence and injuries, increase safety and security, and enhance staff and youth engagement.
- This is an increase over the FY 2017-18 base of 10.3%.

Current Program

- The Division of Youth Corrections (DYC) provides a continuum of residential services that encompass juvenile detention, commitment and parole at ten State-owned secure facilities.
- FY 2014-15 and FY 2015-16 has yielded lower fights and assaults, but the Division continues to serve complex youth which tend to elevate the number of fights and assaults in facilities.

Problem or Opportunity

- The Division has submitted requests and received additional funding in FY 2014-15, FY 2015-16 and FY 2016-17 which increased staffing by 144.0 FTE.
- Two years ago, the Division began to move away from a concept of a “critical post” to a direct-care staffing ratio, which accounts for the staffing level required for operational needs within a facility such as supervision of visits, medical needs, court appointments, management of youth with elevated needs and transportation.
- This is the third and final phase of staffing requests to achieve a ratio in all facilities which is not greater than 1 staff to 8 youth during waking hours and 1 staff to 16 youth during sleeping hours.

Consequences of Problem

- Failure to adequately staff secure facilities may ultimately lead to a degradation of services that could be manifested in an increased number of violent and self-harming acts, youth and staff injuries, and an overall unsafe environment.
- Colorado will not be in adherence to the Department of Justice Prison Rape Elimination Act (PREA) standards, which outlines appropriate staff to youth ratios.

Proposed Solution

- The Department requests \$5,010,631 total funds/General Fund and 80.6 FTE in FY 2017-18 to support safe environments in State-operated secure facilities.

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Department of Human Services

John W. Hickenlooper
Governor

Reggie Bicha
Executive Director

FY 2017-18 Funding Request | November 1, 2016

Department Priority: R-01
Request Details: DYC Facility Staffing Phase 3 of 3

Summary of Incremental Funding Change for FY 2017-18	Total Funds	General Fund	FTE
DYC Facility Staffing Phase 3 of 3	\$5,010,631	\$5,010,631	80.6

Problem or Opportunity:

The Department requests \$5,010,631 total funds/General Fund and 80.6 FTE in FY 2017-18 and \$8,157,750 total funds/General Fund and 137.0 FTE in FY 2018-19 and ongoing to continue to appropriately address staff to youth ratios in order to mitigate safety and security issues for youth and staff within the State-operated youth corrections facilities. This funding request is the third and final phase of additional staffing for the Department's Division of Youth Corrections' (DYC) ten State-operated facilities. The Joint Budget Committee approved previous funding for 144.0 FTE in FY 2014-15, FY 2015-16 and FY 2016-17.

This request is intended to address ongoing safety and security issues within DYC State-operated facilities to reduce fights, assaults, and youth and staff injuries. As will be discussed in further detail later in this request, the historical staffing framework for the Division's State-operated facilities has resulted in inadequate resources to successfully supervise youth in a manner that maintains a safe and secure environment for all youth and staff. The Department also has a capital request for the fourth phase of facility refurbishments that are necessary for increased security and safety. Both requests highlight the Department's emphasis on safety for youth and staff.

For the purposes of this request, direct staff supervision is defined as security staff who are physically located in the same room, and within reasonable hearing distance of the youth.

Supporting Research/Authority

Research conducted in the mid 1960's to early 1970's in California looked directly at group size as it related to staff's abilities to interact with youth and the behaviors of youth in those groups. Jesness (1972) found that staff with fewer residents had the, "opportunity to develop supportive individual relationships with residents." In contrast, staff with larger resident populations were found to use military-style regimentation, frequent use of punishment, and reliance on more peer-directed groups to control other residents.

This same research found that youth exposed to smaller group sizes were able to spend more time focusing on post-release issues, and had a 26% improved recidivism rate over the control group within 15 months of release. Youth with a mental health diagnosis show a parole violation rate of 30% as compared with the

61% mental health classified youth assigned to a larger unit. This is relevant given that FY 2015-16 data shows that 51.3% of NYC youth in secure placement have been found to have a mental health component.

Increased staffing allows for the NYC to provide a well-functioning milieu, a strong learning environment, professional relationships with youth, and appropriate levels of programming that enhance skill development in the youth served. All of these factors combined support a safe and secure environment.

In addition to improving the safety and security of facilities, increased staffing also meets the mandate from the Prison Rape Elimination Act (PREA) of 2003 (PL 108-79) as well as the Department of Justice (DOJ) PREA Standards (28 CFR Part 115) that require that by October 2017 the Department has a staffing pattern that is determined by staff to youth ratios. Specifically, the standard states “Each secure juvenile facility shall maintain staff ratios of a minimum of 1:8 during resident waking hours and 1:16 during resident sleeping hours” (PREA standard §115.313).

In consideration of safety and security issues, and continuing with the phased approach to ensure adequate staff is available to supervise youth on all shifts, the Department is proposing to increase NYC staff. With the 53 positions funded for FY 2014-15, 22 new positions for FY 2015-16 and 69 positions funded for FY 2016-17, the NYC still needs 136 positions as shown in Table 1. Additionally the Department is requesting one General Professional III Human Resources staff to handle the increase recruitment and hiring of 136 direct care staff as well as personnel activities such as support performance evaluations, grievances, transfers, promotions and disciplinary actions.

Table 1: Summary of Positions Needed

Need by Category	Total Positions Needed	Less Previously Funded FTE			Remaining Need
		FY 2014-15	FY 2015-16	FY 2016-17	
Direct Care Staff	257	32	22	68	135
Supervisors	21	20	0	0	1
Support	2	1	0	1	0
Total FTE	280	53	22	69	136
Plus: General Professional III Human Resources staff					1
Total FY 2017-18 Request					137

Detention and Commitment: Current and Future Need for Secure Capacity

The following section provides context for NYC’s State-operated facilities structure as well as background for future capacity needs. NYC operates ten secure residential facilities. These facilities serve two distinct populations of youth: detained and committed.

Detention Capacity

Detained youth are held in detention for short term stays under the jurisdiction of the juvenile court. Juvenile detention facilities are situated in geographically accessible locations to ensure access by all Judicial Districts. Detention beds are statutorily capped at 382, which are allocated to Judicial Districts through a formula.

Commitment Capacity

DYC also serves youth committed to the custody of the Department for an average of 18-24 months in length.

The Department analyzed the characteristics of youth entering the commitment system to project the percent of the total population who will require secure residential treatment based primarily upon security classification (offense, treatment needs, run history, and other factors). The proportion of the population requiring secure residential treatment has risen from 36% at the close of FY 2010-11 to a current level of 49% for FY 2015-16. While DYC has seen a reduction in the total number of commitment beds needed over the past several years, DYC has experienced an increase in the number of youth who need secure bed placement as opposed to a community placement.

For FY 2015-16, 38% of new commitments were committed for person offenses such as assault, menacing, sexual assault, robbery, and weapon related charges. In the same time period, 66% of new commitments have a prior out of home placement, while 45% have had two or more prior placements. Historically, between 70-80% of all youth committed to the Department also have significant histories of running from placements or homes. The decision to place committed youth in a secure placement at a State facility is based on several factors including offense type, run history, failure in prior out of home placements and treatment issues that include but are not limited to assaultive/aggressive behavior, mental health issues, substance abuse issues and sex-offense specific issues.

Current Secure Facility Staffing Levels

Current staffing results in a variety of staffing ratios dependent upon the size and configuration of units in a particular facility. Some facilities have units with 20 beds, while others have units with 8, 12 or 14 beds. The characteristics of the population, including gender, age, and offense type affects the configuration of youth in units, sometimes resulting in one unit running at a level above the stated capacity. For example, a 20 bed unit may have 22 youth or a 12 bed unit may have 14 youth.

Data published in the November 2015 Request For Information (RFI) to the Joint Budget Committee, showed DYC was running at staffing ratios ranging from 1:8.54 up to 1:22.43 youth to staff during sleeping hours and a range of 1:8.54 to 1:12.91 during waking hours. This data was the average for January 2015 through September 2015. A sufficient number of staff does not currently exist to develop those supportive individual relationships, identified in research stated previously. Nor do the staffing levels meet the minimum staffing ratio of 1:8 during waking hours set by the U.S. Department of Justice. These waking ratios do not vary based on activity.

Staffing Levels and Adequate Supervision to Maintain Safety and Security

The shift from critical post staffing models to a ratio based model for the purposes of enhancing safety, security, and programming also presented an opportunity for the Department to increase safety, reduce assaults and fights, reduce the use of seclusion and restraint as well as enhance school safety. The ratio based model more appropriately reflects the level of resources needed to effectively and safely supervise and care for youth entering the detention and commitment system.

The incorporation of additional staffing helped to support the mission of the Department and affected safety and security. While all facilities saw an infusion of new staff, many were allocated where the need for relief was greatest. For example, in a number of facilities staff was designated for the night shift where increased supervision was needed. In facilities where the greatest need was on day and evening shifts, there was a notable reduction on the level of violence. Eight out of ten facilities have experienced a

reduction in the average number of assaults and fights per month since the increase of staff as illustrated by Table 2. The multi-purpose facilities provide both detention and commitment services.

Table 2: Fights and Assaults

			Fight/Assault Rates (AVG Monthly Bed Day Rate)			
Facility	Type	Capacity	July14-June15	July15-March16	Percent Change	Interpretation
Adams	Detention	30	0.21	0.10	-55%	Performance Improved
Zebulon Pike	Commitment	36	0.48	0.25	-48%	Performance Improved
Grand Mesa	Multi-Purpose	67	0.20	0.13	-36%	Performance Improved
Gilliam	Detention	64	0.78	0.52	-33%	Performance Improved
Mount View	Multi-Purpose	105	0.64	0.45	-29%	Performance Improved
Pueblo	Detention	28	0.51	0.36	-29%	Performance Improved
Lookout	Commitment	130	0.46	0.39	-16%	Performance Improved
Marvin Foote	Detention	61	0.73	0.69	-5%	Performance Improved
Spring Creek	Multi-Purpose	80	0.81	0.81	0%	Performance Unchanged
Platte Valley	Multi-Purpose	103	0.41	0.50	21%	Performance Declined
STATE TOTAL			0.53	0.45	-15%	

Current Vacancies in DYC

The Division reviewed reasons for staff vacancies from October 2015 through January 2016 and noted some trends within the Correctional Youth Security Officer (CYSO) I category. Nearly one fourth (23.5%) of these vacancies are due to promotions to other positions in the Division. Transfers, either to another agency or facility, account for 13.3%. Resignations, terminations and demotions are the balance at 63.2%, with a bulk of these being resignations. The Division is continuing to aggressively recruit for open positions and is filling all existing vacancies within a facility before creating any new positions that were approved with FY 2016-17 funding.

It should be noted that DYC assumes a vacancy rate of approximately 5% or 29 positions as normal attrition. To mitigate for the effect of these vacancies on facility staffing, the Division created 29 additional unfunded positions to keep up with the normal rate of attrition. The Division's 572 CYSO I and CYSO II positions are maintained to equal the 543 positions that are funded within the appropriation. This is illustrated by Table 3.

Table 3: DYC Planned Staffing and Vacancy

Planned Staffing			
Position Type	Actual Positions	Less Anticipated Vacancy	Budgeted Positions
CYSO I	483.0	(24.40)	458.6
CYSO II	89.0	(4.50)	84.5
Total	572.0	(28.90)	543.1
Vacancy Rate		-5.1%	

Annual turnover among juvenile detention workers was reported to be almost 20%, according to a 1993 study by T. A. Wright. Additionally, a 2011 study by Minor et.al. determined that approximately a quarter of newly hired staff resigned from state-operated juvenile correctional facilities within the first year of being hired and trained.

DYC has averaged 55.2 vacancies for the fiscal year FY 2015-16, which is 10.2% of total positions in direct care. This means any given month, the Division has approximately 10% of direct care positions unfilled. The actual number of unique separations for the same year totaled 158 which is an attrition rate of 27.7% against the total of 572 positions. This is slightly higher than the national study quoted from 1993.

The FY 2016-17 figure setting document for DYC noted that DYC was averaging 49.5 vacancies out of 483 total positions in CYSO I positions and 7.3 out of 89 total CYSO II positions for October 2015 through January 2016. These figures combined for an average of 57 vacancies during that time period, of which 29 positions were unfunded. This equates to 28 positions above the planned attrition rate. Of those 57 positions, 53 were filled, however with the normal cycle of attritions and new hires, as of May 2016 the Division had 58.2 vacant positions. The figure and table that follow illustrate the flow of filled and unfilled positions by month, as well as whether or not they are funded. Appendix A, attached at the end of this document, shows all vacant positions by facility and class by month, these vacancies include the 29 unfunded positions. Appendix A demonstrates the net amount of vacancies each month after attrition and new hires.

Figure 1: Monthly DYC Positions Filled and Vacant

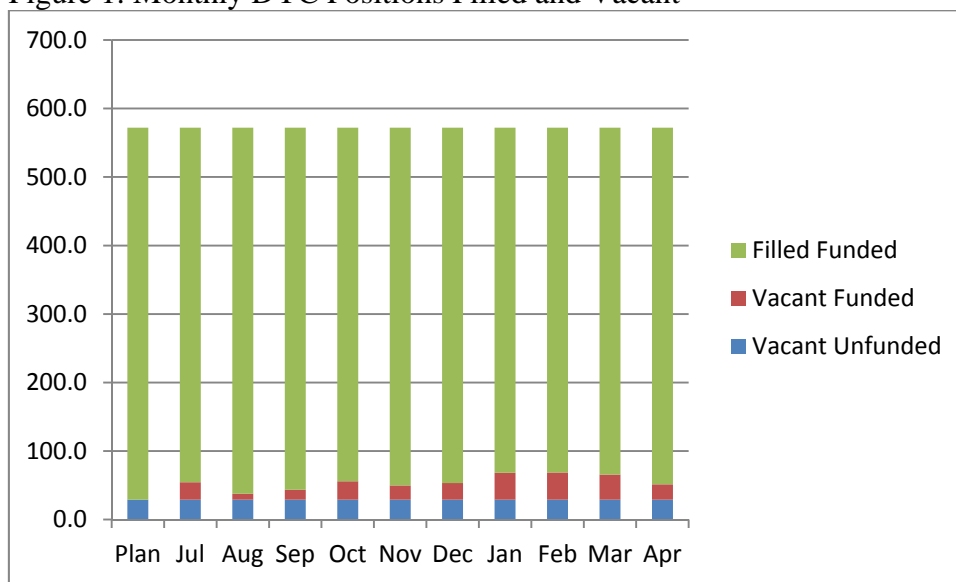


Table 4 provides the actual data points used in Figure 1. This table details vacancy experienced each month above the planned 29.0 vacant positions.

Table 4: Data for Figure 1 Monthly DYC Positions Filled and Vacant

Category	Plan	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Vacant Unfunded	29.0	29.0	29.0	29.0	29.0	29.0	29.0	29.0	29.0	29.0	29.0	29.0
Vacant Funded	0	25.5	8.8	14.6	26.9	20.8	24.2	39.3	39.7	36.8	22.5	29.2
Filled Funded	543.0	517.5	534.2	528.4	516.1	522.2	518.8	503.7	503.3	506.2	520.5	513.8
Total Position Count	572.0	572.0	572.0	572.0	572.0	572.0	572.0	572.0	572.0	572.0	572.0	572.0
Total Vacant both funded and unfunded		54.5	37.8	43.6	55.9	49.8	53.2	68.3	68.7	65.8	51.5	58.2

Current Hiring Plans for new FTE appropriated for FY 2016-17

The Division is ensuring that existing vacant positions at the end of FY 2015-16 are being filled prior to creating and filling the new FTE appropriated. The Division has outlined a hiring plan as a guide, pending successful hiring of existing open positions which is shown in Table 5. An emphasis is being placed on facilities where fights and assaults are the highest.

Table 5: Current Hiring Plan for FY 2016-17 Funded FTE

New Hires by Month	CYSO I					CYSO II					Total
	Spring Creek	Lookout Mountain	Gilliam	Platte Valley	Subtotal	Spring Creek	Lookout Mountain	Gilliam	Platte Valley	Subtotal	
August			2		2	1			1	2	4
September					0	2	2		1	5	5
October					0	1	2		2	5	5
November	4	4		3	11	1	2		1	4	15
December	4	5		4	13		1			1	14
January	4	5		4	13					0	13
February	3	5		4	12					0	12
Actual New Positions	15	19	2	15	51	5	7	0	5	17	68

Proposed Solution:

The Department requests \$5,010,631 total funds/General Fund and 80.6 FTE in FY 2017-18 and \$8,157,750 total funds/General Fund, 137.0 FTE in FY 2018-19 and ongoing to continue to appropriately address staff to youth ratios in order to mitigate safety and security issues for youth and staff within State-operated facilities.

In order to meet the nationally adopted staffing ratios to effectively and safely supervise youth in DYC detention and commitment systems, the Department is proposing the following solution.

Elements of the Proposal

- In designing a solution, the Department recognizes that the demands of operating a secure facility often require staff who are supervising youth to be pulled off coverage. These demands include but are not limited to such activities as: transporting one or more youth to a medical appointment, moving youth to and from visits with family and external service providers (transition), or to provide transition activities such as working to secure employment or enroll in educational services. While these demands are operationally critical, they decrease the number of staff supervising the majority of the youth and thus impacts safety. Therefore, this request includes positions intended to cover operational “posts”.
- The Department would deploy new staff based upon a ramp up schedule as well as a review of current data and youth populations. A hiring plan can be found in Table 5.

Staffing Request

- An additional 102 direct care supervision (CYSO I) and 33 senior level direct care supervision (CYSO II) positions, fully annualized in FY 2018-19, to be compliant with nationally recognized ratios.
- One additional CYSO III Supervisor to maintain span of control.

- One additional GP III Human Resources Generalist in the Office of Administrative Solutions, Employment Affairs Division to administer hiring, and various personnel functions related to supporting the additional 136 staff.

Equation of Posts to FTE

Direct Care and Operational Posts that must be staffed 24 hours a day, 7-days a week require 5.2 FTE to cover all shifts. Supervisors and support posts do not require 24/7 coverage. Table 6 shows the conversion between FTE and the shift relief factor, not the staggered hiring plan for the requested 137.0 FTE that is shown in Table 7.

Table 6: Equation of Posts to FTE

Type of Staff	Posts	Relief Factor	Annualized positions	Prorated FTE for FY 2017-18
CYSO I	19.62	5.2	102	59.8
CYSO II	6.35	5.2	33	19.0
CYSO III	1	n/a	1	0.9
GP III	1	n/a	1	0.9
Total Positions / FTE			137.0	80.6

The staggered hiring plan for these requested positions is show in Table 7.

Table 7: Hiring Plan

Hiring plan	Number of Hires			
	CYSO I	CYSO II	CYSO III	GP III
Beginning July 2017				
July	12	3	1	1
Aug	12	3		
Sept	11	4		
Oct	11	4		
Nov	11	4		
Dec	11	4		
January	11	4		
February	11	4		
March	12	3		
April	0	0		
May	0	0		
June	0	0		
Hired at End of FY 17-18	102	33	1	1
Total Positions Hired	137			

Alternatives Considered

The Department reviewed a variety of possible configurations for different capacity levels by living unit and the resulting staff requirements. These are summarized below along with non-financial impacts and consequences. (These options are to be looked at separately and are not a comparison from one to the other.)

Option 1: Increase staffing levels in a phased approach. (This option is the Department's preferred option, this funding request.) It will increase:

- safety of the facility by reducing fights and assaults, and reducing injuries to staff and youth;
- staff based upon Department of Justice standards while assuming that staffing for classroom instruction is viewed in aggregate;
- staff to address operational capacity needs; and
- supervisory staff to meet needs of new direct care staff.

Pros of Option 1 are:

- Direct staff coverage to meet appropriate staffing levels.
- Increased coverage to improve supervision of youth and decrease the likelihood of assaults and fights.
- Allows for staffing and operational coverage to ensure youth/staff ratios are maintained. (Staff are not pulled from supervision to move youth to and from visits, transport to medical appointments, conduct transition activities, and other duties).

Cons of Option 1 are:

- Cost of additional FTE.

Option 2: Decrease the need for additional staff through maintaining the same number of youth in fewer living units. This option relies upon double-bunking a portion of youth in State-operated facilities. For example, a pod designed for 12 youth would require 2.0 staff during waking hours. To maximize the efficiency of the 2.0 staff- the pod would be utilized at 16 youth. This would require 4 rooms to be double bunked, affecting 8 youth.

Pros of Option 2 are:

- Results in cost savings through artificially increasing pod sizes to ensure efficient staff to youth ratios.

Cons of Option 2 are:

- This practice would conflict with the foundational principles of providing safe and secure environments. Proper room assignment is critical, ensuring youth who have met certain criteria are not double bunked. The vast majority of youth in the Division are classified as not being eligible for a roommate.
- Compromise safety and security through overcrowding living units designed for a particular size population. This is compounded by the need to separate youth of differing gangs, different ages and gender, potential victims from victimizers, as well as court orders to separate co-defendants.

Option 3: Do not increase staff levels.

Pros of Option 3 are:

- The State does not incur additional costs to support increased FTE to staff Division of Youth Corrections' State-operated facilities.

Cons of Option 3 are:

- The Department will not have the ability to effectively reduce assaults, fights, and the use of restraint and seclusion.

- The Department will not have the ability to provide the supervision necessary to reduce/eliminate incidents of sexual misconduct in State-operated facilities.
- Increased youth capacity results in additional facility strain.
- The Department will not meet PREA requirements for staffing by October 1, 2017 potentially putting the State at risk of federal grant penalties.

Anticipated Outcomes:

The outcome of increased staffing in NYC State-operated facilities directly links to the Department's performance improvement efforts. The Department projects increased staffing will also have a positive outcomes for youth. Through the infusion of staff, youth will have greater access to programs and services tailored to their individual treatment needs. The Division also expects that State facilities will experience a greater retention rate of security staff. Through increased staffing patterns, staff will have support "on-the-floor" that will translate to feeling safe, being better equipped to hold youth accountable and a stronger sense of helping youth to achieve positive outcomes, thus equating to a higher degree of job satisfaction.

Outcomes of Increased Staffing

- Provide the necessary sight and sound supervision of youth to reduce/eliminate physical and sexual incidents.
- Provide a safe environment for youth, staff and school personnel.
- Provide the necessary resources for full implementation of the Division's behavior management program, facility-wide Positive Behavioral Interventions and Supports.
- Increase opportunities to utilize motivational interviewing techniques with youth in the moment.
- Decrease the response time for incidents and crises.
- Provide the resources necessary for full engagement of families of youth in the detention and commitment systems. This includes but is not limited to increased visits, increased phone contact, increased facility activities, and orientation processes for families in each facility.

The Department believes that setting staff ratios at the levels prescribed by the Department of Justice and supported in research will improve the safety of youth and staff as indicated by continuing the:

- Decrease of the number of assaults and fights in State-operated facilities.
- Reduction of the use of restraint and seclusion.
- Reduction of the number of injuries to youth from fights, assaults and restraints.
- Reduction of the number of injuries to staff from assaults or restraints thereby reducing the number of and amount of Workers Compensation claims.

The Department will phase in new staff at each of its ten NYC State-operated facilities over the fiscal year. This process will allow the facilities to manage recruitment and training of new employees without over burdening the Department's current human resources system.

Assumptions and Calculations:

Table 8 shows the calculation of salary, benefits, and other costs associated with the FTE.

Table 8: FTE Costs

Expenditure Detail		FY 2017-18		FY 2018-19	
Personal Services:					
Classification Title	Monthly	FTE		FTE	
CYSO III	\$4,099	0.9	\$44,269	1.0	\$49,188
PERA			\$4,493		\$4,993
AED			\$2,213		\$2,459
SAED			\$2,213		\$2,459
Medicare			\$642		\$713
STD			\$84		\$93
Health-Life-Dental			\$7,927		\$7,927
Subtotal Position 1, ## FTE		0.9	\$61,841	1.0	\$67,832
Classification Title	Monthly	FTE		FTE	
GP III - Human Resources	\$4,028	0.9	\$43,502	1.0	\$48,336
PERA			\$4,415		\$4,906
AED			\$2,175		\$2,417
SAED			\$2,175		\$2,417
Medicare			\$631		\$701
STD			\$83		\$92
Health-Life-Dental			\$7,927		\$7,927
Subtotal Position 2, ## FTE		0.9	\$60,908	1.0	\$66,796
Subtotal Personal Services		1.8	\$122,750	2.0	\$134,628
Operating Expenses:					
		FTE		FTE	
Regular FTE Operating	\$500	1.8	\$900	2.0	\$1,000
Telephone Expenses	\$450	1.8	\$810	2.0	\$900
PC, One-Time	\$1,230	2.0	\$2,460	-	
Office Furniture, One-Time	\$3,473	2.0	\$6,946	-	
Other					
Other					
Other					
Other					
Subtotal Operating Expenses			\$11,116		\$1,900
TOTAL REQUEST		1.8	\$133,866	2.0	\$136,528

Table 8: FTE Costs (Continued)

Expenditure Detail		FY 2017-18		FY 2018-19	
Personal Services:					
Classification Title	Monthly	FTE		FTE	
CYSO I	\$3,374	59.8	\$2,421,182	102.0	\$4,129,776
PERA			\$245,750		\$419,172
AED			\$121,059		\$206,489
SAED			\$121,059		\$206,489
Medicare			\$35,107		\$59,882
STD			\$4,600		\$7,847
Health-Life-Dental			\$475,631		\$808,573
Subtotal Position 1, ## FTE		59.8	\$3,424,388	102.0	\$5,838,228
Classification Title	Monthly	FTE		FTE	
CYSO II	\$3,718	19.0	\$847,704	33.0	\$1,472,328
PERA			\$86,042		\$149,441
AED			\$42,385		\$73,616
SAED			\$42,385		\$73,616
Medicare			\$12,292		\$21,349
STD			\$1,611		\$2,797
Health-Life-Dental			\$150,617		\$261,597
Subtotal Position 2, ## FTE		19.0	\$1,183,036	33.0	\$2,054,744
Subtotal Personal Services		78.8	\$4,607,424	135.0	\$7,892,972
Operating Expenses:					
		FTE		FTE	
Regular FTE Operating	\$500	78.8	\$39,400	135.0	\$67,500
Telephone Expenses	\$450	78.8	\$35,460	135.0	\$60,750
PC, One-Time	\$1,230	27.0	\$33,210	-	
Office Furniture, One-Time	\$3,473	27.0	\$93,771	-	
Digital Trunk Radios	\$2,500	27.0	\$67,500	27.0	
Subtotal Operating Expenses			\$269,341		\$128,250
Total This Page		78.8	\$4,876,765	135.0	\$8,021,222
Total Prior Page		1.8	133,865.6	2.0	136,528.0
Total REQUEST		80.6	5,010,631.0	137.0	8,157,750.0
	<i>General Fund</i>		\$5,010,631		\$8,157,750

Table 9 provides a breakout of the affected Long Bill line items.

Table 9: Long Bill Appropriation and Requested Funding for FY 2017-18 Through FY 2019-20										
Line Item: (1) Executive Director's Office, Health, Life, and Dental	Total Funds	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	Medicaid Total Funds	Medicaid General Fund	Medicaid Federal Funds	FTE	Notes
FY 2016-17 Appropriation (HB 16-1405)	\$32,736,387	\$22,142,423	\$543,180	\$6,909,927	\$3,140,857	\$0	\$0	\$0	0.0	
Requested Funding (or Spending Authority)	\$642,102	\$642,102	\$0	\$0	\$0	\$0	\$0	\$0	0.0	Shown on Schedule 13
FY 2017-18 Total Requested Appropriation	\$33,378,489	\$22,784,525	\$543,180	\$6,909,927	\$3,140,857	\$0	\$0	\$0	0.0	
FY 2018-19 Annualization of Prior Year Funding	\$443,922	\$443,922	\$0	\$0	\$0	\$0	\$0	\$0	0.0	Shown on Schedule 13
FY 2019-19 Total Requested Appropriation	\$33,822,411	\$23,228,447	\$543,180	\$6,909,927	\$3,140,857	\$0	\$0	\$0	0.0	
FY 2019-20 Total Requested Appropriation	\$33,822,411	\$23,228,447	\$543,180	\$6,909,927	\$3,140,857	\$0	\$0	\$0	0.0	
Line Item: (1) Executive Director's Office, Short-term Disability	Total Funds	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	Medicaid Total Funds	Medicaid General Fund	Medicaid Federal Funds	FTE	Notes
FY 2016-17 Appropriation (HB 16-1405)	\$404,087	\$273,968	\$8,271	\$74,665	\$47,183	\$0	\$0	\$0	0.0	
Requested Funding (or Spending Authority)	\$6,378	\$6,378	\$0	\$0	\$0	\$0	\$0	\$0	0.0	Shown on Schedule 13
FY 2017-18 Total Requested Appropriation	\$410,465	\$280,346	\$8,271	\$74,665	\$47,183	\$0	\$0	\$0	0.0	
FY 2018-19 Annualization of Prior Year Funding	\$4,451	\$4,451	\$0	\$0	\$0	\$0	\$0	\$0	0.0	Shown on Schedule 13
FY 2019-19 Total Requested Appropriation	\$414,916	\$284,797	\$8,271	\$74,665	\$47,183	\$0	\$0	\$0	0.0	
FY 2019-20 Total Requested Appropriation	\$414,916	\$284,797	\$8,271	\$74,665	\$47,183	\$0	\$0	\$0	0.0	
Line Item: (1) Executive Director's Office, Amortization Equalization Disbursement	Total Funds	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	Medicaid Total Funds	Medicaid General Fund	Medicaid Federal Funds	FTE	Notes
FY 2016-17 Appropriation (HB 16-1405)	\$10,526,999	\$7,138,906	\$210,806	\$1,978,665	\$1,198,622	\$0	\$0	\$0	0.0	
Requested Funding (or Spending Authority)	\$167,832	\$167,832	\$0	\$0	\$0	\$0	\$0	\$0	0.0	Shown on Schedule 13
FY 2017-18 Total Requested Appropriation	\$10,694,831	\$7,306,738	\$210,806	\$1,978,665	\$1,198,622	\$0	\$0	\$0	0.0	
FY 2018-19 Annualization of Prior Year Funding	\$117,149	\$117,149	\$0	\$0	\$0	\$0	\$0	\$0	0.0	Shown on Schedule 13
FY 2019-19 Total Requested Appropriation	\$10,811,980	\$7,423,887	\$210,806	\$1,978,665	\$1,198,622	\$0	\$0	\$0	0.0	
FY 2019-20 Total Requested Appropriation	\$10,811,980	\$7,423,887	\$210,806	\$1,978,665	\$1,198,622	\$0	\$0	\$0	0.0	
Line Item: (1) Executive Director's Office, Supplemental Amortization Equalization Disbursement	Total Funds	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	Medicaid Total Funds	Medicaid General Fund	Medicaid Federal Funds	FTE	Notes
FY 2016-17 Appropriation (HB 16-1405)	\$10,417,342	\$7,064,543	\$208,610	\$1,958,054	\$1,186,135	\$0	\$0	\$0	0.0	
Requested Funding (or Spending Authority)	\$167,832	\$167,832	\$0	\$0	\$0	\$0	\$0	\$0	0.0	Shown on Schedule 13
FY 2017-18 Total Requested Appropriation	\$10,585,174	\$7,232,375	\$208,610	\$1,958,054	\$1,186,135	\$0	\$0	\$0	0.0	
FY 2018-19 Annualization of Prior Year Funding	\$117,149	\$117,149	\$0	\$0	\$0	\$0	\$0	\$0	0.0	Shown on Schedule 13
FY 2019-19 Total Requested Appropriation	\$10,702,323	\$7,349,524	\$208,610	\$1,958,054	\$1,186,135	\$0	\$0	\$0	0.0	
FY 2019-20 Total Requested Appropriation	\$10,702,323	\$7,349,524	\$208,610	\$1,958,054	\$1,186,135	\$0	\$0	\$0	0.0	

Table 9: Long Bill Summary (Continued)

Table 9: Long Bill Appropriation and Requested Funding for FY 2017-18 Through FY 2019-20										
Line Item: (11) (B) - Division of Youth Corrections, Institutional Programs - Personal Services	Total Funds	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	Medicaid Total Funds	Medicaid General Fund	Medicaid Federal Funds	FTE	Notes
FY 2016-17 Appropriation (HB 16-1405)	\$48,863,616	\$48,863,616	\$0	\$0	\$0	\$0	\$0	\$0	845.6	
Requested Funding (or Spending Authority)	\$3,746,030	\$3,746,030	\$0	\$0	\$0	\$0	\$0	\$0	80.6	Shown on Schedule 13
FY 2017-18 Total Requested Appropriation	\$52,609,646	\$52,609,646	\$0	\$0	\$0	\$0	\$0	\$0	926.2	
FY 2018-19 Annualization of Prior Year Funding	\$2,614,755	\$2,614,755	\$0	\$0	\$0	\$0	\$0	\$0	56.4	Shown on Schedule 13
FY 2019-19 Total Requested Appropriation	\$55,224,401	\$55,224,401	\$0	\$0	\$0	\$0	\$0	\$0	982.6	
FY 2019-20 Total Requested Appropriation	\$55,224,401	\$55,224,401	\$0	\$0	\$0	\$0	\$0	\$0	982.6	
Line Item: (11) (B) - Division of Youth Corrections, Institutional Programs - Operating Expenses	Total Funds	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	Medicaid Total Funds	Medicaid General Fund	Medicaid Federal Funds	FTE	Notes
FY 2016-17 Appropriation (HB 16-1405)	\$3,707,699	\$2,367,283	\$0	\$1,340,200	\$216	\$0	\$0	\$0	0.0	
Requested Funding (or Spending Authority)	\$280,457	\$280,457	\$0	\$0	\$0	\$0	\$0	\$0	0.0	Shown on Schedule 13
FY 2017-18 Total Requested Appropriation	\$3,988,156	\$2,647,740	\$0	\$1,340,200	\$216	\$0	\$0	\$0	0.0	
FY 2018-19 Annualization of Prior Year Funding	(\$150,307)	(\$150,307)	\$0	\$0	\$0	\$0	\$0	\$0	0.0	Shown on Schedule 13
FY 2019-19 Total Requested Appropriation	\$3,837,849	\$2,497,433	\$0	\$1,340,200	\$216	\$0	\$0	\$0	0.0	
FY 2019-20 Total Requested Appropriation	\$3,837,849	\$2,497,433	\$0	\$1,340,200	\$216	\$0	\$0	\$0	0.0	

Appendix A: Charts on Vacancy

DYC FY 2015-16 All vacancies- planned and unplanned through May 2016											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
ADAMS	1.0	1.0	1.6	0.0	1.5	1.6	1.7	0.5	0.0	0.0	0.0
CORR/YTH/CLIN SEC OFF I	1.0	1.0	1.6	0.0	0.5	1.3	1.7	0.2	-1.0	0.0	0.0
CORR/YTH/CLIN SEC OFF II	0.0	0.0	0.0	0.0	1.0	0.3	0.0	0.3	1.0	0.0	0.0
GRAND MESA	2.0	2.0	1.0	4.8	4.5	4.6	3.0	3.6	1.4	1.0	1.9
CORR/YTH/CLIN SEC OFF I	2.0	2.0	1.0	2.8	2.6	2.6	3.0	3.6	1.4	1.0	1.9
CORR/YTH/CLIN SEC OFF II	0.0	0.0	0.0	2.0	1.9	2.0	0.0	0.0	0.0	0.0	0.0
GILLIAM	1.4	1.0	4.0	5.6	5.7	4.4	5.6	6.0	4.7	4.5	3.7
CORR/YTH/CLIN SEC OFF I	0.4	0.0	3.0	5.6	5.7	4.4	3.6	5.9	4.7	4.5	2.7
CORR/YTH/CLIN SEC OFF II	1.0	1.0	1.0	0.0	0.0	0.0	2.0	0.0	0.0	0.0	1.0
LOOKOUT MOUNTAIN	12.6	8.0	10.0	9.7	6.2	7.9	11.9	15.3	14.7	13.8	14.7
CORR/YTH/CLIN SEC OFF I	9.6	6.0	9.0	7.8	4.2	5.9	9.9	14.3	14.7	13.8	14.7
CORR/YTH/CLIN SEC OFF II	3.0	2.0	1.0	1.9	2.0	2.0	2.0	1.0	0.0	0.0	0.0
M. FOOTE	7.0	7.0	3.5	5.4	7.3	7.3	8.6	6.9	6.0	5.3	6.6
CORR/YTH/CLIN SEC OFF I	5.0	5.0	2.5	4.4	6.3	6.3	6.8	4.9	4.0	5.3	6.6
CORR/YTH/CLIN SEC OFF II	2.0	2.0	1.0	1.0	1.0	1.0	1.7	2.0	2.0	0.0	0.0
MOUNT VIEW	10.0	7.0	9.7	9.2	9.8	9.4	11.0	11.5	11.7	8.5	14.3
CORR/YTH/CLIN SEC OFF I	9.0	6.0	7.7	9.2	9.8	9.4	11.0	11.5	11.7	7.7	13.3
CORR/YTH/CLIN SEC OFF II	1.0	1.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.8	1.0
PLATTE VALLEY	11.3	3.5	6.6	7.5	5.6	4.7	10.1	6.9	7.7	9.1	7.7
CORR/YTH/CLIN SEC OFF I	10.3	2.5	6.6	5.5	4.6	2.7	9.1	7.2	7.7	9.1	6.5
CORR/YTH/CLIN SEC OFF II	1.0	1.0	0.0	2.0	1.0	2.0	1.0	-0.3	0.0	0.0	1.3
PUEBLO	0.0	0.0	1.9	3.1	3.0	4.3	4.8	4.0	3.2	2.0	0.0
CORR/YTH/CLIN SEC OFF I	0.0	0.0	1.9	3.0	3.0	4.3	4.8	5.0	4.2	3.0	1.0
CORR/YTH/CLIN SEC OFF II	0.0	0.0	0.0	0.1	0.0	0.0	0.0	-1.0	-1.0	-1.0	-1.0
SPRING CREEK	7.2	7.0	2.7	8.0	5.0	7.3	8.5	11.1	12.2	5.1	8.4
CORR/YTH/CLIN SEC OFF I	6.2	6.0	2.7	8.0	4.0	6.9	8.6	11.7	11.4	6.2	9.4
CORR/YTH/CLIN SEC OFF II	1.0	1.0	0.0	0.0	1.0	0.4	-0.1	-0.5	0.8	-1.1	-1.0
ZEB PIKE	2.0	1.3	2.6	2.6	1.2	1.7	3.1	2.8	4.1	2.2	0.7
CORR/YTH/CLIN SEC OFF I	2.0	1.3	2.6	2.6	1.2	1.7	3.1	2.8	4.1	2.2	0.7
CORR/YTH/CLIN SEC OFF II	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Division Total	54.5	37.8	43.6	55.9	49.8	53.2	68.3	68.7	65.8	51.5	58.2
Less Planned Unfunded Vacancy	-29.0	-29.0	-29.0	-29.0	-29.0	-29.0	-29.0	-29.0	-29.0	-29.0	-29.0
Net Vacancy	25.5	8.8	14.6	26.9	20.8	24.2	39.3	39.7	36.8	22.5	29.2