



## **Final Report**

### **Study of the Broome County Sheriff's Department**

**October 7, 2008**

Submitted by  
Voorhis/Robertson Justice Services, Inc.  
in association with  
The Lichtman Associates

October 7, 2008

Ms Rita Petkash, Commissioner of Planning  
44 Hawley Street  
Edwin L. Crawford County Office Building  
Binghamton, NY 13902-1766

Dear Ms Petkash:

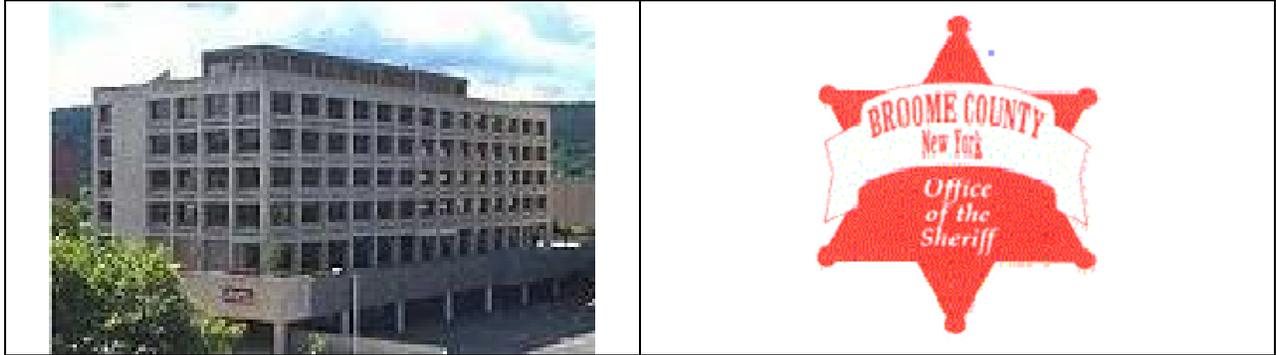
The Joint Venture (Project) Team of Voorhis Robertson Justice Services, Inc. (VRJS) and The Lichtman Associates (TLA) is please to submit our final report for the Study of the Broome County Sheriff's Department. We appreciate the efforts, time and patience of all staff who have been involved in the project. During all of our interviews, members of the Sheriff's Office and other County agencies exhibited a very professional attitude..

We hope the report is received with a spirit of cooperation among all stakeholders and as such, can be used to continue honest and sincere conversations aimed at confirming the right number of staff for the Sheriff's Office.

Sincerely,



James R. Robertson, Partner



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## **Introduction and Background**

Broome County identified the need for consulting assistance and issued a Request for Proposals (RFP) #2007-005 to:

- Review the Broome County Sheriff's Department current operations (to include inmate population analysis) and to,
- Review the staffing of the correctional facility and highway patrol services to determine where inefficiencies exist and to recommend ways to improve efficiency, reduce expenses and improve overall operations.

Voorhis/Robertson Justice Services Inc. in association with The Lichtman Associates (VRJS/TLA) submitted a response to the RFP on January 17, 2007. On March 14, 2007, VRJS/TLA participated in an interview with members of the Planning and Economic Development Committee. VRJS/TLA was selected by the interview committee to conduct the study. Resolution #07-233 accepted on August 23, 2007 authorized VRJS/TLA to conduct the study. Subsequently, VRJS/TLA entered into contract negotiations with Broome County and on November 2, 2007, VRJS/TLA submitted a notarized and agreed-to contract to Broome County for execution. That contract was fully executed by the County on February 19, 2008 and received by VRJS Inc. on February 25, 2008.

## **Site Visits and Kick-Off Meeting**

Once prior commitments were satisfied and schedules were cleared, an official project kick-off meeting was conducted at the Sheriff's Office on April 8, 2008. This date marked the official start of the project. During the kick-off meeting, the project schedule, project tasks and information/data requests were outlined. In attendance at that meeting were:

- David Harder, Sheriff
- Gary O'Neill, Undersheriff
- Mark Smolinsky, Corrections Administrator
- Patrick Brennan, Deputy County Executive
- Rita Petkash, Commissioner of Planning
- David Voorhis, Partner, VRJS Inc.
- Jim Robertson, Partner, VRJS Inc.

During the course of the study, VRJS/TLA was onsite a total of nine times. During those site visits, the facilities were toured, information and data was collected and staff was interviewed.

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During the study, the following information/data was requested of the Sheriff's Office and County.

**Corrections Request for Documents and Information**

1. List of all post and positions by division.
2. Staff deployment schedules for each division.
3. Current budgets.
4. Current salary structure for each position.
5. Current organizational structure chart.
6. Current staff hiring schedule.
7. Summary of facility incidents.
8. Summary of staff exit interviews.
9. List and schedule of all services and programs provided.
10. Summaries on the historical use of overtime for each division.
11. Use of overtime policy and procedure.
12. Current Policy and Procedure (Standard Operating) Manual
13. Current Mission Statements.
14. Previous staffing studies if any.
15. The Inmate Handbook and related rules and regulations.
16. Commission inspection reports.
17. Annual Reports.
18. Historical data on the average bookings per day by shift?
19. Summary of the inmate classification plan and historic trends in classification.
20. Post orders and job description for all positions.
21. Current copy of the Shift Relief Factor if available.
22. Staff turnover historical data and information on length of time to fill a vacancy.
23. Collective bargaining agreements.
24. Building floor plans (reduced size is acceptable).
25. Staff training plan.
26. Inmate population projections.
27. Courts litigation synopsis.
28. Commission Standards

**Law Enforcement Request for Documents and Information**

1. County population and land size,
2. Provide any previous reports completed for the sheriff's office.
3. Are there any established goals for law enforcement services that can be provided?
4. What means are used to measure success of the law enforcement effort? How do you measure success?
5. Provide a current organization chart and mission statement for law enforcement duties?
6. Annual reports for corrections and law enforcement for the last three to five years.
7. What are current numbers of staff by rank and/or classification?
8. Show numbers of staff distributed by sworn and civilian.

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9. Show the number of staff increases/decreases for each year for the last ten years.
10. What is the current distribution of staffing assignments?
11. Can you provide the number of increases or decreases in staff for the last 8 years?
12. Provide shift schedules for detectives and patrol assignments?
13. How shift changes are handled, is there an overlap for briefing and relief?
14. Provide an overview or description of district/precinct for patrol? Provide for detectives if applicable.
15. How long have these districts been the active assignments?
16. How are districts or precincts established? What is the basis for the established districts?
17. Does the sheriff's office maintain a crime analysis unit? Please describe.
18. If the agency does not have crime analyst, how is it accomplished?
19. What grants have the sheriff's office obtained?
20. Do you use reserve deputies or volunteers to help staff and sheriff's responsibilities? Please describe duties of each.
21. Does the agency support an explorer post? Describe activity.
22. Do you use police technicians?
23. What workload indicators are used to monitor work standards?
24. How is workload data captured?
25. Does the sheriff's office use a computer aided dispatch that provides call load and activity summaries?
26. Can the sheriff's office obtain summary reports that are standard to the CAD system?
27. Can the sheriff's office obtain summary reports that are unique to a question about activities from the CAD system?
28. Have any response time analysis been completed?
29. Please provide the summary data for each of the last five years (ten if possible) of the FBI Crime stats (Incident Reporting or UCR )?
30. Do your FBI crime reports include any data for other local police agencies?
31. Are FBI crimes reports on-line and how are they accessed?
32. Provide a list of cities, towns, villages in your county. Please include a number of officers for each of the communities.
33. Does the sheriff's office respond to alarm system? Please provide a false alarm rate, if available, and describe the degree alarms consume resources.
34. Does the agency conduct traffic accident investigations?
35. Provide a description of warrants processing and number of staff assigned.
36. Number of warrants newly issued each year.
37. Where are warrants filed, is there a central repository?
38. What current problems exist with warrants processing?
39. Does the agency place an emphasis on any specific crimes or offenses?
40. What are considered high priority calls for service?
41. What role does the agency conduct community activities and makes presentations for specific purposes? Please describe briefly.
42. Does the agency manage the communication function? Describe this service.
43. Does the communication function support the law enforcement activities to its fullest? How should it improve?

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44. Does the system use a CAD computer aided dispatch?
45. What activity reports are provided on a weekly or monthly basis?
46. How are CAD reports distributed and who gets them?
47. To what extent are these CAD reports used to direct patrol and investigations? Who manages this function?
48. Does CAD report delayed dispatch times, response time (by category) and service time for calls?
49. Do you monitor time patrol is available for proactive patrol and initiated service calls?
50. Do patrol and investigation staff complete work logs? How are these summarized for evaluation of their activities?
51. Do supervisors develop monthly summaries of the above logs to report to administration?
52. Do you maintain a cost for calls for service?
53. What is the percentage of personnel cost, including benefits, as a portion of the agency budget? Break down between correctional facility and law enforcement.
54. Cost of agency per county population.
55. Summarize the requirements for training of staff and number of assigned staff.
56. Provide a summary of hours and classes for each law enforcement personnel for the previous year.
57. Summarize the work of the Civil Division and staff assigned.
58. What role does the State Police serve in this jurisdiction? Do they complement the sheriff's duties? How?
59. Is there a marine patrol function? Describe and summarize the duties and workloads.
60. Does the agency provide school support services or school resources staff? Describe work and activities.
61. Describe any special units or task force assignments and their workload activities.
62. How do you measure success of the assignments to these units?
63. Has the agency developed law enforcement standards? Provide a copy of written standards.
64. Has the agency obtained certification from any other agency?

Draft reports and summary of findings were issued for review on July 31, 2008 and August 31, 2008.

### **Mission Statement Review**

The mission statement describes the purpose of the organization and directs employees to achieve that mission. The mission statement provides a basis for development of programs and services to meet the mission. This statement is essential to the success of an organization. It is best when the mission statement is developed with countywide support and community involvement. A mission statement developed exclusively by the user organization often times garners little support outside the organization.

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### **Office of the Sheriff – Mission Statement**

The following mission statement provides guidance for the office of Sheriff. This mission statement provides necessary guidance to the community and for its employees.

*The Office of the Sheriff, in order to meet its responsibilities to the public, establishes the following as a statement of commitment. It is the mission of the Office of the Sheriff to:*

- *Enforce, fairly and impartially, all duly constituted laws of the State of New York and the County of Broome.*
- *Investigate, identify, apprehend, and assist in the prosecution of offenders using modern police methods and technologies.*
- *Respond quickly, efficiently and professionally to all reported crimes, emergencies, disasters and any other situations required by the public.*
- *Securely, safely and humanely keep all prisoners committed to the custody of the Sheriff, and to offer those offenders opportunities for self-improvement.*
- *Offer all employees the ability to improve their performance and experience through professional training while providing the public opportunities for involvement and education.*
- *Promulgate a safe work environment within the confines of the nature of the work.*
- *Cooperate with surrounding Police and Correctional agencies in training and enforcement in order to create an improved Criminal Justice system.*
- *Cooperate with all County agencies to improve the County and community while providing services at a cost effective level.*

### **Sheriff's Correction Division – Mission Statement**

The following Mission Statement is taken from the Corrections Policy Manual; the statement replicates the law enforcement mission and does not cover the essential components of a correctional facility purpose statement. We recommend that the County and the Sheriff collaborate on the development of a corrections mission statement. (See following example in next section) A mission statement is essential to the development of programs, services, and resources and staffing to accomplish the mission or purpose and with community support, including county legislators, the revised corrections mission statement should develop necessary support for organizational goals.

*The Office of the Sheriff, in order to meet its responsibilities to the public, establishes the following as a statement of commitment. It is the mission of the Office of the Sheriff to:*

- *Enforce, fairly and impartially, all duly constituted laws of the State of New York and the County of Broome.*
- *Investigate, identify, apprehend and assist in the prosecution of offenders using modern police methods and technologies.*

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- *Respond quickly, efficiently and professionally to all reported crimes, emergencies, disasters and any other situation required by the public.*
- *Securely, safely and humanely keep all prisoners committed to the custody of the Sheriff, and to offer those offenders opportunities for self-improvement.*
- *Offer all employees the ability to improve their performance and experience through professional training while providing the public opportunities for involvement and education.*
- *Promulgate a safe work environment within the confines of the nature of the work.*
- *Cooperate with surrounding police and corrections agencies in training and enforcement in order to create an improved criminal justice system.*
- *Cooperate with all county agencies to improve the County and community while providing services at a cost- effective level.*

### Example Corrections Mission Statement

The following mission statement is not a recommended mission statement, but merely an example taken from another large correctional facility. It demonstrates the relationship between the mission statement, operational outcomes and department policy and procedures

*It is the Mission of the XXX, Department of Corrections and Detentions, to protect the public and provide a safe and secure environment for both inmates and staff under principles of Direct Supervision and in accordance with The American Correctional Associations (ACA) standards. Specifically the following outcomes are anticipated:*

- *to keep prisoners in,*
- *to keep prisoners safe,*
- *to keep prisoners in line,*
- *to keep prisoners healthy,*
- *to keep prisoners busy*
- *to do it with fairness,*
- *to do it without undue suffering, and*
- *to do it as efficiently as possible.*

This description identifies eight specific outcomes for correctional facilities. By focusing policies and procedures on achieving specific outcomes, policies and procedures can be a valuable management tool for linking desired goals to results.

**“Keep prisoners in...”** - *A-secure facility is one that prevents escapes and the introduction of contraband into the facility.*

Related P&P topics

staffing, head counts, secure perimeter, key control, personal searches, contraband control, facility maintenance, cell checks/supervision, electronic surveillance, security

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inspections, facility searches, tool control, secure weapons storage, inspection of mail, search of visitors, facility security features, classification,

**“Keep prisoners safe...”** - Inmates and staff need to be kept safe from assaults and from environmental hazards.

Related P&P topics:

staffing, electronic surveillance, fire code compliance, emergency procedures, classification, facility safety features, use of force, cell checks/supervision, safe storage of toxics, safety inspections, emergency power, segregation, use of restraints, risk assessments,

**“Keep prisoners in line...”** Secure facilities operate on rules designed to preserve order and minimize inmate misconduct.

Related P&P topics:

inmate rules, orientation at admission, disciplinary procedures, disciplinary sanctions,

**“Keep prisoners healthy...”** Secure facilities have an obligation to try to maintain inmates' physical and mental health, prevent suicide, and provide a healthful environment.

Related P&P topics:

medical records, health appraisals, emergency care, first-aid/CPR training, facility sanitation, vermin and pest control, fitness to confine, bedding and linens, environmental conditions, health screening, sick call, medications, contagious disease control, food service sanitation, inmate personal hygiene, laundry, exercise, diet

**“Keep prisoners busy...”** Secure facilities engage inmates in activities to combat idleness and prevent misconduct.

Related P&P topics:

mail, visiting, reading materials, work programs, counseling/self-help programs, telephone, exercise, religious services/counseling, education programs

**“Do it with fairness...”** Secure facilities should treat inmates with fairness and justice. Equitable treatment and adherence to due process in managing inmate behavior are required by law.

Related P&P topics:

disciplinary due process grievance procedures, access to courts access to legal resources, non-discrimination equal access

**“Without undue suffering...”** Inmates in secure facilities have a right to adequate living conditions and quality of life.

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Related P&P topics:

space requirements air circulation and quality, noise temperature, artificial lighting access to natural light, diet facility sanitation, personal hygiene clothing, bedding, and linens, health care communication (mail, visiting, and telephone), exercise and access to reading materials

“As efficiently as possible...” Secure facilities should be managed effectively to meet the other outcome objectives.

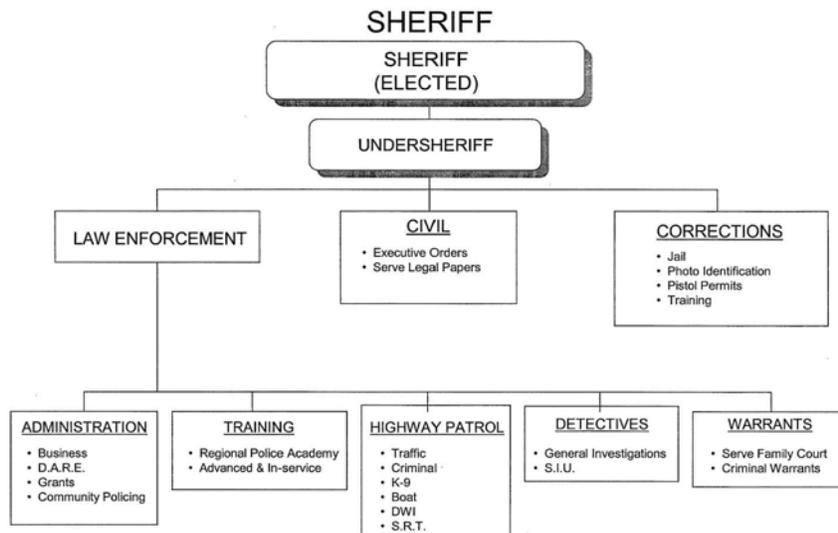
Related P&P topics:

policies and procedures fiscal management, updating and distribution staff qualifications, staffing personnel rules, staff training records systems

### Law Enforcement and Detention Services Overview

The consultants spent considerable time interviewing representatives from each element of Sheriff's organization. The organization was found to be professional, well-organized, apparently well-managed, and with staff dedicated to providing good service for the community.

Each component of the organization was reviewed to identify potential efficiencies in their continuing operations. The organization was found to be extremely efficient, given limited resources. Any reduction in resources will necessarily result in reduction of levels of service. Much to the Sheriff's Department credit and to their detriment, the current efficiencies result in our finding that existing services are by all indications, adequate. In large part due to this current efficiency, we find little need for dramatic improvements in the number of staff, and by this standard, any reduction in staff would reduce the quality of service provided by the Sheriff's Department. The following organizational chart is taken from materials provided by the sheriff.



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## **Administration**

The Sheriff's Administration consists of the Sheriff, the Undersheriff and a Secretary. The Administration oversees the activities of the DARE program, administration of grants, the Business Office and community policing.

The Business Office oversees departmental financial functions and accounts. The accounts include commissary funds, inmate funds, bail and fine funds, pistol permits fees, identification fees, records funds and civil accounts. The business office's staffed by a principle account clerk, a senior clerk typist, and two account clerk typists. The Business Office is also responsible for all payroll records and attendance records.

## **Highway Patrol**

The Highway Patrol or the road patrol is the most visible unit of the Sheriff's Department and for many citizens. For nearly 50% of county residents, it is the primary law enforcement agency.

The Department reports 9,879 traffic and vehicle offenses during the year 2007, with 96 felony, 365 misdemeanor, 529 violations, and 119 warrant arrests. The Sheriff's data show the numbers are consistent for the years 2005 to 2007. The Department utilizes a Marine Patrol Unit, three Motorcycle Units, and three Canine Deputies to supplement the services of the road units. Each of these specialized units provides unique coverage for the community and would tend to support a good county government image. These activities are priorities established by the Sheriff, who must make difficult decisions in assessing where to apply limited resources.

Highway Patrol services are supplemented by the New York State Police, who perform similar services within the county. The State assigns patrol officers to Broome County with full law enforcement authority to investigate and enforce state laws within the jurisdiction. Since state police are already assigned to patrol areas within Broome County, the two agencies agree to the first arrival for an emergency call and to take responsibility for investigation and reporting.

The Sheriff Department provides community services including community groups presentations, a school resource officer, crime prevention activities, community policing concepts and continuing coordination with other law enforcement.

The Highway Patrol is staffed by one captain, one lieutenant, six sergeants, and 28 deputies. As with other divisions or units within the department vacancies create hardship in fully manning all posts and positions. Recommended staffing level for law enforcement and corrections are provided in the Staff Resources section on page 14 of this report.

No change in staff of the Highway Patrol is recommended due to the lack of data and crime analysis. The Sheriff reports continuing vacancies due to turnover of staff, those on military leave and family leave, and those on limited duty for injuries. These vacancies, if properly documented, could justify the assignment of additional staff to compensate for the vacancies.

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## **Detective Division**

The Detective Division is divided into several components: general investigations, special investigations, warrants unit and juvenile specialist. The general investigations unit is responsible for the investigation of crime in the community. The special investigations unit is assigned responsibility for major crime, drug related investigations. The Division is responsible for executing arrest warrants and extradition of prisoners from other states.

The Detective Division is comprised of one lieutenant, supervising two sergeants, with four general investigation detectives, five special investigation detectives, one juvenile specialist, and two warrants deputies. No fault can be found with the assignment of current staffing levels. The numbers assigned to the detective division are efficient and minimal.

The Detective Division suffers from a lack of useful databases and support staff. Existing databases are compiled by individual detectives or supervisors, with little support from available technology. Efficiency could be gained by providing support for technology and clerical efforts.

## **Crime Analysis and Computerized Data**

Patrol deputies and detectives compile information in an antiquated fashion. While computers and databases are available, the Department does not have the skill resources to utilize valuable data and data collection is inadequate. Sufficient training for computer technology and database management is essential. The Department suffers from insufficient data collection and analysis technology to achieve efficiency. Designated data specialists within the department and managers need to be trained in the full use of computerized data.

The Office of Emergency Services use advanced computer dispatch technology that captures detail and summary information about calls for assistance. Neither the patrol deputies nor detectives are able to fully utilize this information. This serious lack of the full use of existing databases inhibits advancement of crime analysis in the county. Consultants were able to request response time data from the Emergency Services database; however, the resulting extracted database requires additional manipulation to be useful.

Without crime analysis data, the assignment of patrol deputies and detectives to specific purpose in specific areas is less than desirable. Because of experience, the Sheriff's command staff now uses intuition and experience to direct the activities of their resources (patrol and detective officers). A copy of a COMPSTAT report is provided as an appendix showing the kind of information that would and should be available to command officers in directing enforcement services. Clerical support is not assigned to the Highway Patrol Division or the Detective Division. Greater efficiency of both divisions would be enhanced with the assignment of clerical support.

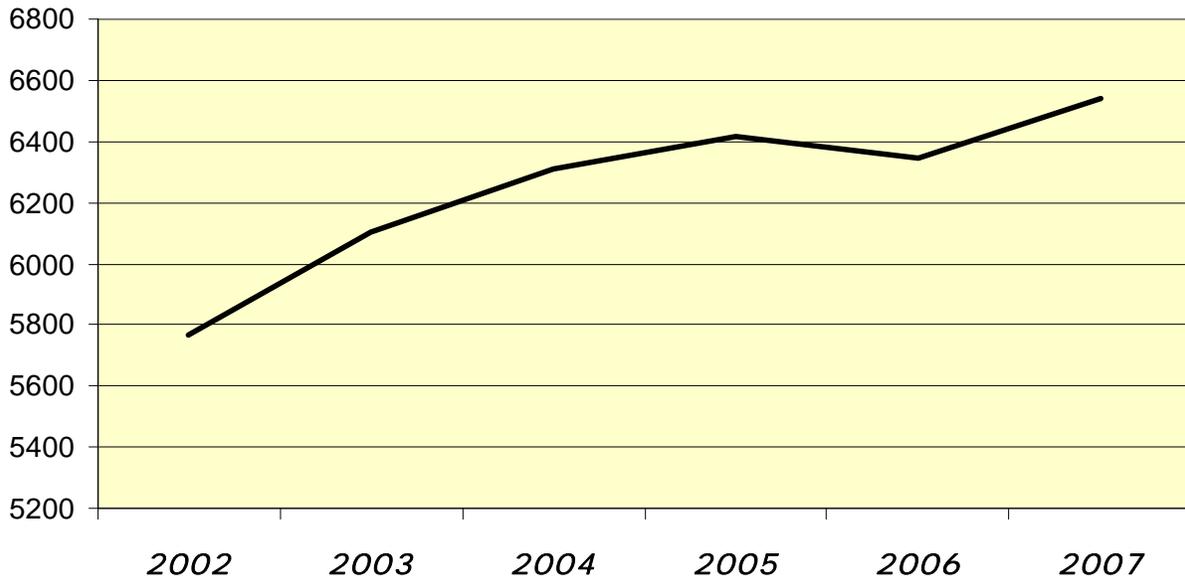
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**Civil Division**

The Civil Division is mandated to serve and execute all decisions handed down by the courts and for the enforcement of summonses, property executions, evictions, income and property executions, sheriff's sales, orders of seizures, service of civil process, family court orders and subpoenas.

**Civil Division Historic Case Processing**



The caseload processing growth for the Civil Division has been moderate, but steady as shown in the above chart for the years 2002 to 2007. The number of processes doesn't always reflect the effort, because each process may require multiple visits to execute the paper.

The Civil Division is managed by a chief civil deputy, 2 deputies and 2 keyboard specialists. VRJS considered that this is the minimum staffing level for the division but that no increase in staffing numbers is recommended.

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## **Corrections**

The Corrections Division operates Broome County's correctional facility located on Lt Van Winkle Drive into town of Dickinson. The facility uses a direct supervision management model to supervise the inmate population. This management model is widely accepted and is known for reducing liability and increasing the degree of inmate management and supervision capabilities by providing a corrections officer in each housing unit 24 hours per day. The Sheriff's Department reports a drastic reduction in the number of incidents, violence, and reduction in litigation as a result of the new correctional facility design and the implementation of this model. The current facility capacity is 536 beds, up from 400 at the time it was opened in 1996. Capacity increase is due to double bunking in the housing units and by adding beds to a program space.

As credit to the County, the Sheriff and his staff, the correctional facility shows extremely well. Our visits to multiple living units during multiple visits showed a high level of professionalism by management and staff. The facility was exceptionally well maintained and appears to be nonviolent. Walking through each of the living units provided a sense of safety and well-being for visitors, staff and inmates. The facility provides a comforting recognition that the correctional facility maintains high standards for enforcement of rules and cleanliness.

In addition to the county sentenced inmates, the correctional facility houses un-sentenced State ready inmates. The Division contracts with the US Marshals Service, and for immigration (INS-ICE) to provide beds for detainees and rental beds to other counties.

The correctional facility is staffed by 158 correctional personnel and nine civilian personnel. Details of current staffing and recommended staffing are shown in the section "Corrections Staffing Summary" on page 17.

The correctional facility suffers similar to detectives and patrol, but in a much greater degree in their lack of understanding the inmate population. To control the numbers of inmates at the facility, the County must develop improved database capability. Specifically, to control current and future crowding and to divert inmates to alternative programs and sentences requires improved database management. Consultants faced serious problems in extracting a database for analysis. Once extracted the database was nearly useless due to many common database problems that should not be evidenced. For instance, the data requested includes those released from correctional facility during a two-month period and the provided database did not include a date of release for any of the sampled inmates. Many fields supporting the database were filled with inaccurate and damaged information or information missing completely. Rarely have we experienced the kinds of problems experienced with this database. Because of this lack of reliable information, the County can not take steps to control the population nor make informed decisions until the aforementioned database issues are resolved.

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#### **Programs**

The Division provided copies of correctional facility program schedules for each living unit that were found to be comprehensive in delivery of services in a well scheduled plan. Those programs and services follow the state guidelines and standards. The programs were not found to be excessive or inefficient. The schedules provide a rational approach to the delivery of the following services:

- Meal service
- Library and Law Library
- Laundry
- Medical Services
- Visitation
- Religious
- Commissary
- Education
- 12 Step, Faith Based Seminar, Parenting Class,  
Family Literacy, Spiritual Group, and Goal Setting

#### **Office of Emergency Services**

Emergency communications and radio dispatch services for the Sheriff's Department is provided by the Office of Emergency Services. This office is not administered by the Sheriff, nor does the Sheriff have staff assigned to the department.

VRJS staff met with Emergency Services staff to learn about the working relationship between the two departments and the information available. The Office of Emergency Services uses high technology and records substantial data in a computerized system. VRJS found that the data available in that system is not being used effectively by the system. In some part, this is due to lack of adequate training at the Sheriff's Department and staff resources to best utilize the available data. The data appears to be available but not used effectively. The Office of Emergency Services provided a summary data report on the response times to calls by the major police agencies. The raw data provided requires extensive additional work to be usable.

#### **Law Enforcement Training**

Training is an essential component of a successful organization and is needed to ensure that staff is educated and prepared to fulfill their duties.

The Sheriff's Department provides a single officer to coordinate the Law Enforcement Training Academy for all non-corrections State mandated and in-service training for departmental staff. The Academy also serves as the central training point for an area that includes 40 police agencies in a 7 county region. Training conducted at the academy includes: firearms, defensive tactics,

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instructor development, breathe test operator, radar operator, supervisor school, new recruit schools, in-service schools and seminars on numerous topics.

## **Corrections Training**

In addition to the officer assigned to law enforcement training, a single training officer is assigned to the Corrections Division to provide State mandated training including in-service training for over 150 corrections staff in a 7 county region.

Both training units are currently at the minimum staffing levels possible with the best possible efficiencies. Neither the corrections division nor the law enforcement training units have clerical support.

## **Staff Resources**

### **Methodology**

The Consultant obtained substantial written documentation concerning staffing factors both the correctional and law enforcement divisions and reviewed those materials before meeting with command staff. Command staff agreed to an open and collaborative process. We were granted every request and full access to the facility. The Consultant visited each post and position to observe operations over many hours at various times the day and days of the week. Preliminary data was shared with staff and their input was considered prior to making our final recommendations.

### **Written and Documented Material**

VRJS obtained valuable input from agency manuals, orders, reports, correspondence, previous study reports, interviews, New York State and National standards, facility observation, and substantial printed materials.

### **Correctional facility Data Summaries**

VRJS reviewed and considered the implications of the existing correctional facility data reports that reflect the inmate population and its growth. (See separate section on "Historic Inmate Population Data" on page 56). The correctional facility data shows increasing inmate population over time. The facility appears to be capacity driven, after adding beds in 1996, the average yearly correctional facility population increased to just under the new capacity. The average yearly population also grew slightly in recent years. Consider that the average yearly population

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is derived from the average monthly population taken from a daily count. This data includes very high extremes. Much higher populations are experienced than shown in the yearly average population. Data shows that this facility experiences a 25% peaking factor. While the yearly average population number is under the capacity, the actual experience is much higher for those days where the population peaks higher than the average figure shows. To consider only the average yearly population mitigates the peaks that occur throughout the year. The peaks must be considered when planning future changes.

### **Study of Overtime and Labor Lost to Open Positions**

In a facility with adequate staffing, low vacancy rates and an accurate Shift Relief Factor (see Corrections Staffing section), overtime is used primarily for extraordinary and emergency situations. The experience of VRJS often finds that in a facility with an inadequate Shift Relief Factor or significant number of staff vacancies overtime is used for maintaining the minimum shift requirements.

Each post in the correctional facility must be considered in relation to the need to replace a staff member if absent from a post. The need for staffing a post requires that sufficient staff is available to fill them each day. Normally the Shift Relief Factor is sufficient to compensate for the vacancies of weekly and normal days off, training days, holidays, and incidental days like suspension, or funeral leave. In other VRJS projects, the vacancy created by staff leaving the agency is not a large problem because the recruitment and hiring processes replace the vacant positions in a timely manner. Rapid replacement of staff will reduce the need for the excessive use of overtime. Currently, there is no industry standard for an acceptable amount of time necessary to fill a vacancy.

In Broome County, the number of posts and positions for both law enforcement and corrections appear on the surface to be appropriate. Therefore, on paper the number of authorized positions and the number of posts utilized by the Sheriff's Department are compatible. However, the Sheriff's Office reports that many of their positions are down and or unfilled due to the amount of time taken for replacement, family emergency leave and military leave. Currently, when absences occur, the vacant post or positions are filled with overtime hours. The type and reasons for the overtime are not recorded in sufficient detail to define the absence. Specifically, the data to substantiate these absences was not available.

VRJS also determined that neither the Sheriff's Office nor the County has a specific overtime policy for Corrections regarding who can authorize and what documentation is necessary when granting overtime. Absent this policy, there will always be disagreement on what is the proper amount of overtime use. Therefore, VRJS recommends that a committee be formed of representatives from the Sheriff's Office and County to develop a specific database for the use of

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overtime and for more clearly defining the reasons for the use of overtime. As a means of managing overtime, the Sheriff's Office and County might consider the following options:

1. Implement a "Surplus Employee" program. That program would require the County to hire sufficient numbers to fill anticipated vacancies in a timely manner. The County could develop a pool of applicants to cut down on the length of time required to complete the selection process. This approach works in some jurisdictions and not in others due to varying labor markets. Most local correctional facilities are experiencing difficulty in recruitment of staff due to the prevailing labor market. The County could authorize a certain number of hire "a-heads" that temporarily exceed the authorized strength by looking at the trends in employee departures. Analyzing historical patterns can give an indication of the number of employees hired in anticipation of employee resignations.
2. Implement a formal employee exit interview program to evaluate the causes for departure with the goal to reduce the volume and therefore reduce the number of vacancies.
3. Evaluate the process and standards for new employee background checks. Specifically, what can be done to shorten the time to offer employment.

### **Law Enforcement Staffing Summary**

The Sheriff's Office implemented many community services that enhance the delivery of public safety for Broome County. The Sheriff states an additional need to supplement current patrol and investigation services. The Sheriff's perceived need may be due to society's expectation of continuing improvement in all government services and his high expectations. With a stable County population and crime rate, the documented justification for increasing law enforcement services does not appear.

No changes are recommended for the law enforcement component of the Sheriff's Office staffing numbers, except that a crime analysis unit is essential to future success of the Sheriff and public safety in this community. The office lacks adequate technology and crime and incident analysis of current public safety events. The establishment of improved database capability and crime analysis will better direct, law enforcement activities in Broome County. It is inefficient to continue to conduct patrol and investigation services without adequate technology and information. In the interest of public safety and efficiency of budgets, a plan to implement improved technology and crime analysis is essential and recommended.

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<b>Sheriff's Law Enforcement</b>			
Sheriff	1		
Undersheriff	1		
Captain	1		
Chief Civil Deputy	1	<b>Detective Division</b>	
Secretary to Sheriff	1	Lieutenant	1
Civil Deputy	2	<b>General Investigations</b>	
Fiscal Manager	1	Sergeant	1
Lieutenant	2	Deputy Investigator	4
Sergeant Detective	2	Juvenile Investigation	1
Sergeant Patrol	6	Warrants Deputy	2
Deputy Detective	10	<b>Special Investigations</b>	
Deputy	31	Sergeant	1
Training Director	1	Deputy Investigator	5
Principal Account Clerk	1		
Senior Accounty Clerk	1	<b>Patrol Division</b>	
Keyboard Specialist	4	Captain	1
Stenographic Specialist	2	Lieutenant	1
Accounty Clerk Typist	2	Sergeants	6
<b>Total</b>	70	Deputy	28
<b>Community Policing</b>		<b>Civil Division</b>	
Deputy	1	Chief Civil Deputy	1
<b>School Resource</b>		Deputy	2
Deputy	1	Keyboard Specialist	2

Therefore, VRJS recommends the implementation of a crime analysis unit with adequate capabilities for conducting research of crime trends in Broome County as soon as practical. This position should be supported with the software improvements to conduct analysis of trends and activities relating to crime and offense data within the County. The Sheriff should be able to direct his own technology specialist. The Sheriff's Office now receives very limited data that depends too much on paper and pencil analysis or "gut feeling". Some limited computer technology is available, but due to lack of sufficient training, much of the available data goes unused. VRJS found that no analysis of response time and distribution of types of crimes or incidents were readily available with sufficient detail to organize assignment of patrol and/or detectives. The office now directs its efforts based on years of experience that guides their current activities and resources. Dramatic improvements could be realized with a successful implementation of a crime analysis unit. Please refer to the appendices, showing a COMPSTAT report from Westchester County. The report provides much improved information and directs users to ask additional questions for query of the data.

### **Corrections Staffing Summary**

VRJS reviewed the existing number of budgeted staff, scheduling and assignment of budgeted staff for the Corrections Division. The existing use of staff is then compared to New York State's recommendation to identify differences. The numbers are then compared to an analysis conducted by VRJS. An identification of all posts is attributed to the number of staff required or recommended to attain full coverage during the number of hours assigned per day. Then a shift relief leave factor or availability factor is assigned to the position or post.

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### **Shift Relief Factor**

The shift relief factor (SRF) is used to determine the number of personnel necessary to staff posts due to the number of days of leave and days off by staff. The SRF is a multiplier used to compensate for round-the-clock operation, regularly-scheduled and unplanned days off, vacations, holidays, sick days, training, and other leave days such as funerals, injury, and discipline time. The SRF may also include the time it takes to fill vacancies, time away from the job or post during official recruiting, selecting, and training of new employees creates a negative impact on the shift relief factor.

Broome County does not monitor the number of days required to fill vacancies so that value is not included in the shift relief factor.

In the correctional facility environment, each supervisor, following established County and Office policy, will make a number of daily decisions on filling posts. Some vacancies are scheduled leave, such as holidays and vacation time. The more serious vacancies are the ones that occur at the last minute, making it difficult for the supervisor to find replacement staff. To understand what is required for staffing a post, one must understand the full implications of the SRF. Each post in the correctional facility must be considered in relation to the need to replace a staff member if the person is absent from the post. For example, the training deputy post would not normally be replaced during breaks or meals by temporary staff, relief staff, or result in an assignment of overtime if he/she called in sick, on the other hand, if a control room deputy or living unit deputy were to call in sick, correctional facility supervisors would have to identify a replacement for the post.

To staff a post or position in the facility on a 24 hour a day basis, seven days per week, requires more than five permanent staff. It is therefore important to review the total number of staff available to provide the desired services by day and by shift, rather than immediately considering "the bottom line". In the following tables, values are shown at the bottom of each staffing sheet to indicate the number of staff on duty during each shift.

The direct result of an incorrect shift relief factor is inadequate coverage, which has implications for civil liabilities. Many facilities attempt to compensate for inadequate coverage through the extensive use of overtime or compensatory time off. Excessive use of overtime has a negative effect on staff. Ultimately, compensatory time must be taken, increasing the need for relief, thus setting in motion a vicious cycle. **Broome County does not use comp time as part of the labor contract.**

Beyond this very practical problem, there remain other less direct ramifications of excessive overtime, including higher job stress that leads to higher turnover rates. County data reflects a high usage of overtime which is one of the reasons why VRJS has concluded that an inaccurate shift relief plan exists in the current staffing plan of the correctional facility. This study encourages the agreement to consider staff positions to compensate for the number of posts needing relief.

The SRF reflects a number of policy decisions made by the County and the Sheriff's Office. The County establishes the number of hours per week for employment, and the number of holidays, authorized sick leave days, and vacation days allowed through negotiations with the

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labor union. The Sheriff establishes training requirements, implements training programs, monitors the use of authorized leave time, implements policy on filling posts vacated by employees on various types of leave, selects employees working overtime, controls the use of compensatory time, and enforces employee adherence to county and official policy.

**Shift Relief Factor Computations**

The Sheriff's Office summarized the hours used in the year for the factors that establish the shift relief factor.

The following table provides the computations used to determine the shift relief factors for posts that require relief and work the 4-2 schedule. Computations for the 5 -- 2 schedule is not included and not necessary because all of the Broome County Correctional Facility positions do not receive a relief factor.

<b>SHIFT RELIEF FACTOR COMPUTATION</b>		
<u>STEP</u>	For Employees on 4-2 Work Schedule	
1	Number of days per year that the agency is closed: I.e., no services are offered	0.00
2	Number of agency work days per year equals 365 - Step 1	365.00
3	Number of regular days off per employee per year: (usually 52 weeks/yr. X 2 days off/week = 104)	122.00
4	Number of vacation days off per employee per year	18.00
5	Number of holiday days off per employee per year	
6	Number of sick days off per employee per year (should be actual average for the staff)	10.00
7	Number of other days off per employee per year (this includes military leave, funeral leave, unexcused absences, disciplinary time off, special assignments, etc.)	7.00
8	Number of training days per year	7.00
9	Total number of days off per employee per year equal Step 3 + Step 4 + Step 5 + Step 6 + Step 7 + Step 8	164.00
10	Number of actual work days per employee per year = 365 - Step 9	201.00
12	Shift relief factor = Step 2 / Step 10	1.82

A number for holidays is not included because holidays are included in the number of days off attributed to the weekly number as negotiated in the labor contract. The labor contract calls for a four day work week followed by two days off. This is an unusual work schedule that provides more time off than typically found in the correctional facility environment. This is compensated to a degree by the inclusion of holidays in to the work schedule.

This computation resulted in an increase from the numbers used by the State, because of an omission for the training days provided for staff of the correctional facility. This increased the shift relief factor from 1.75 to 1.82. This is not a substantial increase, but results in some change to the numbers.

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For purposes of all tables, the labels for each shift had been modified. The modification is consistent with the state and local reports. The shifts shown include day shift 7 AM to 3 PM, evening shift 3 PM to 11 PM, and night shift 11 PM to 7 AM.

#### Current Staffing

The following section shows the current authorized staffing levels by rank. These numbers are used to compare to the recommended staffing numbers provided by the State and VRJS recommendations. Considering the increasing inmate population, there is an increasing demand on the correctional staffing. An exact comparison is not possible due to the changing need for staff assignments and scheduling requirements.

<b>Existing Summary</b>	
Facility Administrator	1
Asst. Fac. Admin	1
Lts	5
Sgts	16
CO's	138
Civilians	
Records Clerks	2
Keyboard Specialist	1
Clerks	2
Laundry Worker	1
Library Clerk	1
Chaplin	2
<b>Total</b>	<u>170</u>

The scheduling system used by the Sheriff's staff accounts for distribution of days off, vacation and miscellaneous days off.

#### Existing Posts and Positions

The following table shows the identified post and position of the correctional facility staff. VRJS found that some existing posts are used but not shown in this list due to the intermittent need for the posts. The two most obvious are the need to add staff to manage multi-purpose housing and the need for staff assigned to the constant supervision post. The post for work programs, both weekend and outside work program are also un-documented as to their use and may not be agreed to by the County. Therefore, these posts are not included in the VRJS staffing recommendation. These posts are undocumented needs for staff that currently require the assignment of overtime. The front desk shown in the list is a position that constantly requires the use of staff assigned on light duty but which is not shown in standard staffing lists of the Sheriff's Office. The front desk post coordinates the screening and entry to the Sheriff's Department. Due to the nature of the duty requirements, the post can be filled by light duty personnel.

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If the posts, multi-purpose, constant supervision, weekend work program and the outside work program are better documented the County may need to fund 22 or more, additional positions to cover these posts on a full-time basis instead of with overtime as done now. The alternative is to improve the control of the numbers of the inmate population or change policy of implementing work programs. The County may chose to board out prisoners or make alternative accommodations for the increasing number of prisoners instead of using the multi-purpose housing unit. Constant supervision<sup>1</sup> is not easily controlled but should be better monitored and documented.

See staffing table on the next page.

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<sup>1</sup> Constant supervision of inmates is often required when an inmate is suicidal or one of many other reasons mandates that the correctional facility provides continuous and constant supervision by staff. In these situations, an officer is assigned to watch the individual. Rarely, the officer may watch more than one prisoner, however, most situations the officer is watching only one inmate.

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Post or Position	Existing Post/Positions Provided by Sheriff's Staff			
	0700-1500	1500-2300	2300-0700	
Facility Administrator		Major	1	
Assistant Facility Administrator		Captain	1	
Administration Lieutenant		Lieutenant	1	
Programs Compliant Lieutenant		Lieutenant	1	
Administrative Sergeant		Sergeant	1	
Programs Sergeant		Sergeant	1	
Training Sergeant		Sergeant	1	
<b>Sub-total</b>			<b>7</b>	
Security Lt / Tour Lt.	1	1	1	Lt
Sgt. Zones 1, 2,	2	2	2	Sgt
Sgt. Zone 3	1	1		Sgt
Central Control Room	2	2	1	CO
Visitation Control	1	1	1	CO
Visitation Management	4	4		CO
Intake	2	2	1	CO
A Pod	1	1	1	CO
B Pod	1	1	1	CO
C Pod	1	1	1	CO
C Pod Rover	1			CO
D Pod	1	1	1	CO
E Pod	1	1	1	CO
F Pod	1	1	1	CO
G Pod	1	1	1	CO
H Pod	1	1	1	CO
I Pod	1	1	1	CO
I Max	1	1		CO
Medical	1	1	1	CO
Rover Zone 1, 2, 3, & 4	4	4	3	CO
Recreation A Side	1			CO
Recreation D Side	1			CO
Sheriff Front Desk 9-5	1			CO
Programs Rover	1			CO
Weekend Program	0			CO
Transport	8			CO
Identification Officer	1			CO
Court Security	4			CO
Classification	1			CO
Grievance/Discipline	1			CO
Supply Officer	1			CO
Gang Intelligence	1			CO
<b>Subtotal Line 10 to 40</b>	<b>50</b>	<b>28</b>	<b>19</b>	
Records Clerks	2			Civ
Keyboard Specialist	1			Civ
Clerks	2			Civ
Laundry Worker	1			Civ
Library Clerk	1			Civ
Chaplin	2			Civ PT
<b>Sub-total Civilians</b>	<b>9</b>			
	59	28	19	
<b>Total Post/Positions</b>	<b>113</b>			

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By all indications the office strives to make the best use of existing staff through their scheduling practices based on a review of the existing schedules.

**State Recommended Staffing**

The following table replicates the summary of the post and positions recommended by the State. The summary shows post and positions without a shift relief factor. This report does not include civilian positions. When the shift relief factor is added to these posts and positions the number of staff is increased to 179.

<b>Summary of State Staffing Report</b>		<b>Days</b>	<b>Evening</b>	<b>Nights</b>	<b>Other</b>	<b>Total</b>
<b>Required Posts</b>						
Facility Administrator	Major				1	1
Assistant Facility Administrator	Capt				1	1
Administration Lieutenant	Lt				1	1
Programs Compliant Lieutenant	Lt				1	1
Administrative Sergeant	Sgt				1	1
Programs Sergeant	Sgt	1				1
Training Sergeant	Sgt				1	1
Tour Commanders (LT.)	Lt	1	1	1		3
Zone Sergeant	Sgt	3	3	2		8
Control Room	CO	3	3	2		8
Intake	CO	2	2	1		5
GENERAL HOUSING	CO	7	7	7		21
SPECIAL HOUSING	CO	5	5	4		14
C-Pod Rover	CO				1	1
Exercise	CO	2				2
Visitation	CO				8	8
Transports	CO				8	8
Classification Program	CO				2	2
Grievance/Discipline Program	CO				1	1
Programs Rover	CO				1	1
Gang Intelligence	CO				1	1
Court Supervision	CO				4	4
Weekend Work Program	CO				3	3
Outside Work Programs	CO				1	1
Law/Library Services	Civ	Shown in narrative not in count				
Commissary	Civ	Shown in narrative not in count				
Laundry Services	Civ	Shown in narrative not in count				
Educational/Vocational Services	Civ	Shown in narrative not in count				
ID Officer	CO				1	1
Supply Officer	CO				1	1
Rovers/Moves/Breaks/Lunch	CO	4	4	3		11
Constant Supervision	CO	2	2	2		6
<b>Total</b>		<b>30</b>	<b>27</b>	<b>22</b>	<b>38</b>	<b>117</b>

The following table shows the differences between the existing staff by rank and State's recommendations. This summary includes the application of a shift relief factor against the number of posts and positions recommended by the state. The number existing staff in this table is the total number budgeted by rank. The state recommends an increase of 21 staff.

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State Recommended Summary		Existing Summary	
Facility Administrator	1	Facility Administrator	1
Asst. Fac. Admin	1	Asst. Fac. Admin	1
Lts	8	Lts	5
Sgts	17	Sgts	16
CO's	152	CO's	135
Total	<b>179</b>		<b>158</b>

### **VRJS Recommended Staffing**

VRJS developed a recommended staffing level for the current environment. The recommended staffing table represents the distribution by post and position, showing the computed relief factor for each post where assigned deputies are to be replaced when absent for lunches and breaks or days off.

The recommendation is for the minimum numbers, given the current population and assigned duties. There are several positions that are in question and to be considered following a collection of more data about each issue. The main areas of contention are: the supervision of inmates needing constant supervision because of their condition or suicidal tendency and the need to provide permanent or overtime staff for the multipurpose housing approved by the State. Subsidiary issues are the two styles of work programs that benefit the community and the correctional facility. The Sheriff provides work programs within their staffing limitations or through the use of overtime. The State's recommendations suggest an increase in staff to provide continuing work program throughout the week.

According to conversations with the Sheriff's staff, justification can be provided showing the need to add additional staff to cover the constant supervision and multipurpose housing requirements. However, that documented information was not provided for this study, and therefore, VRJS defers to the recommendation of the Sheriff. The State recommended increasing staff for both the constant supervision and multipurpose housing requirements of the correctional facility. It is likely, that staff can generate sufficient data to justify the increase in staff to cover the constant supervision and multipurpose housing in the future. The State recommends a total of 16 staff to cover these posts. In the meantime, VRJS recommends the continued use of overtime budget to compensate for these posts requiring improved documentation of the events. Documentation of the use of overtime is essential, showing how these posts do affect the organization. The current methodology of authorizing and documenting the use of overtime does not provide sufficient detail to explain the need for manning the two posts. This requires a careful analysis of future use of the overtime budget to determine when it is appropriate for assignment of a permanent post or position (increase in staff authorized) in lieu of the use of overtime. The County can expect expenditures of overtime for constant monitoring and multipurpose housing.

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**Broome County Corrections Division Staffing Summary**

**VRJS Recommended Staffing**

		Beds	Day	Eve.	Night	SubTtl	SRF	Total	
Facility Administrator	Major		1			1	1	1.0	M-F
Assistant Administrator	Captain		1			1	1	1.0	M-F
Administrative Lieutenant	Lieutenant		1			1	1	1.0	M-F
Programs Lieutenant	Lieutenant		1			1	1	1.0	M-F
Tour Commanders (Lt.)	Lieutenant		1	1	1	3	1	3.0	5-day post
Training Sergeant	Sergeant		1			1	1	1.0	M-F
Administrative Sergeant	Sergeant		1			1	1	1.0	M-F
Programs Sergeant	Sergeant		1			1	1	1.0	M-F
Zone Sergeant	Sergeant		3	3	2	8	1.6	12.8	5-day post
Control Room	CO		2	2	1	5	1.8	9.1	7-day post
Intake and Release	CO		2	2	1	5	1.8	9.1	7-day post
Pod A, Special Housing	CO	60	1	1	1	3	1.8	5.5	7-day post
Pod B, General Housing	CO	60	1	1	1	3	1.8	5.5	7-day post
Pod C, Special Housing	CO	60	1	1	1	3	1.8	5.5	7-day post
Rover-C Pod	CO		1			1	1.8	1.8	7-day post
Pod D, Special Housing	CO	32	1	1	1	3	1.8	5.5	7-day post
Pod E, General Housing	CO	60	1	1	1	3	1.8	5.5	7-day post
Pod F, General Housing	CO	32	1	1	1	3	1.8	5.5	7-day post
Pod G, General Housing	CO	60	1	1	1	3	1.8	5.5	7-day post
Pod I, General Housing	CO	60	1	1	1	3	1.8	5.5	7-day post
Pod H, General Housing	CO	40	1	1	1	3	1.8	5.5	7-day post
I-Max, Special Housing	CO	20	1	1		2	1.8	3.6	7-day post
Multi-Purpose, Gen housing	CO	40	Overtime			0	1.8	0.0	7-day post
Medical, Special Housing	CO	12	1	1	1	3	1.8	5.5	7-day post
Constant Supervision	CO		Overtime			0	1.8	0.0	7-day post
Visiting Control	CO		1	1	1	3	1	3.0	M-F
Visitation	CO		4	4		8	1.3	10.4	M-F
Front Desk -- 9-5	CO		1			1	1	1.0	M-F
Programs Rover	CO		1			1	1	1.0	M-F
Weekend Work Program	CO		Overtime			0	1	0.0	S-S
Outside Work Programs	CO		Overtime			0	1	0.0	S-S
Rover Zone 1, 2, 3, & 4	CO		5	5	3	13	1.8	23.7	7-day post
Recreation A Side	CO		1			1	1	1.0	M-F
Recreation D Side	CO		1			1	1	1.0	M-F
Transportation	CO		8			8	1	8.0	M-F
Identification Officer	CO		1			1	1	1.0	5-day post
Court Holding	CO		4			4	1	4.0	M-F
Classification	CO		3			3	1	3.0	5-day post
Grievance/Discipline	CO		1			1	1	1.0	M-F
Supply Officer	CO		1			1	1	1.0	M-F
Gang Intelligence	CO		1			1	1	1.0	M-F
Data Analyst	Civ		1			1	1	1.0	M-F
Data Analysis Clerk	Civ		1			1	1	1.0	5-day post
Records Clerks	Civ		2			2	1	2.0	5-day post
Keyboard Specialist	Civ		1			1	1	1.0	5-day post
Clerks	Civ		2			2	1	2.0	5-day post
Laundry Worker	Civ		1			1	1	1.0	5-day post
Library Clerk	Civ		1			1	1	1.0	5-day post
Chaplin part-time	Civ P-T		2			2	1	2.0	5-day post
		<b>Beds</b>	<b>Day</b>	<b>Eve.</b>	<b>Night</b>	<b>SubTtl</b>	<b>SRF</b>	<b>Total</b>	
		<b>536</b>	<b>71</b>	<b>29</b>	<b>19</b>	<b>119</b>		<b>172</b>	

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The following table compares the existing staffing as budgeted by the recommended numbers of each rank.

<b>Summary of VRJS Staffing</b>	<b>Existing</b>	<b>Recommend</b>	<b>Difference</b>
Major	1	1	0
Captain	1	1	0
Lieutenant	5	5	0
Sergeant	16	16	0
Corrections Officer	138	138	0
Civilian	9	11	+2
<b>Total</b>	170	172	+2

The correctional facility increased staff of 3 corrections officers in the last budget. This increase appears to help the distribution of post. In large part, due to this increase, the posts are more completely filled. The numbers allow an increase from 1 to 3 classification officers and more complete coverage of the posts responsible for providing back-up for rover positions that conduct moves of prisoners, relief of living unit officers for breaks and lunches and covers special situations with inmates.

The current classification position is staffed with only one officer. The National Institute of Corrections recommends one officer for every 100-120 inmates. By this standard, the correctional facility should have 4 staff assigned to this important duty. VRJS recommends the reassignment of 3 to that post to provide improved risk assessment and housing management.

VRJS makes the recommended addition of a data and research analyst and support clerk. This should increase the Sheriff's ability to accurately report the inmate population and the workloads of the organization. It should increase efficiency and the knowledge base. The support clerk would provide clerical support for the data analyst position recommended for the law enforcement group.

It is important to note that the State recommends a staff increase to reduce the number of overtime hours for the positions now mandated by hours of overtime due to the filling of post at the multipurpose housing and for those on special needs watch. With the improved documentation of the use of overtime at the correctional facility, the county will appreciate an advantage for replacing overtime hours with some full-time positions to compensate for these needs.

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**Comparison of State Report with VRJS Report Recommendations**

A comparison of the State report with VRJS report recommendations is included.

	<b>Existing</b>	<b>State Recommendation</b>	<b>VRJS Recommendation</b>
Facility Administrator	1	1	1
Assistant Administrator	1	1	1
Lieutenant	5	8	5
Sergeant	16	17	16
Corrections Officer	138	152	138
Civilian	9	9	11
<b>Total</b>	170	188	172

With the suggested increase of documentation, the State's recommendation for immediate increase in staff to cover the described posts could be accurate for current and future needs. This does require improved documentation of the use of staff to cover the constant supervision and the need for the multipurpose housing used to control crowding.

The work programs provided by the Sheriff serve the community and the inmate population. The programs are positive aspects of the organizations efforts to improve prisoner's lives and serve the community. The County should support the effort by financial contribution in the way of permanent staff or overtime compensation to manage the programs. Better definition of the programs and their utility for the community should encourage financial support for these very effective programs.

The State's recommendation draws a conclusion that the programs and services recommended by the Sheriff's Office are appropriate. VRJS could not draw the same conclusions based on a lack of information. This does not criticize the State position and recommendation.

**Classification**

The office currently assigns one classification officer and if out sick, no trained staff is available to replace the position. Specialized staff is necessary for the task of risk assessment and classification. This position is not supported by the inmate counselor positions who would normally share the classification processes. Broome County does not assign inmate counselors to living units. Assessments of inmate behavior and criminal history are not only useful but critical to safety of the facility and to the reduction of liability for serious incidents. VRJS recommends future consideration of an increase of classification specialists because the current staff cannot adequately conduct the necessary interviews, screenings, background checks, and verification prior to report writing and making the critical risk assessments for housing assignments. Continual monitoring of behavior, court status and family issues require the need for

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reassessment and adjustments daily. VRJS recommends a future consideration of increasing the classification staff to four individuals as the population grows.

Even three classification specialists will struggle to adequately classify and assign housing, and thereafter conduct reassessments at critical decision points. The constant rotation of inmates as they are arrested and released necessitates a thorough review/investigation of each individual to establish their risk for violent behavior and to assign appropriate housing placement. A single wrong assignment that places a vulnerable individual with a violent individual can result in injury, death and substantial litigation costly to the county.

### **Multi-purpose Housing**

To expand the bed capacity of the correctional facility, the Sheriff sought and obtained State approval to add beds to a multipurpose space. The beds are used by the correctional facility on a periodic basis to offset crowding in other areas of the facility. Crowding can occur quickly and be short lived or occur over a long period of time. It is difficult to anticipate the use of the multipurpose space to control crowding conditions at other living units by distributing the numbers of inmates. At this time, VRJS does not recommend permanent assignment staffing to the multipurpose post. When crowding continues for extended time, and the use of multipurpose space requires permanent staff in lieu of overtime use, then the County should authorize permanent staff. The County, in agreement with the Sheriff, should establish the criteria for converting from overtime to permanent staff for this post.

### **Constant Supervision**

Similar to the use of multipurpose housing, the periodic use of constant supervision for suicidal inmates or inmates with very specific needs is difficult to anticipate and not well documented. The county may choose to increase permanent staff to compensate for this need or identify a specific budget item for compensating officers who must work at this post. The County, in agreement with the Sheriff, should establish the criteria for converting from overtime to permanent staff for this post.

### **Visitation**

State Jail Standards require that each "prisoner" is entitled (based on behavior) to at least two hours of contact visitation each week and that each visit shall be at least 30 minutes in duration. In response to this mandate, Broome County devotes substantial manpower to this activity. If the State were to modify the visitation requirements, the County could save substantial dollars by installing video visitation. Since the opening of this facility, national trends have shifted to the use of video visitation, instead of secured visitation and contact visitation. Contact visitation is a potential security risk for the correctional facility. Contraband and other negative behaviors

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often result from contact visitation. The County should support every effort to modify the requirements for contact visitation and fund the implementation of video visitation.

The following schedule is the Sheriff's Office response to the State requirement for two hours of contact visitation. What is unclear is if Sheriff's Office is required to offer multiple visitation times to ensure that each inmate receives two visits or if they can provide a specific time slot for each housing unit. The goal would be to reduce the number of hours of visitation and thereby influence staffing requirements. VRJS would recommend that the Sheriff Office evaluate reducing the number of visitation hours. If visiting could be confined to 8 hours per day, it could have significant impact on staffing requirements.

**Broome County Sheriff's Correctional Facility**

**VISITING HOURS**

With the exception of the initial visit, all visits will be contact visits unless otherwise specified. Any violation of the visitation rules can result in restriction of your visiting privileges. The visiting schedule is as follows:

<b>General Housing</b>	<b>Monday</b>	9:00 AM - 11:30 AM 1:00 PM - 2:30 PM 3:30 PM - 4:30 PM 6:00 PM - 10:00 PM
	<b>Tuesday</b>	1:00 PM - 2:30 PM 3:30 PM - 4:30 PM 6:00 PM - 10:00 PM
	<b>Wednesday</b>	10:30 AM - 11:30 AM 1:00 PM - 2:30 PM 3:30 PM - 4:30 PM 6:00 PM - 10:00 PM
	<b>Thursday</b>	9:00 AM - 11:30 AM 1:00 PM - 2:30 PM 3:30 PM - 4:30 PM 6:00 PM - 7:15 PM
	<b>Friday</b>	9:00 AM - 11:30 AM 1:00 PM - 2:30 PM 3:30 PM - 4:30 PM
<b>I/Max-Female Special Housing</b>	<b>Tuesday</b>	9:00 AM - 11:30 AM
	<b>Thursday</b>	7:30 PM - 10:00 PM
	<b>Friday</b>	6:00 PM - 8:15 PM
<b>A-Pod / Restricted &amp; Medical</b>	<b>Tuesday</b>	9:00 AM - 11:30 AM
	<b>Thursday</b>	7:30 PM - 10:00 PM
	<b>Friday</b>	6:00 PM - 8:15 PM
<b>D-Pod Special Housing</b>	<b>Wednesday</b>	9:00 AM - 10:15 AM
	<b>Friday</b>	8:30 PM - 10:00 PM
<b>C Pod</b>	<b>Mon - Fri</b>	1:00 PM - 2:30 PM 3:30 PM - 4:30 PM
	<b>Mon - Wednesday</b>	6:00 PM - 10:00 PM
	<b>Thursday</b>	6:00 PM - 7:15 PM

Visitation will be closed Saturdays, Sundays and on all Broome County holidays. The facility reserves the right to change, alter or re-assign visitation times as needed. F-Pod inmates are not allowed visitation until after 1PM due to the mandatory education requirements of the facility.

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### **Data and Research Analyst**

The VRJS recommendation includes an additional civilian posts as a data/research analyst and a support clerk to cover the many requests and responsibilities for gathering and reporting data in both the correctional facility and law enforcement component. VRJS strongly urges the consideration of these additional positions for this critical component of the Sheriff's responsibility. The organization must improve current analysis of the inmate population, and provide the data analyses including the development of support documents for future planning, tracking of workloads and inmate trends. The same is true for the law enforcement component of the Sheriff's Office. Crime analysis is essential to the success of the Department and the community in combating crime and providing public safety. The position should have the status comparable to a lieutenant but could be a civilian position.

### **Architectural Design and Building Deficiencies**

The Broome County Public Safety Facilities adheres to BOCA 1990 along with the New York State Commission on Corrections Minimum Standards. The facility follows both the code and the standards to the letter providing the best possible living conditions to those housed in the facility. Great pride is taken by the administration and staff to keep the facility clean and up to date.

### **Code -- Use Group**

Structures must be classified with respect to their usage (BOCA 1990; Section 301.1, p. 41). The classification that this facility falls under is Use Group I-3. "This occupancy shall include building and structures that are inhabited by (6) or more persons who are under restraint or security and are generally incapable of self-preservation due to security measures not under the occupants' control" (BOCA 1990; Section 307.4, p. 49). Included in this use group are prisons, correctional facilities, reformatories, detention centers, correctional centers, and prerelease centers. The facility also falls under Use Condition 3, where as "free movement is allowed within individual smoke compartments, such as within a residential unit comprised of individual sleeping units and group activity spaces" (BOCA 1990; Section 307.4.3, p. 50)

### **Construction Type**

All "buildings and structures erected or to be erected, altered or extended shall be classified in (1) of (5) construction types (BOCA 1990; Section 401.1, p. 57). The construction type of the facility is Type 1. Due to the large square footage the sub-classification is A. Therefore the facility is Construction Type 1A. Because the fire rating of the walls is not known, the construction type was determined from table 501 (BOCA 1990; Section 501, p. 64).

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### **Area of the Structure**

The square footage (sq. ft.) has been calculated from the floor plan. The total square footage of the facility is approximately 275,861 sq. ft.. From the plan it was also calculated that the square footage of sleeping areas is approximately 47,224 sq. ft.

## **New York Commission of Corrections**

### **Allowable and Actual Occupant Load**

The New York State Commission on Corrections mandates that the Broome County Public Safety Facility hold no more than 536 inmates at one time. Included in this number are the 484 permanent beds, 12 medical observation beds, and a total of 40 overflow beds located in the classroom area. The commission also mandates that "each individual occupancy housing unit shall contain at least 60 square feet of floor space (NY State Commission on Corrections Minimum Standards 2008; Part 7040.4, p. 110). With the calculated sleeping area square footage of 47,224 and the number of permanent beds being 484 it can be determined that the facility offers approximately 98 sq. ft. per inmate (approximately since the square footage of sleeping areas includes furniture and walls).

## **Conditions -- Housing**

The facility consists of a total of nine housing units. Seven of the units house 60 inmates while the other two house 32 each. All cells are on two levels surrounding a dayroom on three sides. Units A, B, C, and H are all laid out in the same horizontal scheme. Units E and G are both 60 bed units are laid out so the units are deeper than they are wide. D and F are the two small units that hold 32 inmates and are arranged in a rectangle. The last unit, I, is laid out similar to A, B, C, and H, but unlike the other units it is divided into two and used to house female inmates.

Housing unit A was the first unit visited (A1.20, A1.21). Unit A is a typical example of the units that house 60 inmates and that are set up so that they are wider than they are deep. These units consist of three sides of housing and one side of support / activity. One housing side consists of six cells on each the upper and lower levels housing two inmates each. The sides with fourteen cells and four cells on each level are all single occupancy. Unit A as with all units of this type is carpeted in the dayroom. The carpet shows normal foot traffic wear, but is in remarkably good shape. Dayroom furniture was all in excellent shape, nothing was broken or noticeably damaged. Floors throughout were clean as were the walls. Minimal to no damage was noticeable on the walls or in the ceiling tiles. The accent paint looked fresh as did the wall paint. All lights worked and their covers weren't broken. There were no broken doors or windows. The cells that were inspected were all clean and free of major damage.

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The next unit visited was unit E (A1.40). Unit E and G are set up to house 60 inmates in a pod that is deeper than it is wide. As with the previous unit the side containing six cells on each level, is double occupancy, while the other sides of eight and ten on the upper and lower levels are singles. The dayroom is carpeted and is in excellent shape. All of the furniture in the unit is in working order with no noticeable major damage. The unit is well maintained, paint is clean and fresh looking as were the floors. All light fixtures were free of damage and in working order. Some ceiling tiles show minimal water damage while the rest are in excellent shape. The windows and doors throughout showed no evidence of damage and were all working. The unit is clean, up to date, and in perfect working order.

Unit F, which is representative of the smaller housing unit, was the third unit visited (A1.50, A1.51). Units F and D are set up to house 32 inmates in single occupancy cells. Unit F is used to house both adults and juveniles. To accommodate this mix the adult inmates are in their cells while the juveniles are in the dayroom and vice versa. Better sight and sound separation in this unit would be desirable.

The carpet in the dayroom showed normal foot traffic wear and was free of any visible rips, tears, and holes. The blue accent paint showed some wear but was in overall good shape. The walls were clean and free of any major blemishes. As with all units visited to this point all doors and windows were free of damage and in perfect working order. All furniture looked well maintained and free of any damage. The lights were all in working order and free of any damage.

The final unit visited was Unit I (A1.70). Unit I is used to house both adult and juvenile female inmates. The unit is set up to house 60 inmates in 48 single occupancy cells and 12 doubles. Unit I is also divided into to separate areas to keep the adults and juveniles separate. The juvenile section is set up to house 20 inmates while the adult area is set up to house the remaining 40. The juvenile area was being worked on at the time. Again, better sight and sound separation is desirable.

The carpet was being replaced for the first time in the facilities' 12 years. The rest of the area was in excellent condition, all paint showed minimal wear, floor and ceiling tiles were all in one piece, and the furniture showed no signs of damage. The adult area was in similar condition. The carpet showed minimal wear as did the paint on the walls and doors. All light fixtures were in working order and free of damage. All of the furniture was in excellent condition, free from any noticeable damage. The windows and doors were clean and free of any damage.

The housing units visited in this field visit were all clean and free of any damage. Care and pride is obviously taken so as to ensure that the housing units remain in excellent condition.

## **Program / Activity**

A majority of the program and activity space that is used by the inmates is located within the housing units. In addition to these spaces located at the housing units, the facility has a

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gymnasium, a general / legal library, a multi denominational chapel, dividable classroom space and one multipurpose room.

The gymnasium is a large open space with some support spaces (A1.30). The previously identified weight room is used as a storage area. The gym has a full size basketball court, natural light, and a high ceiling. Due to the over all lack of storage the gym is used mainly as storage and not its original programmed purpose.

The library is located directly behind Central Control and directly adjacent to the classrooms. The library's office and circulation desk separate it into a General Library and a Legal Library. The carpet shows minimal wear from foot traffic and no visible rips, tears, or holes. Furniture in the library is also free of any major damage. Reading materials are arranged neatly on the shelves suggesting that care and respect is taken in the re-shelving process.

The Chapel is nondenominational so as to allow for worship by any religion. The chapel is in excellent shape. The carpet has very minimal wear and the furniture has no visible damage to it.

Across from the library and Center Control are the classrooms and multipurpose room (A1.70). This area is actually one large space that can be sub-divided as needed. When all the walls are extended out the space is comprised of four classrooms and one multipurpose room. The classrooms are now mainly held in reserve for overflow housing. A total of 40 extra beds can be accommodated. The walls are in good shape considering that they are being used to house new inmates, a purpose for which they were not designed. They have no visible damage and are remarkably clean. The vinyl tile flooring has the only notable damage in that it is stained and worn down in spots. Regardless of the alternative use, the classrooms are in satisfactory condition.

## **Support**

The housing units and their residents are supported by a medical facility, kitchen, and intake. The support and housing are linked together with a double loaded corridor that is exceptionally clean. The floor looks as if it were new even though it is the original flooring. The walls have fresh coats of paint and the windows are clean. The corridor connects all spaces together in concentric circle that allows you to go from one space to another in a minimal amount of time.

The medial facility is located across from Center Control and adjacent to the gymnasium (A1.60). Housed within the medical facility include 12 observation cells, a pharmacy, four exam / treatment rooms and all necessary medical administration offices. The medical component is not unlike the rest of the correctional facility in that is it is clean and well maintained. The occupied observation cells had no damage to them. The floor within the observation area is tiled and in satisfactory condition as is the carpet in the medical waiting area. There is some slight paint damage on the doors but that is most likely from use.

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The kitchen is located in the North West corner of the facility (A1.80). It was previously staffed by inmates but a civilian kitchen crew now staffs the facility. This is a full food preparation kitchen. The visit took place just after meal service was completed for the afternoon and the kitchen was observed to be clean and organized. The kitchen still has its original tile floor and it appears to be holding up well. There were no visible cracked, damaged, or missing tiles. Scullery was in process during the visit and there was no standing water so the kitchen drains still function well. The ceiling tiles were all intact though stained from grease. The kitchen appears to be able to function well in its intended purpose.

Laundry services are provided in house and staffed by inmates (A1.80). The laundry area is equipped with commercial / industrial washers and dryers that appear to be well maintained. The paint on the floor in the laundry area is worn in many areas but the floor itself is satisfactory. It is free of any major cracks or holes. The clothing storage area is neatly stacked and organized.

The last area of the facility visited was intake (A1.80). Intake consists of five single occupancy holding cells and one large group holding. In addition to the cells, there is an open booking area adjacent to the booking counter. Offices and property storage round out the intake component. The intake area is clean and well cared for. All windows and doors in the holding cells were intact and free of any damage.

The support facilities for the correctional facility were all well kept and there was no evidence of damage other than normal wear and tear. Clearly day to day operations include maintenance at the physical plant, with substantial attention being paid to house keeping.

## **Building Conclusions / Recommendations**

There are no readily apparent changes to the housing units that would afford additional economies to Broome County.

The New York State Commission on Corrections oversees the operations of all jails in New York State and attempts to ensure that the State Standards are met. Much of the flexibility in operations that would otherwise be open to both the Sheriff's Office and the County is non-existent based on the Commission's standards. This includes double bunking ratios as well as staffing requirements and services such as the provision of medical attention.

It has however been brought to our attention that certain efficiencies may be accommodated by facilitating some minor renovation. Currently in the Sheriff's Administration area, Records Storage is reaching capacity. This includes the large Records Storage area in the lower level as well as the electric file system. After preliminary research, the Sheriff's Office will contact New York State Archives for direction in utilization of acceptable modern records storage technologies in the hopes of being able to discard outdated paper files. This will greatly alleviate the current document storage problem.

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Additionally, there is wasted space at both the Business Waiting Area and the Records Waiting Area (A1.11). The Business Waiting Area can be reduced and glass added at the counter to become more efficient and secure. Consideration should also be given to switching the functions within the physical space between the Records Area and the Civil Office so as to allow for a closer proximity of the Civil Office and the Business Office. The Business Office addresses the funds for the Civil Office.

Another option might be to switch the functions of the Training/Hearing room with the Civil Office, thereby consolidating Civil, Business and Records (A1.11). This will be contingent on being able to accommodate at least the same number of people in the new Training/Hearing rooms.

Although these changes may not reduce staff, they will address the issue of Record Storage which if left unchecked has the potential to become a major issue shortly, and further, the changes will allow for better efficiency in the way the Sheriff's Office conducts business.

### **Review Previous Studies**

VRJS reviewed previous studies provided by the Sheriff to increase understanding of the Sheriff's environment. Two documents provided by the Sheriff concern previous staffing recommendations made by state agencies for law enforcement and corrections. A summary of each report is provided in this section.

### **Administrative Study of Sheriff's Law Enforcement Staffing**

In the following section, the indented language is taken from the *Administrative Study*, October 2007, New York State Division of Criminal Justice Services. Following each recommendation made by the State, VRJS comments.

#### **State's Law Enforcement Staff Recommendations**

*1. Command/Administration*

*Current command structure is adequate for the size of the Sheriff's Office--no increase is recommended.*

1. VRJS agrees with this recommendation

*2. Patrol Staffing*

*Recommend the Broome County Sheriff's Office maintain a complement of 28 Patrol Deputies.*

*Currently the patrol section schedule is able to meet the minimum recommended staffing needs as indicated in the aforementioned staffing formula. Meeting minimum staffing means that the division is capable of meeting the demands for calls for service as reported in 2006. The formulas as indicated do not take into account several variables. The critical variables are officer safety and timely response. The geographical*

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area and population densities of Broome County require attention to proper post assignments. The following adjusted table is the final recommendation for staffing which will meet the actual needs for the Sheriff's Office: The final recommendation takes into account several critical issues. The first being timely response, officer safety and community confidence. The geographical area and population density of the county requires that additional patrol posts be established in the more rural areas. Two (2) posts should be established in the north sector of the county and the east quadrant of the county. The largest concentrations of calls for service are in the towns adjacent to the city of Binghamton. Three (3) posts should be created to service the six towns earlier discussed earlier in this report where 68% of the calls for service are reported. The exact boundaries of the posts should be defined based on call volume data, geography, and ability to respond in a timely manner. It is important that patrols are capable of timely response to the rural areas as well as back-up units being available. Officer safety and timely response will be greatly enhanced by employing additional patrol units in the northern and eastern part of the county.

The current patrol falls short in respect to adequate staffing especially when patrol deputies are off the schedule due to vacation, personal leave, and training assignments. K-9 units assigned to overlapping shifts should remain, although should not be calculated into the required number of patrol deputies. K-9 units are a specialty unit. What needs to be taken into account is the frequency of the unavailability of K-9 units due to training and special requests for their specialized skills. K-9 units are frequently pulled from assigned areas and thereby recommend that the K-9 units not be given post assignments. Additional posts will reduce overtime and ensure greater efficiency and productivity. Sergeants are frequently required to answer calls for service when patrol units are unavailable. Due to call volume, this may not always be practical; the first line supervisor should maintain a high level of availability. The first line supervisor should maintain a level of availability necessary to provide adequate supervision to the patrol deputies. This will assist in reducing liability and ensure the highest level of performance and quality of service from the agency's patrol section.

Crime reduction is the optimal objective for all patrol service units. Additional patrol units will provide the Sheriff's Office with the ability to implement a Directed Patrol concept when necessary. Directed patrols (increased patrol visibility in hot spots) have been shown to be successful in reducing crime in those areas ("Contemporary Policing," Quint C. Thurman pp62-63). A specialized data collection and mapping program will assist in determining where directed patrols should be located.

2. VRJS agrees with this recommendation. The current staffing level of the patrol division is 28 deputies, and until crime analysis data shows the expected need for an increase, VRJS recommends continuing current staffing as its currently level.

#### **3. Detective Division Staffing**

**Recommend the Broome County Sheriff's Office maintain a staffing level of four (4) detectives to handle general criminal investigations.**

The International Association of Chiefs of Police (IACP) recommends that approximately 10% of an agency's Staffing be Investigators. Currently one sergeant is assigned to the detective general investigation unit. The supervisor is required to investigate crimes along with the other detectives. The role of supervisor is diminished in this situation. The sergeant's main function should be the assignment and coordination of all criminal investigations assigned to the unit. The detective sergeant is critical to the efficiency and productivity of the unit. The detective sergeant also plays an important role in enhancing horizontal communications across other agency sections. Criminal investigation is one of the most important police functions. The preliminary investigation is the initial action taken by the uniform patrol in response to a crime that has occurred. It is aimed at determining who the offender is, what happened, who witnessed it, and what physical evidence is present. The basic facts about the crime are collected during the preliminary investigation. The follow-up investigation contains much of the work done during the preliminary investigation. The Sheriff's Office must take into consideration the types of crime, close-out rate, recovery of stolen property, length of investigation and follow-up. An investigator's duties include not just the investigation, but periodic contact with the victim(s) on the progress of the case. Property crime is the predominant crime handled by the

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*Broome County Sheriffs Office Detective Division. It is widely recognized that such crimes are difficult to solve and require extensive investigation and familiarity with the community. An additional detective will result in increased efficiency and lower caseload per detective.*

3. VRJS agrees with this recommendation. The current staffing level of the detective division is 15, and until crime analysis data shows the expected need for an increase, we recommend continuing at the current staffing levels.

#### **4. Community Services**

**Staffing Recommend the Broome County Sheriffs Office assigns a full-time deputy to coordinate all community service programs.**

*"Community policing focuses on crime and social disorder through the delivery of police services that includes aspects of traditional law enforcement, as well as prevention, problem-solving, community engagement, and partnerships. The community policing model balances reactive responses to calls for service with proactive problem-solving centered on the causes of crime and disorder. Community policing requires police and citizens to join together as partners in the course of both identifying and effectively addressing these issues" (cops, Office of Justice).*

*This position should not be mistaken with the DARE Officer position. The Broome County Sheriffs Office is actively involved in many community projects and events. These types of programs are valuable from a public relations perspective but add very little value to understanding and responding to the issues affecting a dynamic community. Effective problem-solving techniques will assist the Sheriff's Office and the - community in identifying those issues affecting their quality of life and developing effective strategies to respond. Effective community partnerships will result in well defined response strategies to community problems. This position will assist in bridging cross-sectional communications to other agency sections regarding community issues. The Community Services Officer can be effective in bringing community issues to the forefront through community focus groups and other effective national programs such as Neighborhood Watch and Community Policing.*

4. Community Service is an important element of the Sheriffs responsibility and assignment of an existing staff to this position could be beneficial. The Sheriff may convince the legislature of its important component of his office at budget time. It will be important to stress the significance of a law enforcement agency participation in community activities to counterbalance the negative aspects of law enforcement.

#### **5. Patrol Supervision - Sergeants**

**Recommend the Broome County Sheriffs Office implement a policy of keeping first line supervisors available for supervisory responsibilities.**

*The availability of the first-line supervisor is critical in ensuring compliance with Sheriffs Office policies, training, evaluation and coordinating critical situations such as; pursuits, use of force, arrests, domestic violence, robbery, homicide, high profile motor vehicle accidents and assisting officers who are less experienced in handling complaints. When adequate supervision is lacking, a municipality may be held liable for failure to supervise and train. It is critical the patrol staffing levels are at a level to allow the first line supervisor the ability to adequately supervise. A first line supervisor should not be a first responder to routine calls for service. This diminishes their value and ability to adequately maintain the sections efficiency and productivity. The current staffing levels for first line supervision, although adequate, should maintain a responsibility focused on supervision and not first responder role.*

5. The ideal use of supervisors is expressed in this recommendation is appropriate. Continuing professionalism is increased with adequate supervision. Road patrol is a very difficult

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function and service to provide adequate supervision. Infrequent contact with deputies inhibits the organization from adequate direction and on-the-job training. Due to the nature of roaming patrols, supervision, is essential in the field.

The office does not practice this degree of supervision for many goods reasons that seem to be offering a successful agency to the County. The most defined reason is limited funding resources and cost savings. Should funds be available, this change should be considered, but if the current situation is working as stated, we do not recommend a change. Only through existing quality of personnel and staff can this recommendation be eliminated. Essential to the success of patrol division is a well-funded training component and stable supervisory staff.

*6. Support Staff-Patrol Division*

*Recommend the Broome County Sheriffs Office establish the position of fulltime Clerk to perform clerical duties assigned specifically to the Patrol Division.*

*Many clerical duties are presently performed by the Captain and Lieutenant. A full-time Clerk would assist in preparing statistical information that would enhance post assignments, crime response to problem areas, communications with the Courts and District Attorney's Office, and would type correspondence. This position will enhance the efficiency and productivity of the patrol division. The Captain and Lieutenant should be mainly responsible for the efficiency of operations, effective deployment of personnel, and community relationships. This position will allow the community to have direct access to the Patrol Division during business hours. Communities today expect immediate access and information from their public officials. This is one of the components of community policing. A conduit for information sharing between the community and the field officer will increase response to quality of life issues and ability to solve problems.*

6. The ideal use and efficiency of patrol officers could be increased by adding support in the form of clerical or secretarial assistance. Should funds be available, this recommendation should be implemented. Few businesses and governments can be successful without adequate support staff.

*7. Support Staff--Detective Division*

*Recommend the Broome County Sheriffs Office establish the position of fulltime Clerk assigned specifically to the Detective Division.*

*The clerk will enhance the division by providing clerical support to the detectives. Much of the work of a detective is documenting and managing investigations. The clerk will assist the detective in preparing supporting documentation for the courts and coordinating relationships and activities between the victim and the detective. The clerk can also provide valuable assistance in coordinating cases with the District Attorney's office and courts.*

7. The ideal use and efficiency of detectives / investigators could be increased by adding support in the form of clerical or secretarial assistance. Should funds be available, this should be implemented.

*8. Patrol Section - Post Assignments*

*Recommend the Broome County Sheriffs Office implement a "post" system as opposed to the current three-zone system.*

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*The post concept will significantly improve the ability of the Sheriffs Office to respond to crime and community issues. The implementation of five (5) patrol posts (minimum) will provide improved coverage within the high crime areas and rural areas. The post concept will improve community confidence and public awareness. This will be accomplished through greater police visibility and familiarity with the Sheriffs Office. Patrol officers will gain a greater awareness of the community they serve. Patrolling smaller defined areas allows an officer to gain greater community familiarity and ultimately results in increased productivity in the form of proactive arrests and reduction of crime.*

8. The recommendation by the State is a sound recommendation. However, the office lacks the technology, skills, resources and capability of gathering sufficient crime data to effectively direct patrol at the time and place suggested by the data. The recommendation seems to establish the need for 5 additional posts and would presumably require the addition of patrol deputies. Supporting this recommendation, it is essential that the office develop a crime analysis unit and improve its data analysis capabilities.

#### **9. Administrative Division**

*Recommend the Broome County Sheriff's Office employ the use of statistical data to assist in the planning, directing and budgeting.*

*The Sheriffs Office should employ the use of specialized statistical data and mapping programs to assist in the planning, directing and budgeting processes. These systems when properly used provide specific data which will assist in the implementation of schedules, post adjustments, directed patrols, case management, fleet maintenance, resource allocation, and pro-forma budgeting. The system will provide the Sheriffs Office with the capability of long-term planning and research. The system must be effective in not only incorporating Sheriffs Office data but community data. The inclusion of data such as: population shifts, commercial and retail growth, and cultural changes will provide a multi-facet approach to problem solving and planning.*

9. The recommendation to employ the use of statistical data by the state is a sound and appropriate recommendation. The office lacks the technology and capability of gathering sufficient crime data. The recommendation should be embraced as the most effective method to improve efficiency of the law enforcement capabilities in Broome County. Without adequate data analysis, the agency certainly cannot direct its essential operations and will struggle with providing requested data and substantiate the office's needs.

**10. Recommend the Broome County Sheriffs Office improve horizontal communications by initiating an internal communications process (interdivisional meetings, e-mail system) which will enhance inter-divisional cooperation and information sharing.**

*Current management theories recommend creating a flatter organization where internal communication can flow horizontally and vertically. Traditional bureaucratic organizations, including law enforcement, have relied on vertical communications to manage daily operational activities. Most police offices across the country reflect Max Weber's organizational model. Although community policing has been acclaimed to be the preferred operational strategy to "cure the social ills and criminal behavior" the internal structure of the police agency has not allowed its members the "flexibility, autonomy, and empowerment" to be successful. Organizational success depends on the decentralizing command structure and providing its members a productivity way which enables problem solving, decision making, and accountability at all levels.*

*(Carol E. Rasor, Controversial Issues in Policing, 1999, Debate 9). The Broome County Sheriffs Office will greatly benefit from implementing a comprehensive plan to bridge internal communications between its section and members at all levels. Strategies such as an internal e-mail system can provide a vehicle for information that can be relayed on a 24-hour basis and reach all members or selected groups as required. Establish routine meetings of sectional supervisors where specific issues can be discussed and strategies implemented which*

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*may or may not require coordination between sections. Inter-sectional meetings should become a common practice. These meetings are important in not only identifying current issues, but empowering all members to have a part in the decision making process. Vertical communications between sections will improve efficiency, morale and ultimately productivity at all levels of the Sheriffs Office.*

10. VRJS essentially agrees with this recommendation. The recommendation makes perfect sense, however, we observed no internal problems with internal communications and the Sheriff's staff expressed no concern with communications within the agency.

Communications with the County administration and its legislative branch is evident.

## **State Commission of Correction Staffing Report**

**Staffing Analysis of the Correctional facility**, October 2007, New York State Commission of Correction.

The State Commission of Corrections provided a report including the rationale and justification for recommendations of each post for staffing of the correctional facility. The document serves as a useful guide for understanding the State's recommendation and for current staffing. The report is rational in its approach to staffing the correctional facility. However, the report seems a bit confusing in the summarizing of the recommendations and positions. The report could better emphasize the recommended changes as the changes relate to existing use of staff. It took considerable time to understand the implications of the writer's intent and to understand the true meaning of the staffing recommendations.

The report recommended substantially increase staff at the correctional facility. The State recommends an increase in lieutenants to accommodate replacement for relief of those shift supervisors who are off duty or other leave. A recommended increase of six staff is made to provide staff for constant supervision. A definition of the constant supervision was not provided, but generally, this provides coverage for those inmates, who for some reason need continual observation by staff for example, those individuals who are suicidal. The office records, an alarming increase in the number and times of these cases. This again is a need for better documentation of the number of events and reasons for staff overtime. The state document recommends three additional officers on the weekend to managing work program. A single full-time position is recommended for an outside work program. The report recommends an apparent increase in providing a supply officer. It appears that an additional officer is assigned to the intake duties for the night shift.

The report provides a distribution recommended positions by shift and by post, however, it does not provide a distribution of current positions by the same method. The report is not clear in how it treats the desk officer's position.

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The report provides any summary of the seven day coverage factor or shift relief factor. But we found that it did not include training time. Training is essential for the organization, and must be included in the shift relief factor. This modification increased the shift relief factor used in our analysis.

Some of the recommended increase in staff allocation will be necessary particularly as the inmate population continues to grow. The use of constant observation for suicidal and high maintenance inmates is essential, and the initiation of a new post to manage the multipurpose housing established to control crowding at living units by through the use of the multipurpose room that is sanctioned by the State for additional beds, thereby adding additional beds to the capacity. Since the State has already approved this housing plan, the County should decide how to best manage staffing of that post. The data showing the number of times and type of usage activity of that unit was not provided. The Sheriff's Office should document the number of times the multipurpose unit must be staffed. When the use of the multipurpose space exceeds the efficiency of using over time in lieu of a permanent post then an increase in permanent staff should be made. The County should agree to a formula for the implementation of a permanent post in lieu of overtime and should account for increased use of overtime to accommodate this post.

## **Post Orders and Policy and Procedure Manuals**

### **Rationale for Having Policies and Procedures**

The policy and procedures manual is an effective management tool that can benefit the agency in several ways. The manual:

1. Provides direction to staff by communicating the organization's philosophy and work plan
2. Promotes consistency, efficiency, and professionalism by standardizing how staff carries out their duties.
3. Serves as a formal mechanism for the introduction of new ideas and concepts.
4. Serves as a formal mechanism for the transfer of authority and responsibility to line staff.
5. Provides a basis for establishment of comprehensive staff training.
6. Provides documentation for the facility's defense in court actions.
7. Provides documentation for employee disciplinary actions.
8. Provides a mechanism for achieving compliance with standards.

VRJS found the correctional facility's policy and procedure manual to be a quality document and easy to review. The policy manual is one of the most comprehensive and well documented instruments observed in the last 30 years. The organization has obviously gone to great effort to

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make the policy manual a meaningful document directing the operations of correctional facility staff. Other documents produced by the agency were observed as excellent quality.

VRJS completed the task of identifying staffing issues that are impacted by the current policy and procedures of the Broome County Sheriff's Office-Correction Division. Each policy that was identified as having a staffing issue is listed with the affected staff identified.

## **II – Programs and Services Manual**

### II – 1

#### II – 1 – A: Entrance to booking

Affected Staff:

- Central Control Officer
- Intake Officer

#### II – 1 – B: Intermittent Inmates

Affected Staff:

- Central Control Officer
- Zone 1 Sergeant
- Intake Officer

#### II – 1 – C: Inmate Admissions

Affected Staff:

- Intake Officer
- Booking Officer

### II – 2

#### II – 2 – A: Inmate Storage – Secure Storage

Affected Staff:

- Intake Officer
- Zone 1 Sergeant
- Commissary Clerk

### II – 3

#### II – 3 – C: Processing of Inmate

Affected Staff:

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- Intake Officer
- Zone Rover
- Zone 1 Sergeant

II – 3 – D: Intake Unit Meals

Affected Staff:

- Intake Officer
- Kitchen Supervisor
- Kitchen Staff

II – 4

II – 4 – A: Inmate Releases

Affected Staff:

- Inmate Records Clerk
- Housing Officer
- Intake Officer

II – 4 – B: Release Prior to Housing Assignment

Affected Staff:

- Intake Officer

II – 4 – C: Release from Housing Assignment

Affected Staff:

- Inmate Records Clerk
- Zone 1 Sergeant
- Central Control
- Housing Officer
- Intake Officer

II – 4 – D: Cash Bails and Fines

Affected Staff:

- Visitation Officer
- Intake Officer
- Inmate Records Clerk
- Correctional facility Control
- Housing Officer
- Visitation Control Officer

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II – 4 – I: State Prison Transfers

Affected Staff:

- Intake Officer
- Transportation officer
- Inmate Records Clerk
- Zone Sergeant
- Housing Unit Officer
- Zone Rover

II – 5

II – 5 – D: Work Release

Affected Staff:

- Housing Unit Officer
- Work Program Supervisor
- Sheriff
- Intake Officer
- Rover

II – 5 – F: Intermittent Inmate Work Program

Affected Staff:

- Work program Officer
- Work Program Supervisor
- Work Alternatives Program Supervisor
- Intake Officer
- Zone Sergeant

II – 6

II – 6 – C: Classification of Inmates

Affected Staff:

- Intake Officer
- Classification Officer

II – 6 – D: Classification Review and Update

Affected Staff:

- Classification Officer

II – 6 – F: Additional Classification Duties

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Affected Staff:

- Classification Officer

II – 7

II – 7 – A: Protective Custody

Affected Staff:

- Classification Officer
- Zone Sergeant
- Zone Rover
- Central Control
- Restricted Housing Unit Officer
- Security Lieutenant
- Intake Officer

II – 7 – B: Protective Custody – Review

Affected Staff:

- Security Lieutenant
- Classification Officer

II – 8

II – 8 – A: Administrative Segregation – Initiating Placement

Affected Staff:

- Intake Officer
- Supervisor
- Classification Officer
- Security Lieutenant
- Zone Sergeant

II – 8 – B: Administrative Segregation – Review

Affected Staff:

- Supervisor
- Security Lieutenant

II – 8 – D: Administrative Segregation – Food Service

Affected Staff:

- Housing Unit Officer

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- Zone Sergeant

II – 10

II – 10 – B: Medical Segregation from Intake

Affected Staff:

- Intake Officer
- Zone Sergeant
- Nurse
- Classification Officer
- Medical Administrator

II – 10 – C: Medical Segregation from Housing Unit

Affected Staff:

- Housing Officer
- Nurse
- Zone Sergeant
- Central Control
- Classification Officer

II – 10 – D: Medical Segregation Meals

Affected Staff:

- Medical Personnel
- Medical Unit Officer
- Kitchen Staff

II – 12

II – 12 – A: Exercise

Affected Staff:

- Housing Unit Officer
- Programs Lieutenant

II – 12 – B: Indoor Exercise

Affected Staff:

- Security Lieutenant

II – 14

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II – 14 – A: Inmate Mail

Affected Staff:

- Supply Officer
- Visitation Control Officer
- Zone Rovers
- Housing Unit Officer
- Administrative Lieutenant

II – 14 – B: Outgoing Mail

Affected Staff:

- Housing Officer
- Zone Sergeant
- Visitation Control Officer

II – 14 – C: Inmate Monies

Affected Staff:

- Visitation Control Officer
- Zone Rover
- Commissary Clerk

II – 14 – G: Mailing of Inmate Packages

Affected Staff:

- Pod Officer
- Intake Sergeant
- Visitation Sergeant

II – 15

II – 15 – D: Access to Visiting

Affected Staff:

- Visitation Officer
- Visitation Control Room Officer
- Housing Unit Officer
- Zone Sergeant
- Control Officer
- Zone Rover

II – 15 – F: Staff Visiting

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Affected Staff:

- Visitation Officer
- Central Control
- Zone Sergeant

II – 15 – H: Special Visits

Affected Staff:

- Housing Officer
- Zone Sergeant
- Program Lieutenant
- Visitation Officer

II – 15 – J: Intra-Correctional facility Visits:

Affected Staff:

- Housing Officer
- Zone Sergeant
- Escort Officer

II – 16

II – 16 – A: Inmate Hygiene Supplies

Affected Staff:

- Intake Officer
- Housing Officer

II – 17

II – 17 – A: Routine Medical Services

Affected Staff:

- Medical Administrator
- Medical Staff
- Mental Health Professional
- Dentist
- Medical Unit Officer

II – 18

II – 18 – A: Inmate Commissary

Affected Staff:

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- Commissary Clerk

II – 18 – D: Commissary Distribution Schedule

Affected Staff:

- Housing Unit Officer

II – 20

II – 20 – A: Library Service

Affected Staff:

- Library Clerk

II – 21

II – 21 – A: Clothing and Bedding Issue

Affected Staff:

- Intake Officer
- Housing Officer

II – 21 – B: Clothing and Bedding Exchange

Affected Staff:

- Housing Officer

II – 22

II – 22 – A: Laundry Service

Affected Staff:

- Laundry Worker
- Supply Officer
- Zone Sergeant
- Intake Officer

II – 24

II – 24 – C: Meal Service

Affected Staff:

- Intake Officer
- Housing Unit Officer

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**III - Security**

III – 3

III – 3 – A: Facility Searches

Affected Staff:

- Visitation Officer
- Zone Sergeant
- Corrections Officer
- Security Lieutenant

III – 3 – C: Search for Missing Inmates

Affected Staff:

- Central Control
- Zone Sergeant
- Zone Rovers

III – 4

III – 4 – A: Inmate Transportation Security and Preparation

Affected Staff:

- Transportation Officer
- Intake Officer
- Zone 1 Sergeant

III – 4 – B: Inmate Transportation List

Affected Staff:

- Zone 1 Sergeant

III – 4 – E: Transport of Special Management Inmate

Affected Staff:

- Medical Unit Officer
- Central Control
- Zone Sergeant
- Housing Unit Officer
- Zone Rover

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III – 4 – F: Funeral/Death Bed Transports

Affected Staff:

- Housing Officer
- Transportation Officer
- Zone Sergeant
- Security Lieutenant
- Correctional facility Administrator
- Programs Lieutenant

III – 4 – J: Court Transfers

Affected Staff:

- Housing Unit Officer
- Central Control
- Transportation Officer

III – 4 – K: Video Arraignments

Affected Staff:

- Zone 1 Sergeant
- Visitation Control
- Transportation Officer
- Zone Rover

III – 4 – J: Video Consultation

Affected Staff:

- Visitation Control Room Officer
- Housing Unit Officer

III – 5

III – 5 – A: Central Control

Affected Staff:

- Corrections Officer

III – 6

III – 6 – A: Housing Unit Formal Counts

Affected Staff:

- Housing Unit Officer

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- Court Holding Unit Officer
- Central Control

III – 6 – B: Intake Unit Formal Counts

Affected Staff:

- Intake Officer
- Central Control

III – 8

III – 8 – A: Inmate Movement

Affected Staff:

- Zone Rover
- Central Control

III – 22

III – 22 – A: Security Inspections

Affected Staff:

- Security Lieutenant
- Zone Sergeant
- Maintenance Supervisor

III – 22 – B: Daily Inspections

Affected Staff:

- Security Lieutenant
- Zone Sergeant
- Zone 1 Sergeant

III – 22 – C: Weekly Inspections

Affected Staff:

- Security Lieutenant
- Fire Safety Officer

III – 22 – D: Monthly and Annual Inspections

Affected Staff:

- Security Lieutenant

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III – 23

III – 23 – A: Facility Sanitation

Affected Staff:

- Housing Officer
- Zone Sergeant
- Medical Unit Officer
- Medical Staff
- Zone Rover
- Kitchen Supervisor
- Maintenance Worker
- Program Lieutenant

III – 27

III – 27 – A: Inmate Records

Affected Staff:

- Inmate Records Clerk

**Transportation Practices**

While many activities occur within the Sheriff's Office, most public safety activities require vehicle transportation. The Sheriff's Office reported problems with high mileage on their vehicles and age. Apparently, budget constraints are impacting the replacement of vehicles in a timely manner. The budget constraints influenced the quality of vehicles. Substantial effort is required to maintain older vehicles that often times result in high maintenance cost. The department reported many vehicles with high mileage.

The Sheriff's Office provided a summary of the mileage for their fleet reported below. Seized vehicles, marine vehicles, DARE vehicles, and mobile command post are eliminated from the summary.

Division		Mileage	Average Miles	# of Vehicles
Administration	Min	23,843	71,245	3
	Max	142,776		
Civil Division	Min	17,044	54,438	3
	Max	90,959		
Corrections	Min	7,937	57,266	14
	Max	132,356		
Detectives	Min	14,356	46,036	9
	Max	74,259		
Highway Patrol	Min	280	70,090	21

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Training	Max	160,381		
	Min	123,112	123,112	1
Warrants	Max	123,112		
	Min	76,468	87,033	3
Overall Totals	Max	105,882		
	Min	95	63,874	68
	Max	203,566		

The following table represents the Sheriff's reported high mileage vehicles over 80,000 miles by division. The seized vehicles, marine and mobile command post are eliminated from the data.

Division	Car #	Year	Make	Mileage
Administration	103	2002	CHEVY	142,776
Civil Division	176	2003	CHEVY	90,959
Corrections	124	1999	CHEVY	132,356
Corrections	114	1999	FORD	117,743
Corrections	115	2001	CHEVY	91,208
Corrections	105	2001	CHEVY	86,441
Corrections	111	2007	FORD	86,393
DARE	181	2005	FORD	119,488
Highway Patrol	K-9-1	2001	CHEVY	160,381
Highway Patrol	136	2003	FORD	156,779
Highway Patrol	135	2005	FORD	134,690
Highway Patrol	134	2005	FORD	124,405
Highway Patrol	137	2005	FORD	117,481
Highway Patrol	142	2007	FORD	89,490
Highway Patrol	143	2007	FORD	89,070
Highway Patrol	K-9-3	2004	CHEVY	88,953
Highway Patrol	138	2007	FORD	81,765
Training	180	1999	FORD	123,112
Warrants	171	2002	CHEVY	105,882

The following table is taken from the Sheriff's data showing the highest mileage and division by age.

Highest Mileage Vehicles by Year Manufactured												
	1988	1991	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Administration						142,776			47,116		23,843	
Civil Division							90,959		55,310		17,044	
Corrections			132,356		91,208			43,714	70,558	23,350	86,393	7,937
DARE									119,488			
Detectives		14,356		74,259	70,914			73,174	63,190	26,437		
Highway Patrol				13,282	160,381		156,779	88,953	134,690	35,699	89,490	280
Training			123,112									
Warrants			78,750			105,882			76,468			

VRJS attempted to conduct a more depth analysis of the transportation needs of the Sheriff's Department. As with much of the data existing in the Sheriff's Department, the existing data is summary data without sufficient detail to conduct a meaningful analysis. VRJS recommends that an improved database be developed for transportation purposes documenting more detail of

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the remote transportations required by the Sheriff's business. The Sheriff's Department should enhance technology and databases to improve data reporting.

The following table taken from the Sheriff's annual report represents summary data showing prisoner movements by the Sheriff's Department. The table shows a number of prisoners moved, but does not provide detail as to the number of prisoners moved in a particular event or the mileage.

<b>TRANSPORTATION RECAPS FOR 2007</b>													
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTALS
<b>COURT TRANSPORTS:</b>													
COUNTY	225	201	230	145	249	176	163	220	207	236	129	163	2344
CITY	106	96	100	85	82	66	89	110	82	98	99	48	1061
TOWN	83	79	45	92	76	59	91	81	83	77	78	90	934
FEDERAL	8	13	19	11	10	43	10	9	20	26	14	11	194
FAMILY	68	36	45	49	43	29	45	23	44	46	51	37	516
OUT OF COUNTY	20	10	11	14	9	4	6	15	12	9	6	6	122
OUT OF COUNTY JUV	0	0	0	0	8	5	2	3	4	5	8	8	43
<b>MEDICAL TRANSFERS:</b>													
HOSPITAL	14	6	7	1	4	3	3	1	2	2	3	1	47
DOCTORS	16	15	16	4	8	15	17	18	12	10	10	17	158
DENTIST	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHERS	2	1	6	11	2	3	7	2	2	2	2	1	41
<b>STATE FACILITY:</b>													
NEW SENTENCE	28	22	17	18	26	23	12	17	26	21	14	23	247
PAROLE	17	18	23	23	23	13	14	21	23	11	14	15	215
FORENSIC	0	0	0	0	2	0	2	1	0	0	0	0	5
OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>RELEASES:</b>													
EXPIRED	15	11	13	22	18	15	125	18	22	24	30	37	350
COURT	20	30	22	15	27	26	31	27	30	33	39	50	350
WKND	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHERS	0	0	0	0	0	0	0	0	0	1	1	0	2
TOTALS PER MONTH	622	538	554	490	587	480	617	566	569	601	498	507	
													TOTAL OF 6629 FOR THE YR.

**Review of National and State Standards**

The law enforcement and corrections components of the Broome County Sheriff Office appeared to follow very closely to all national and state standards. VRJS found no meaningful exception to the methodology and practices of the Broome County Sheriff Office

**Use of Inmate Labor**

The Broome County Correctional facility makes prudent use of inmate labor with no need for modifying current practices.

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## **Corrections Classification System Analysis**

### **Office Policy:**

*To insure that all inmates upon admission to the Broome County Sheriffs Correctional Facility will be classified through an objective classification system. This system will include the use of initial screening instruments and all other relevant information as necessary to complete the process. Inmate classification policies will be subject to review annually or as custody and supervision needs indicate.*

### *Stated Purpose:*

*Classification is an ongoing process, which is used to:*

- A. Provide for effective management of the inmate population and facility housing units in a safe and secure correctional environment.*
- B. Identify inmate's special needs.*
- C. Identify appropriate security and supervision requirements.*
- D. Determine appropriate housing assignments.*
- E. Identify and separate inmates with distinct behavioral patterns.*

## **Historic Inmate Population Data**

VRJS conducted a review of existing correctional facility data identifying the composition of the inmate population over a period of years. Two sets of previously developed historic data were provided and are summarized in this report. In addition to historic data, VRJS requested a data extraction of two samples of the correctional facility population. The IT department responded to our request by providing a database consisting of requested elements. The database included a sample of persons released from the correctional facility during a two-month period (July and August of 2006), and another sample showing those persons in correctional facility on February 3, 2008. The two-month sample included 679 cases with 1,179 charges for that group. The single day, database included 528 persons in custody with 1,235 charges. From the data provided, VRJS provides the following information.

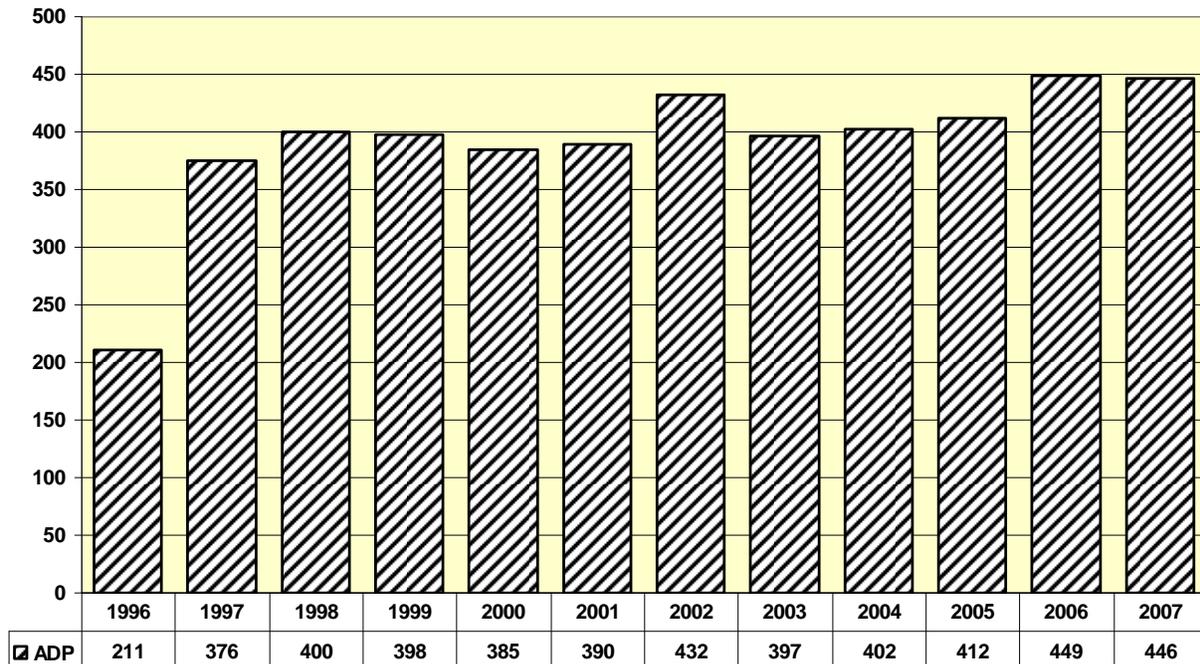
## **Average Daily Population**

The average daily population information data is comprised from the daily counts taken and averaged into monthly average population. Monthly populations are then averaged for the year. As with any average population, there is an averaging effect that discounts the peaks of the population. These peaks must be considered as they are the extremes of what tends to be the crowding. The following chart and accompanying table show the yearly average between the years 1996 and 2007. There are a slow, but increasing number of prisoners with the largest change within the last two years.

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It is also interesting that the correctional facility population increased dramatically after the opening of the new correctional facility in 1996. The average daily correctional facility population is showing at 211 during 1996 and jumps to 376 during the year 1997.

**Historic Jail Average Daily Population (ADP)**

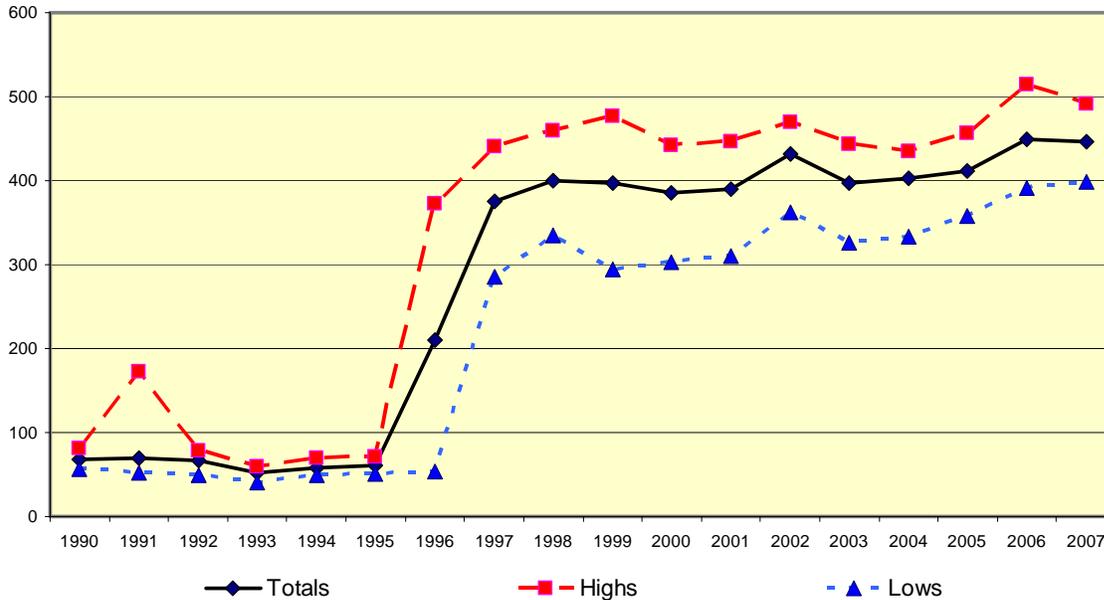


The current correctional facility opened in 1996. The system reacted, apparently, quickly to fill the 400 beds. The pattern shown above tends to be one where capacity is driving the number of inmates at the correctional facility. Any correctional facility begins to experience crowding when the correctional facility population exceeds 80% of the capacity. The data shows that Broome County experienced crowding since 1998. A correctional facility must maintain a number of beds in each classification to appropriately house each class of prisoners. Failure to properly classify or conduct risk assessment on each inmate can trigger serious incident and litigation. Failure to have available space in the capacity means that the correctional facility cannot appropriately house classified prisoners. When beds are not available in the appropriate housing level, an assignment to an inappropriate bed is likely. Additionally, the correctional facility must maintain between 10% and 15% beds below capacity to compensate for the averaging peaks above the average daily population. The data clearly show that all traditional crowding events have been occurring since 1998.

Alternatives to incarceration should be a focus of future planning efforts to control the correctional facility's population and reduce the need for increasing the number of beds and staff positions. The County will need to decide the value of boarding prisoners when crowding occurs.

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Average Daily Population with High and Low Counts



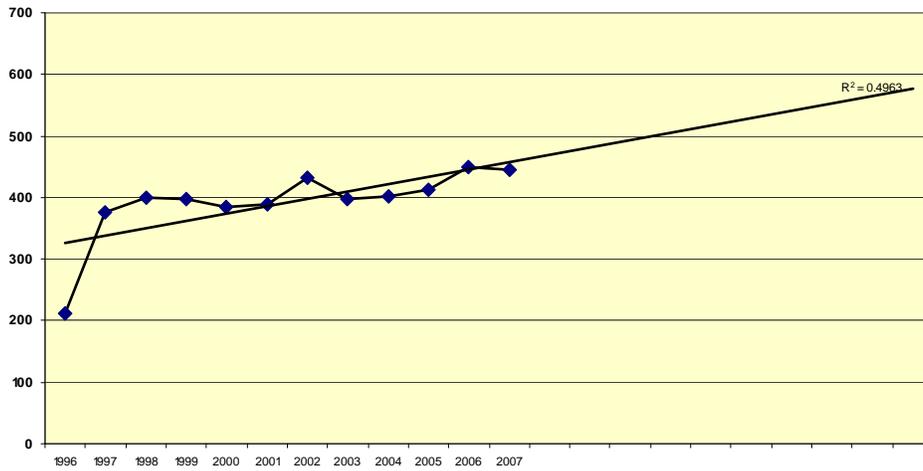
The above chart shows the recorded highs and lows for each year between 1990 and 2007. The data shows a rapid and concerning jump in the inmate population during the years 1996 and 1997. This pattern shows the effect of capacity on the average daily population. In years preceding 1996, the correctional facility population maintained near the capacity limit. In subsequent years, the population appears to follow the same trend. The indicated trend suggests that the correctional facility will likely fully utilize the multipurpose housing unit.

The following trend line is developed from the historic data and may not predict the actual future events. Trend line data can indicate what is possible, based on historic data. Other factors that are system oriented should be considered by the planning group responsible for predicting future populations. The significance value of this trend line is not strong. However, the recent growth may suggest an impending change in the system.

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**Trendline of Future Jail Average Daily Population (ADP)**

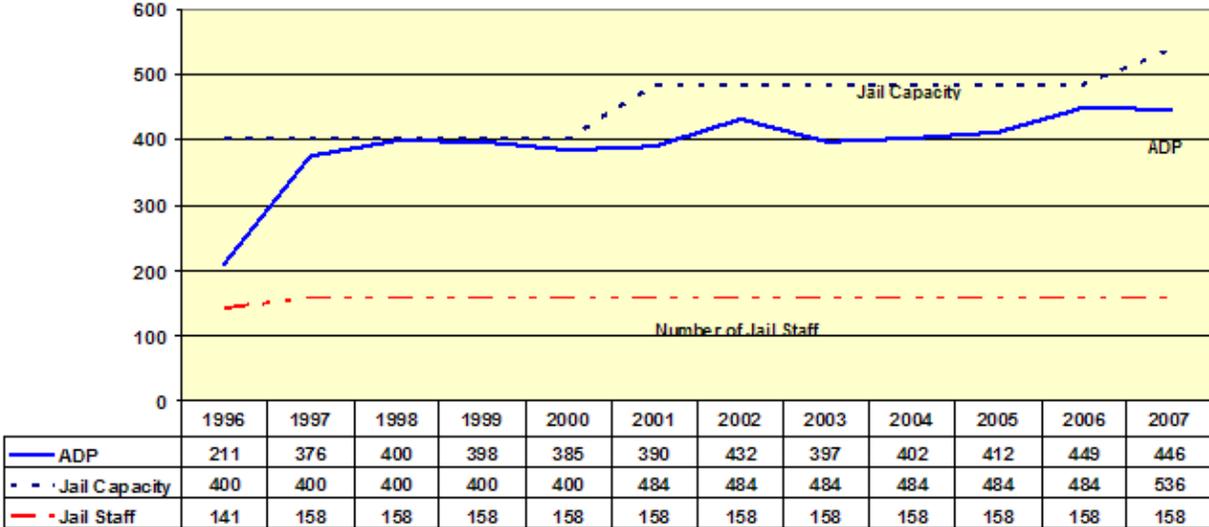


A review of the data from 1996 through the year 2007 showed that the correctional facility is peaking at 125% of capacity and achieves a low of 80% of capacity that must be considered when developing a trend for the future population and bed capacity. These average highs are much greater than the majority of other correctional facilities. This data shows the County should consider a 25% factor just for peaking. It is difficult or nearly impossible to identify the number of beds historically used for classification purposes. This is a data element not normally captured by correctional facilities. Typically, we find that correctional facilities peak at about 15% above capacity and need an additional 10% of capacity to account for classification of inmates to place inmates in the appropriate housing units with inmates of comparable risk and danger. Correctional facilities should maintain 20% capacity above the average daily population to account for these features. In Broome County, the data suggests that 30 to 35% might be better used above the average daily population. This data element should be studied in more detail given improved documentation. This reflects the need for continuing use of technology improvements to understand the inmate population and to better control future growth.

The trend line data suggests that in 10 years the correctional facility may need 750 beds to accommodate the expected correctional facility population if current trends persist. The trend may not be replicated by the actual data because of other influences that are beyond the scope of this project. For instance, the Broome County population is reportedly aging and declining. The State also suggests that crowding is already a factor in Broome County getting worse as time progresses.

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Comparison and Growth of Jail Capacity, Number of Jail Staff  
and Average Daily Population



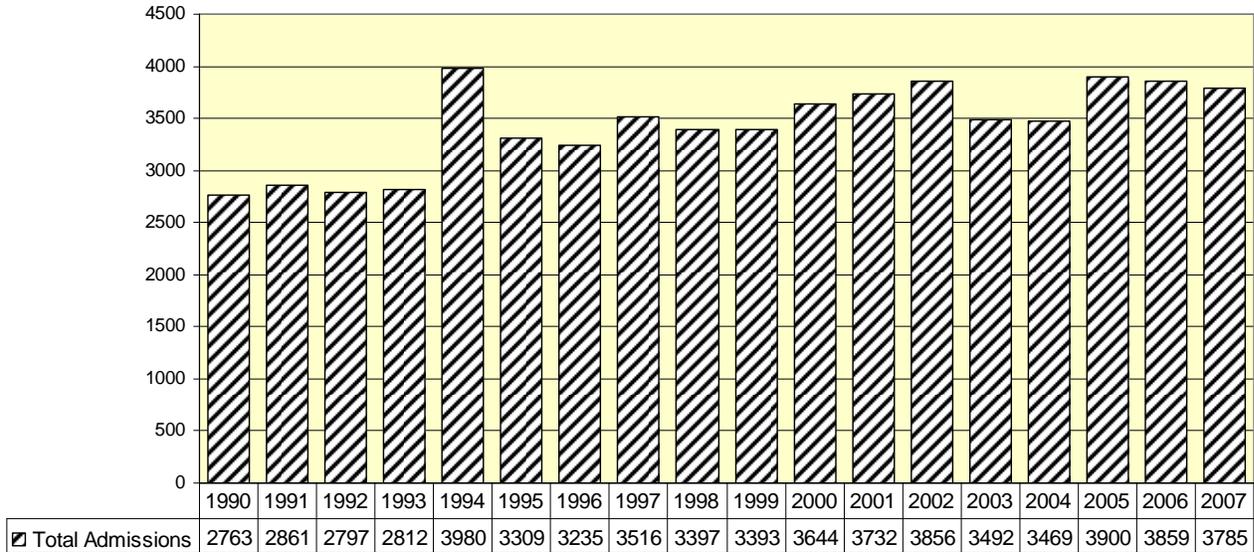
The above chart shows the historic average daily population compared to the correctional facility capacity and the number of correctional facility staff assigned. The data shows an increase in population and capacity without an increase in correctional facility staff. Some expansion of the inmate population can be absorbed by existing staff. However, future increases in correctional facility population will result in the Sheriff's making request for additional staff.

**Prisoner Admissions to the Correctional facility**

The correctional facility's population is a number derived from the number of persons admitted to the correctional facility, and how long each stays at the correctional facility. The following chart shows the number of total admissions to the correctional facility in each year since 1990. The chart shows an increasing number of the admissions yearly through the years 1990 through 2002. System representatives should identify the reason for the growth shown in 2003 and 2004. The year 2005 increased again and then begins to taper off during 2006 and 2007. Of concern is the increasing average daily population in years, where the number of admissions declined usually indicating a longer length of stay.

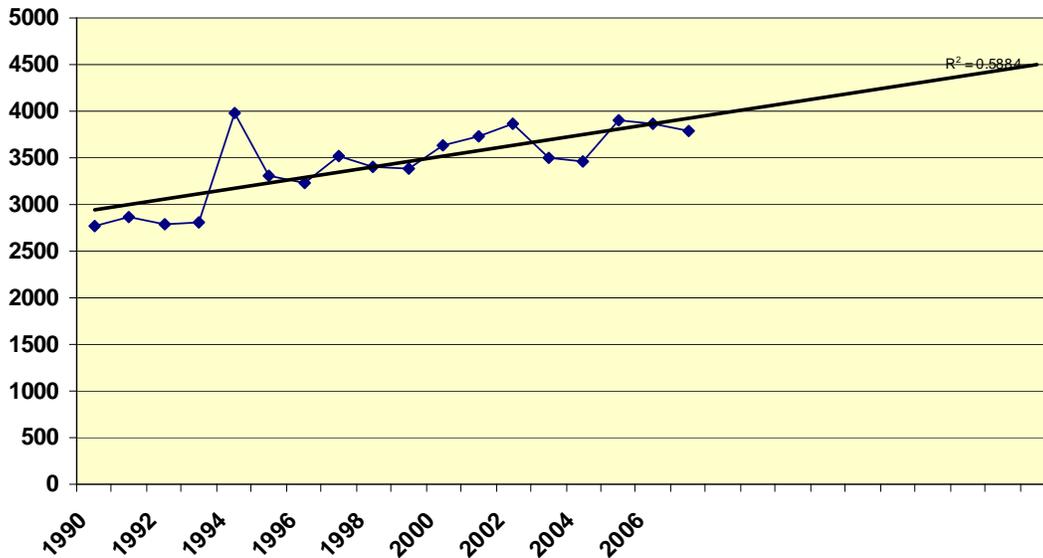
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**Total Admissions to the Jail Yearly**



The following chart shows the trend line for admissions, as represented by the historic values for the next 10 years. Due to the fluctuations in data, the trend line is not strong, but shows an increasing number of admissions over the future years.

**Trendline for Future Admissions  
to the Jail Yearly (10 Years)**

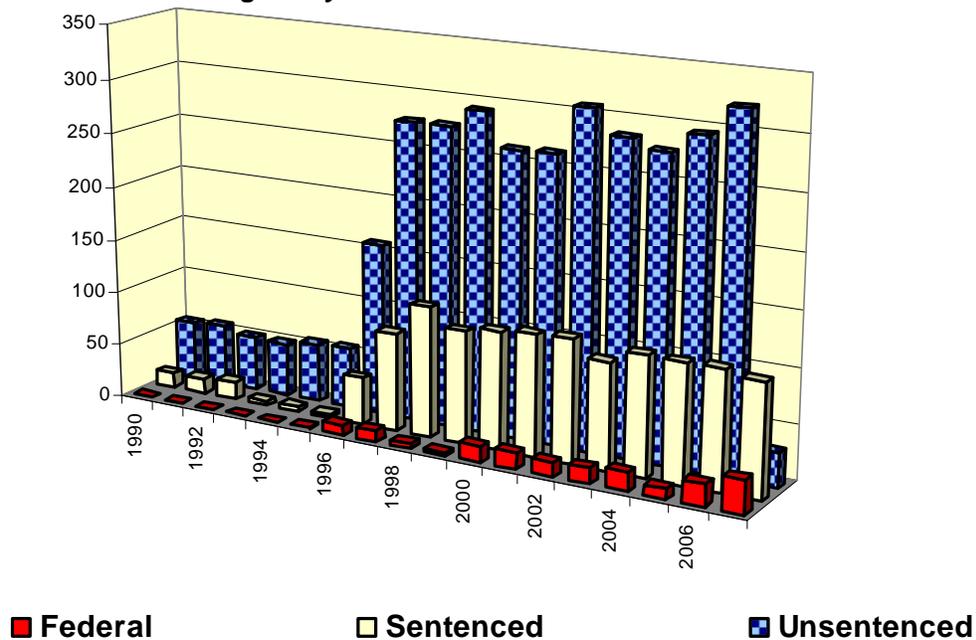


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Broome County should continue to monitor trends, and use technology to identify specific categories within the inmate population that tend to drive increases. By identifying trends, the County might implement population management control.

### Distribution of Sentenced, Un-sentenced and Federal Prisoners

**Distribution of Inmate by Sentenced, Unsentenced and Federal  
Average Daily Number for Years 1990 to 2007**



A preponderance of county correctional facilities maintains 50% of un-sentenced inmates. Why Broome County maintained an average of 72% between 1990 and 2007. The high percentage was 79% and low of 67% un-sentenced prisoners. Over this time period, the Federal prisoners accounted for approximately 3% of the population. The percent of Federal prisoners in the year 2007 has grown to 7%.

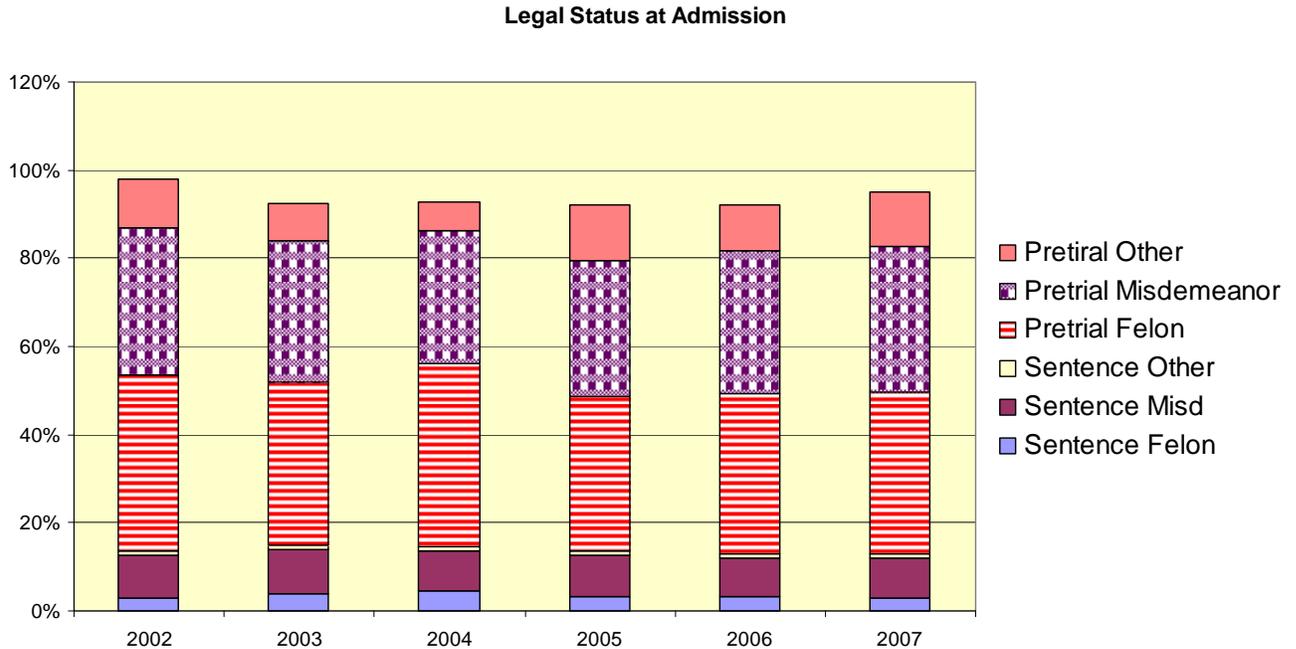
	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Unsentenced	53	56	50	49	54	56	158	275	275	292	262	263	306	284	276	294	320	31
Sentenced	14	14	17	4	4	3	43	91	120	103	108	111	113	98	109	109	109	104
Federal	0	0	0	0	0	1	10	10	5	3	15	16	13	15	17	9	20	30
<b>Totals</b>	<b>68</b>	<b>70</b>	<b>67</b>	<b>53</b>	<b>59</b>	<b>60</b>	<b>211</b>	<b>376</b>	<b>400</b>	<b>398</b>	<b>385</b>	<b>390</b>	<b>432</b>	<b>397</b>	<b>402</b>	<b>412</b>	<b>449</b>	<b>446</b>
Unsentenced %	79%	79%	75%	93%	92%	92%	75%	73%	69%	73%	68%	67%	71%	72%	69%	71%	71%	7%
Federal %	0%	0%	0%	0%	0%	2%	5%	3%	1%	1%	4%	4%	3%	4%	4%	2%	4%	7%

### Legal Status at Admission to the Correctional facility

A county government potentially possesses more control over the admissions of new arrests admitted to the correctional facility and for pretrial or un-sentenced prisoners through

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implementation of system changes. Support of the State government and the courts is necessary to control those prisoners sentenced to the correctional facility or state prison. The following chart shows a distribution of prisoner's legal status at the time of arrest and admitted to the correctional facility.



The following table provides a distribution of the percentages of the total population for those admitted to the correctional facility based on their legal status at the time of admission. The next table shows, those persons already sentenced by the courts at the time admission to the correctional facility. A secondary table shows a percentage of those pretrial inmates remanded to the correctional facility for holding during the pre-sentence period.

<b>Court Sentenced at Admission</b>						
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Sentence Felon	3%	4%	5%	3%	3%	3%
Sentence Misd	10%	10%	9%	9%	9%	9%
Sentence Other	1%	1%	1%	1%	1%	1%
Sub-Total	14%	15%	15%	14%	13%	13%

<b>Remanded for Hold (Pretrial Inmates)</b>						
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Pretrial Felon	40%	37%	41%	35%	37%	37%
Pretrial Misdemeanor	34%	32%	30%	31%	32%	33%
Pretrial Other	11%	8%	6%	13%	11%	12%
Sub-Total	84%	77%	78%	78%	79%	82%

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Most inmates come to the correctional facility either sentenced or un-sentenced at the time of admission. Some percentage of the correctional facility's population is sentenced during the time they remain at the correctional facility. The following table represents percentage of those persons who are sentenced, while incarcerated at the correctional facility. These inmates may be sentenced to the county correctional facility or remanded to the state prison system. The County has very little support over sentenced prisoners, but can seek the support of the judicial system in controlling correctional facility crowding.

<b>Court Sentenced Status Change</b>						
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Felony	6%	4%	5%	2%	3%	3%
Misdemeanor	4%	3%	5%	5%	5%	5%
Other	0.1%	0.0%	0.0%	0%	0%	0%

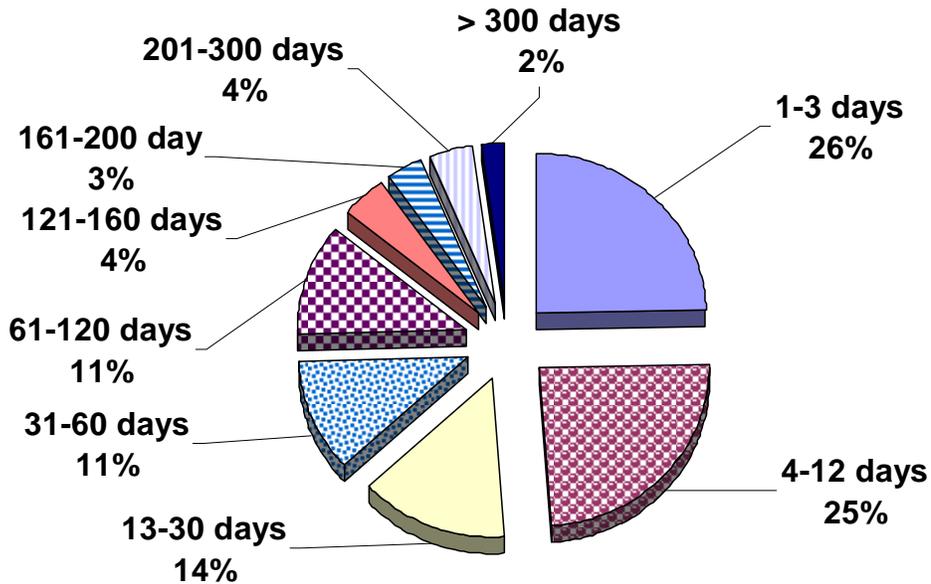
### **Length of Stay**

The average length of stay and the number of admissions are the two primary factors influencing the correctional facility's population and ultimately controlling or managing the correctional facility's population. Controlling the correctional facility population is best accomplished when the correctional facility is not severely crowded. Broome County now experiences crowding and should seriously review their practices for alternatives to incarceration for identify methods of controlling population growth within the correctional facility. With the increasing number of admissions, one would hope that the average length of stay is decreasing. A system for continually monitoring the elements or subcategories of the inmate population should be in place to identify methodologies for influencing or controlling the correctional facility population.

The following chart show, the available information for the average length of stay for prisoners in Broome County. The overall average length of stay was not provided, but the distribution of average length of stay is greater detail than usually found in historic data.

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**Average Length of Stay for Prisoners  
Admitted from 2002 to 2007**



Length of Stay	2002	2003	2004	2005	2006	2007	Average
1-3 days	27%	27%	21%	26%	25%	22%	25%
4-12 days	24%	24%	24%	26%	25%	22%	24%
13-30 days	16%	13%	14%	14%	13%	16%	14%
31-60 days	11%	10%	11%	12%	11%	13%	11%
61-120 days	12%	12%	13%	10%	11%	12%	11%
121-160 days	4%	4%	5%	4%	5%	5%	4%
161-200 day	2%	3%	3%	4%	4%	3%	3%
201-300 days	3%	5%	5%	4%	4%	4%	4%
> 300 days	2%	2%	3%	1%	2%	4%	2%

Similar to most county correctional facilities, Broome County experiences high turnover. For those who stay a short time, the release occurs within the first several days of admission. This is the most vulnerable time for the prisoner and for the jurisdiction. Many new prisoners are extremely volatile during their initial hours of confinement and often times very emotional. Correctional facility staff knows relatively little about these new prisoners, except for those who are repeat offenders. Correctional facility staff must critically and carefully evaluate each prisoner at the earliest point during their stay. This evaluation requires the talented skills of well

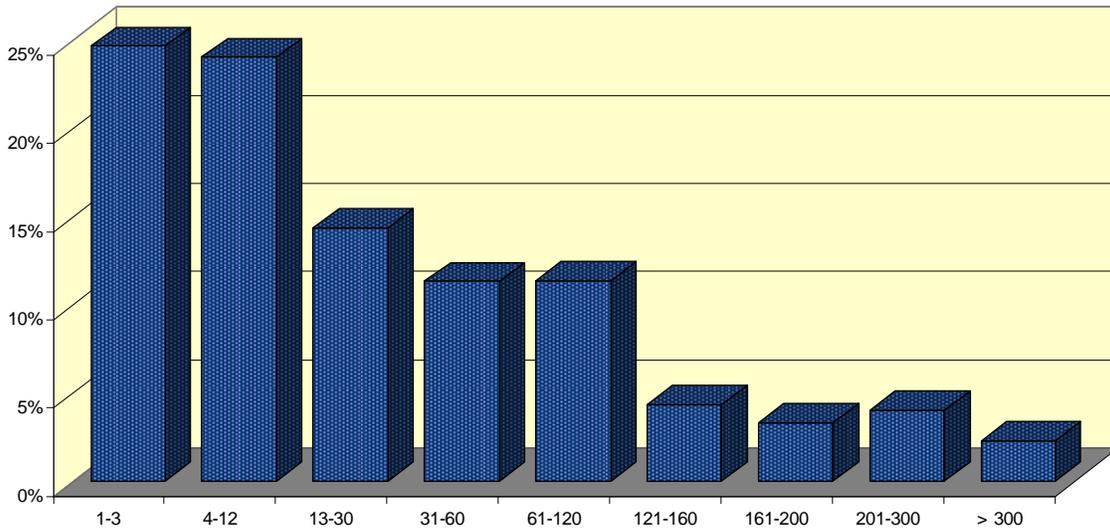
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trained classification staff with sufficient resources to adequately conduct interviews and evaluations, research historical data and contact family and friends for valuable information. Broome County does not devote sufficient resources to conduct these evaluations. Classification is more than just housing assignments, it is a risk assessment of each prisoner to reduce the potential for violence incidents and costly litigation. The direct supervision inmate management model helps to some degree mitigate the dangers of in-sufficient classification services.

**Length of Stay for Inmates for Years 2002 to 2007**



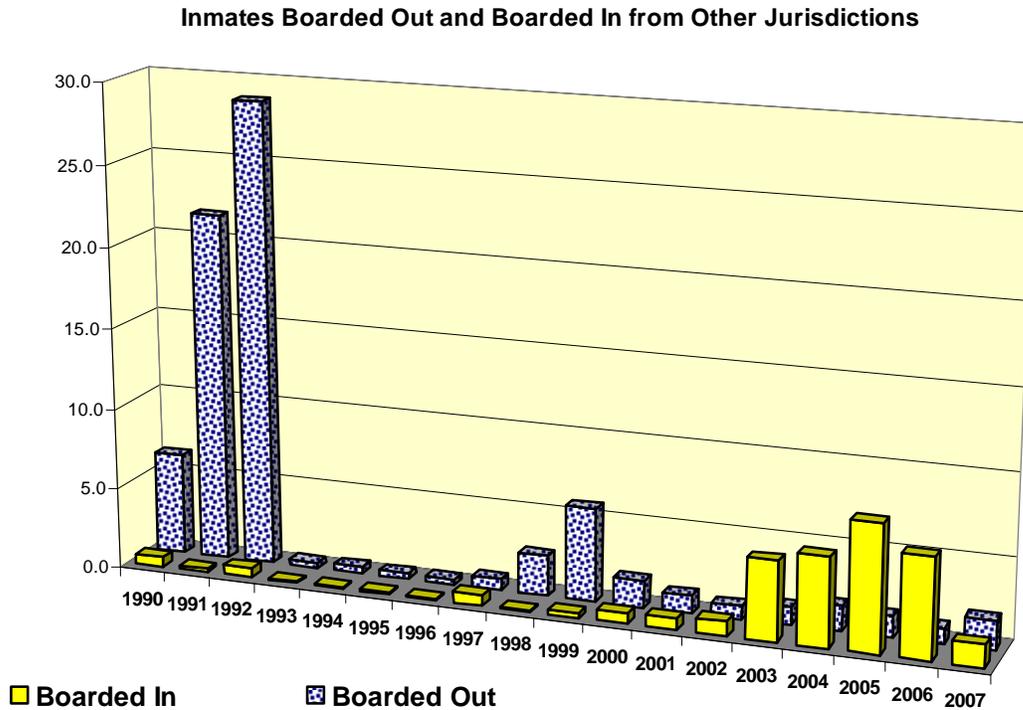
The above chart clearly shows the bulk of prisoners released from the correctional facility early. While the bulk of inmates are released during the first two weeks, the ones that remain in-custody consumed the most of the bed capacity. Any effort to control crowding should be directed to methodologies that focus on the each of the two different populations.

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## Boarded and Housed Outside Prisoners

The following chart shows the daily average number of prisoners housed out to other jurisdictions and those boarded in the correctional facility from other jurisdictions. Again, the average number does not adequately show the peaks and valleys of yearly averages or daily actual numbers. This is particularly true for a population of lesser numbers.



The data shows the number of prisoners boarded out prior to the opening of the new correctional facility in 1996 was greater than since opening. Since the year 2002, more prisoners had been boarded in from other jurisdictions.

## Arresting Agency

The sample databases provide an indication of the percentage of admissions by each law enforcement agency. The data confirms that the Binghamton Police and the Broome County Sheriff's Department are the largest contributors to the correctional facility population. These agencies have the most impact on the number of admissions and therefore would be agencies to consider changes to policy in reducing the number of admissions.

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<i>One Day Sample</i>			<i>Two Month Sample</i>		
<b>Arresting Agency</b>	<b>Count</b>	<b>%</b>	<b>Arresting Agency</b>	<b>Count</b>	<b>%</b>
Binghamton Police	152	28.8%	Binghamton Police	205	30.2%
Deposit PD	1	0.2%	Deposit PD	2	0.3%
Endicott Police	44	8.3%	Endicott Police	41	6.0%
NY State Police	34	6.4%	NY State Police	49	7.2%
NY Parole	23	4.4%	NY Parole	23	3.4%
US Marshall	6	1.1%	Vestal Police	22	3.2%
Vestal PD	8	1.5%	Broome County Sheriff	113	16.9%
Broome County Sheriff	95	18.0%	Johnson City Police	54	8.0%
Johnson City Police	59	11.2%	Out of County	31	4.6%
Out of County	19	3.6%	Port Dickinson Police	1	0.1%
Out State Police	1	0.2%	Unknown	143	21.1%
Port Dickinson Police	1	0.2%			
Transcor	1	0.2%			
Unknown	83	15.7%			
<b>Total</b>	<b>528</b>	<b>100.0%</b>	<b>Total</b>	<b>679</b>	<b>100.0%</b>

**Most Serious Charges Listed for Samples**

The following table shows the types and numbers of the most serious charge for the sample population released during the two-month period.

<b>Law Type for Two Month Sample</b>	
Agriculture	1
Civil Law	1
Executive Law	19
Penal Law	529
Correction Law	6
Criminal Procedure	33
Family Court	13
Local Law Muni	1
Public Health Law	3
Vehicle Traffic	67
Blank	6
<b>Grand Total</b>	<b>679</b>

The following table shows the number of charges for those persons in custody, as reported in the one-day sample. The one day sample showed 19 inmates of 528 prisoners with parole/probation holds and the two month sample, showed 18 holds of the 679 inmates with parole/probation holds.

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<b>Number of Charges</b>	<b>% of Total</b>	<b>Inmates</b>
1	46%	243
2	24%	128
3	11%	58
4	9%	49
5	3%	17
6	3%	15
7	1%	5
8	1%	3
9	1%	5
10	0%	1
14	0%	1
16	0%	1
24	0%	2
Total		528

The following tables show the distribution of the highest charge for the prisoners in each sample. It will be useful if the county database improves by establishing categories that distribute the charges. Some useful categories would include; crimes against persons, crimes against property, traffic, sex crimes, alcohol crimes, drug crimes, and others. The following list is hard to decipher in establishing trends. This appears to be the only data available in understanding the number and type of charges.

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### High Charge for One Day Sample

High Charge for One Day Sample	Total		
ACT IN MANNER INJUR CHILD LESS THAN 17	2	CRIMINAL TRESPASS 2ND	6
AGG DWI .18 OF 1% OR MORE BAC-1 PRIOR CONV DESIGN	2	CRIMINAL TRESPASS 3RD	1
AGG/HAR COMMUNICATE TO ANNOY OR ALARM	2	DIS/CON CREATING DANGEROUS ACT	1
AGGRAVATED DWI .18 OF 1% OR MORE ALCOHOL IN BLOOD-	1	DISOBEY MANDATE EXC JL 753A-2	9
AGGRAVATED HARRASSMENT-2	1	DRIVING WHILE INTOXICATED -1ST OFFENSE	5
AGGRAVATED UNLIC OPER VEHIC 3	2	DRIVING WHILE INTOXICATED- 2ND OFFENSE	3
AGGRAVATED UNLICENSED OPERATION 2- PREVIOUS CONVICT	1	DWI .08 OF 1% OR MORE ALCOHOL-OPER SCHOOL BUS WITH	1
AGGRAVATED UNLICENSED OPERATION MOTOR VEHICLE-1ST	11	DWI .08 OF 1% OR MORE ALC-VEH W/GVWR>9 TONS CARRYI	1
ARREST FUGITIVE FRM OTHR STATE ON WARRANT BEFORE R	1	ENDANGERING WELFARE OF CHILD	1
ARREST FUGITIVE FROM OTHER STATE ON WARRANT FOR EX	1	FACIL AGGR UNLIC OPER VEH 2ND	1
ARSON - 2ND	1	FACILITATE AGGR UNLICENSED OPERATION VEHICLE- 1ST	1
ARSON - 4TH	1	FALSE PERSONATION	3
ARSON 3RD	4	FALSE WRITTEN STATEMENT	1
ASLT SERIOUS INJ /HATE CRIME	1	FORCIBLE TOUCHING OF ANOTHER'S SEXUAL/INTIMATE PAR	1
ASLT W/INT CAUS PH INJ TO OFF	2	FORGERY 2-DEED/WILL/CODICIL/CONTRACT ETC	8
ASLT W/INT CAUS SERIOUS PH INJ	1	FORGERY 2ND: OFFICIAL DOCUMENT	2
ASLT W/INT CAUSE PH INJ W/WEAP	8	FORGERY 2ND:MEDICAL PRESCRIPTION	1
ASLT W/INT CAUSES PHYS INJURY	7	FORGERY-2ND	1
ASSAULT 1ST DEGREE	2	FUG/JUS-IN-M	1
ASSAULT -2ND	8	FUG/JUS-OUT-F	2
ASSAULT -3RD	5	GANG ASSAULT 2ND AB	1
ASSLT CAUS INJ PERSON LESS THAN 7 YRS	1	GR LAR 4 PROPERTY FROM PERSON	2
BURG ILL ENTRY W/CRIM INT	1	GR LAR 4-VALUE PROPERTY GREATER THAN \$1000	1
BURG DWELLING CAUSING INJURY	1	GR LARC 2-PROPTY VALUE GREATER THAN \$50000	1
BURGLARY 3RD	14	GRAND LARCENY 3 VALUE GREATER THAN \$3000	4
BURGLARY-1ST	1	GRAND LARCENY 4 CREDIT CARD	1
BURGLARY-2ND	6	GRAND LARCENY 4TH	1
BURGLARY-ILL ENTRY DWELLING	20	HARASSMENT 2ND	1
CHRG NOT CLEAR STATED CHARGE NOT CLEAR	20	IMIT CONTROL SUBS-2ND VIOL	1
CONCEAL/ALTER/DESTROY PHYS EVI	4	INTIMIDATING VICT/WITNESS 3	1
CONTRABAND TO PRISONERS-1ST	1	ISS BAD CHK W/KNOW INSUFF FUND	1
CPSP 4 CREDIT CARD	2	LOITERING UNLAW USE CONTRL SUB	2
CRIM CONTEMPT1/ORDER PROT INJ	4	MANSLAUGHTER -2ND	1
CRIM CONTEMPT-1ST-PHY CONTACT	4	MENACING 2ND	1
CRIM CONTMPT-1:VIOL PL215.50(3)-PRIOR CONV AGG/CR	3	MENACING 3RD	1
CRIM IMPERS ANOTHR PERS W/INT	2	MENACING A POLICE OR PEACE OFFICER	1
CRIM MIS INTENT DAMAGE PROPRTY	2	MENACING-2ND - WEAPON	2
CRIM MIS RCKLS PROP DAM GREATER THAN \$250	1	MURDER - 2ND WITH INTENT	2
CRIM POSS CONTRL SUB COCAINE	1	MURDER 2ND - INTENTIONAL	2
CRIM POSS CONTR SUB/MARCO	3	MURDER 2ND - PERSON UNDER 11 YEARS OLD	2
CRIM POSS CONTR SUBST	4	MURDER 2ND DEPRAVED INDIFFERENCE	1
CRIM POSS CONTRL SUB/W/INT/SEL	1	NARCOTIC CONS NARCOTIC CONSPIRACY	2
CRIM POSS CONTRL SUBST	21	OBSTRUCT GOVERNMENTL ADMIN 2ND	1
CRIM POSS MARIHUANA 2ND	1	OPER MV WHILE INTOXICATED 3RD OFF	4
CRIM POSS MARIHUANA 3RD	3	OPERATE MV .08 OF 1% OR MORE ALC-PRIOR CONV DESIG	2
CRIM POSS MARIHUANA-4TH	1	PETIT LARCENY	35
CRIM POSS NARCO DRUG	4	POSSESS FORGED INSTRUMENT-1ST	2
CRIM POSS NARCO DRUG INT/SELL	8	POSSESS FORGED INSTRUMENT-2ND	5
CRIM POSS WEAP	8	POSSESSION HYPODERMIC INSTRUMT	1
CRIM POSS WEAP - 3RD DEG	8	PRED SEX ASLT AGAINST CHILD:SPECIFIED OFFENSE AGNS	1
CRIM POSSESS CONTRLD SUBST 1ST:NARCOTIC DRUG 8 OZS	5	PUBLIC LEWDNESS	1
CRIM POSSESSION STOLN PROP 5TH	2	RAPE - ACTOR OVER 17 VICTIM UNDER 15	2
CRIM SALE CONTRL SUBST	8	RAPE - VIC UNDER 17 PERP OVER 21	2
CRIM SALE F/ARM-3RD UNAUTH PER	1	RAPE -1ST	2
CRIM SALE MARIHUANA 3RD	1	RAPE INTRCRSE FORCIBLE COMPLSN	1
CRIM SALE METHADONE	1	RAPE-1ST - ACTOR OVER 17 VICTIM UNDER 13	1
CRIM SALE NARCO PREP	1	RECKLESS ENDANGERMENT 1ST	1
CRIM SALE NARCOTIC DRUG	24	RESISTING ARREST	5
CRIM SALE STIMULANT/HALLUC	1	REVOCAION OF PAROLE/REL POWER	2
CRIM SEX ACT 2:ACTOR 18 YRS OR MORE/VICTIM UNDER 1	1	REVOCAION OF PROBATION/DISCH	2
CRIM USE DRUG PARA - 1ST	2	REVOCAION PAROLE/RELEASE	16
CRIM USE DRUG PARA - 2ND	1	REVOKE PRESUMPTIVE RELEASE,PAROLE,COND RELEASE,PRS	1
CRIM USE DRUG PARA-2ND	3	ROB FORCIBLE THEFT W/DEDLY WEAP	1
CRIMINAL CONTEMPT 1ST	2	ROB FORCIBLE THEFT W/USE-INSTRM	1
CRIMINAL FACILITATION -4TH	2	ROB 2 CAUSES PHYSICAL INJURY	2
CRIMINAL IMPERSONATION-2ND	1	ROBBERY 2ND/AIDED BY ANOTHER	7
CRIMINAL MISCHIEF - 2ND	2	ROBBERY-1ST	1
CRIMINAL MISCHIEF - 3RD	1	ROBBERY-2ND	3
CRIMINAL MISCHIEF 3RD:DAMAGE ANOTHER'S PROPERTY-AM	1	ROBBERY-3RD	5
CRIMINAL NUISANCE 1ST	1	SCHEME TO DEFRAUD 1ST:PROPERTY >\$1000 FROM 1 OR MO	1
CRIMINAL POSSESSION CONTROLLED SUBSTANCE-2ND DEGRE	1	SECURE MAT WIT	1
CRIMINAL POSSESSION OF A WEAPON- 2ND DEGREE	5	SEXUAL ABUSE -1ST	3
CRIMINAL POSSESSION OF A WEAPON-2ND DEGREE: LOADED	2	STALKING 4TH - AT EMPLOYMENT	1
CRIMINAL POSSESSION WEAPON-2ND DEGREE: 5 OR MORE F	1	SX ABUSE CONTCT-FORCBL COMPLSN	1
CRIMINAL SEX ACT 1ST:ACTOR 18 YRS OR MORE/VICTIM U	1	SX ABUSE SEX CONTACT W/IND LESS THAN 11	1
CRIMINAL SOLICITATION -2ND	1	TAMP W/PHYS EV MK/PROD FLSE EV	1
		TAMPER WITH PHYSICAL EVIDENCE	1

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TAMPERING PUBLIC RECORDS-1ST	1	CRIM SALE CONTRL SUBST	7
UNAUTHORIZED USE OF VEHICLE-1	2	CRIM SALE F/ARM-3RD UNAUTH PER	1
UNLAW GROW CANNABIS	1	CRIM SALE MARIHUANA 3RD	3
UNLAWFUL FLEEING A POLICE OFFICER IN A MOTOR VEHIC	1	CRIM SALE MARIHUANA 4TH	1
UNSPECIFIED VIOL OF FCA	4	CRIM SALE NARCOTIC DRUG	11
VIO PROB-F	17	CRIM TRESPASS 3RD - ENCLSD PROP	2
VIOL PROB VIOL	1	CRIM USE DRUG PARA - 2ND	1
VIOL PROB-M	4	CRIM USE DRUG PARA-2ND	1
VIOLATE SEX OFFENDER REGISTRY REQUIREMENT- 2ND OFF	5	CRIMINAL CONTEMPT 1ST	2
VIOLATE SEX OFFENDER REGISTRY REQUIREMENT-1ST OFFE	3	CRIMINAL CONTEMPT 2ND	3
WELFARE FRAUD-3RD DEGREE	1	CRIMINAL FACILITATION -4TH	1
#N/A	2	CRIMINAL MISCHIEF - 2ND	2
(blank)	1	CRIMINAL MISCHIEF - 3RD	2
Grand Total	528	CRIMINAL MISCHIEF - 4	4
		CRIMINAL MISCHIEF 3RD: DAMAGE THE MOTOR VEHICLE OF	1
		CRIMINAL MISCHIEF 3RD:DAMAGE ANOTHER'S PROPERTY-AM	6
		CRIMINAL POSSESSION OF A WEAPON-3RD DEG:3 OR MORE	1
		CRIMINAL SEXUAL ACT-1ST DEGREE:VICTIM LESS THAN 11	1
		CRIMINAL TAMPERING-1ST DEGREE	1
		CRIMINAL TRESPASS 2ND	4
		DIS/CON FIGHT/VIOLENT BEHAVIOR	3
		DIS/CON OBSCENE LANG/GESTURES	1
		DIS/CON OBSTRUCTING TRAFFIC	1
		DISOBEY MANDATE EXC JL 753A-2	23
		DISORDERLY CONDUCT	1
		DRIVING WHILE ABILITY IMPAIRED	1
		DRIVING WHILE INTOXICATED -1ST OFFENSE	4
		DRIVING WHILE INTOXICATED- 2ND OFFENSE	7
		ENDANGERING WELFARE OF CHILD	3
		EXTRADITION PROCEDURE VIOL	2
		FACIL AGGR UNLIC OPER VEH 3RD	2
		FAIL PAY-SERV BASED ON STEALTH	1
		FAIL TO REG - SEX OFF 1ST OFF	3
		FAILED TO REG - SEX OFFENDER 1ST OFFENSE	1
		FALSE PERSONATION	3
		FORCIBLE TOUCHING OF ANOTHER'S SEXUAL/INTIMATE PAR	3
		FORGERY 2-DEED/WILL/CODICIL/CONTRACT ETC	2
		FORGERY-2ND	2
		FORGERY-3RD	2
		FUG/JUS-OUT-F	1
		FUGIUS-OUT-M	2
		GANG ASSAULT 2ND AB	8
		GIVE/SELL ALCOHOL PERSON UNDER 21	1
		GR LAR 4-VALUE PROPERTY GREATER THAN \$1000	6
		GRAND LARCENY AUTO OVER \$100	1
		GRAND LARCENY 3 VALUE GREATER THAN \$3000	5
		GRAND LARCENY 4 CREDIT CARD	4
		GRAND LARCENY 4TH	2
		HARASSMENT 2ND	2
		HARASSMENT 2ND-PHY CONTACT	4
		HARRASSMENT 2ND- PHY CONTACT	8
		IDENTITY THEFT 1:ASSUME ANOTHER'S ID-COMMIT/ATMPT	1
		IDENTITY THEFT 1ST:ASSUME ANOTHER'S IDENTITY TO DE	1
		IDENTITY THEFT 2-ASSUME ANOTHER'S IDENTITY TO DEFR	1
		IDENTITY THEFT 3-ASSUME ANOTHER'S IDENTITY TO DEFR	1
		ILL USE TELCOM GREATER THAN \$100 W/O PAYNG	1
		IMIT CONTROL SUBS-1ST VIOL	2
		IMIT CONTROL SUBS-2ND VIOL	1
		INCEST: ENGAGE IN SEXUAL INTERCOURSE/CONDUCT WITH	1
		INTENT/FRAUD OBT TRANS W/O PAY	1
		ISS BAD CHK W/KNOW INSUFF FUND	3
		ISSUING A BAD CHECK	1
		LOIT PROSTITUTION OFFENSE 2ND	1
		LOITERING UNLAW USE CONTRL SUB	3
		MENACING 1ST	1
		MENACING 2ND	1
		MENACING 3RD	1
		MENACING-2ND - WEAPON	4
		MURDER 2ND - INTENTIONAL	1
		MURDER 2ND - PERSON UNDER 11 YEARS OLD	1
		OBSTRUCT GOVERNMENTL ADMIN 2ND	2
		OFFER FILE FALSE INSTRUMNT-1ST	1
		OP MV INFL ALCOHOL OR DRUGS-2	1
		OPER MV-REGISTRATION SUSPENDED	1
		OPERATE MOTOR VEHICLE WITH .08 OF 1% ALCOHOL-1ST O	8
		OPERATE MV .08 OF 1% OR MORE ALC-2 PRIOR CONV DESI	3
		OPERATE MV .08 OF 1% OR MORE ALC-PRIOR CONV DESIG	9

### Charge and Number of Inmates For Two Month Sample of High Charges

2DEG- 3=<OPEN SUSPENSION ON 3 SEPARATE DATES	Total	2
ACT IN MANNER INJUR CHILD LESS THAN 17	6	
AGG UNLICENSED OPERATION 1:10/MORE SUSPENSIONS-10/	1	
AGG/HAR COMMUNICATE TO ANNOY OR ALARM	7	
AGGRAVATED HARRASSMENT-2	2	
AGGRAVATED UNLIC OPER VEHIC 2	6	
AGGRAVATED UNLIC OPER VEHIC 3	7	
AGGRAVATED UNLIC OPERATION-ALCOHOL RELATED	3	
AGGRAVATED UNLICENSED OPER 2ND:3/MORE SUSP ON 3/MO	1	
AGGRAVATED UNLICENSED OPERATION 2- PREVIOUS CONVIC	5	
AGGRAVATED UNLICENSED OPERATION 2ND- MANDATORY SUS	2	
AGGRAVATED UNLICENSED OPERATION MOTOR VEHICLE-1ST	2	
AGGRAVATED UNLICENSED OPERATION-2ND DEGREE	1	
ARREST FUGITIVE FRM OTHR STATE ON WARRANT BEFORE R	1	
ARREST FUGITIVE FROM OTHER STATE ON WARRANT FOR EX	3	
ASLT RECKLSLY CAUSE PHYS INJRY	1	
ASLT W/INT CAUS SER INJ W/WEAP	1	
ASLT W/INT CAUS SERIOUS PH INJ	3	
ASLT W/INT CAUSE PH INJ W/WEAP	7	
ASLT W/INT CAUSES PHYS INJURY	11	
ASSAULT 1ST DEGREE	1	
ASSAULT -2ND	2	
ASSAULT -3RD	11	
ASLT WHILE CONF IN CORR FACIL	2	
BURG USE/THREAT-WEAP DURNG ACT	1	
BURG DWELLING CAUSING INJURY	5	
BURGLARY 3RD	13	
BURGLARY-2ND	11	
BURGLARY-ILL ENTRY DWELLING	16	
CHRG NOT CLEAR STATED CHARGE NOT CLEAR	6	
COERCION-1ST	1	
CONCEAL/ALTER/DESTROY PHYS EVI	5	
CONSPIRACY -6TH	2	
COURSE OF SEX CONDUCT 1ST: AGAINST CHILD<13/ACTOR	1	
COURSE SEX CONDUCT CHILD 2ND-CHILD <11 YRS	1	
CRIM CONTEMPT-1ST-PHY CONTACT	2	
CRIM CONTEMPT-1ST-TELEPHONES	2	
CRIM CONTMPT-1:VIOL PL215.50(3)-PRIOR CONV AGG/CRI	3	
CRIM MIS INTENT DAMAGE PROPRTY	10	
CRIM MIS RCKLS PROP DAM GREATER THAN \$250	2	
CRIM NUISANCE 2-MAINTAIN PREMISES FOR UNLAWFUL CON	3	
CRIM POSS CONTR SUBST 3RD	1	
CRIM POSS CONTR SUBST	5	
CRIM POSS CONTRL SUB/W/INT/SEL	2	
CRIM POSS CONTRL SUBST	14	
CRIM POSS MARIHUANA 5TH	1	
CRIM POSS MARIHUANA-4TH	1	
CRIM POSS METHAMPHETAMINE	2	
CRIM POSS NARCO DRUG INT/SELL	23	
CRIM POSS STLN PROP GREATER THAN \$3000	1	
CRIM POSS WEAP	6	
CRIM POSS WEAP - 3RD DEG	1	
CRIM POSS WEAP W/INT TO USE	1	
CRIM POSSESSION STOLN PROP 4TH	1	
CRIM POSSESSION STOLN PROP 5TH	3	

**Broome County Sheriff's Office**  
**Operations Review Study**

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OPERATING MOTOR VEHICLE IMPAIRED BY DRUGS-1ST OFFE	1
OWNING/HARBORING UNLICEN DOG	1
PETIT LARCENY	78
POSS DANG CONTRABAND IN PRISON	1
POSSESS FORGED INSTRUMENT-2ND	5
POSSESS FORGED INSTRUMENT-3RD	2
PROSTITUTION	3
PUBLIC LEWDNESS-EXPOSE ONE'S PRIVATE PARTS IN A PU	1
RAPE - ACTOR OVER 17 VICTIM UNDER 15	1
RAPE - NO CONSENT/MENT DISABLED	1
RAPE - VIC UNDER 17 PERP OVER 21	2
RAPE -1ST	3
RAPE INTRCRSE FORCIBLE COMPLSN	4
RECKLESS ENDANGERMENT 1ST	2
RECKLESS ENDANGERMENT 2ND	4
RESISTING ARREST	11
REVOCAATION OF PAROLE/REL POWER	5
REVOCAATION OF PROBATION/DISCH	4
REVOCAATION PAROLE/RELEASE	12
REVOKE PRESUMPTIVE RELEASE,PAROLE,COND RELEASE,PRS	2
RIOT-2ND	1
ROB FORCIBLE THEFT W/DEDLY WEAP	1
ROB FORCIBLE THEFT W/USE-INSTRM	2
ROB 2 CAUSES PHYSICAL INJURY	3
ROBBERY 2ND/AIDED BY ANOTHER	7
ROBBERY-1ST	2
ROBBERY-2ND	1
ROBBERY-3RD	2
SCHEME TO DEFRAUD 1ST:PROPERTY >\$1000 FROM 1 OR MO	1
SECURE MAT WIT	2
SEX ABUSE SEX CONTACT W/IND LESS THAN 14	1
SEX MISCOND-PERS HAS INTRCRSE W/ANOT W/O CONST	1
SEX OFFENDER REGISTRY VIOLATION- 1ST OFFENSE	3
SEXUAL ABUSE -1ST	1
STALKING 3RD DEGREE	1
STALKING 4TH - CAUSE FEAR	1
STALKING 4TH - ILL COMMUNICATE	2
SX ABUSE CONTCT-FORCBL COMPLSN	1
SX ABUSE SEX CONTCT W/IND LESS THAN 11	3
TRESPASS	5
UNAUTH USE VEH W/O OWNR CONST	1
UNAUTHORIZED USE OF VEHICLE-3	1
UNLAW POSS MARIHUANA	2
UNLAWFUL IMPRISONMENT 2ND	2
UNLAWFULLY DEALING W/CHILD 1ST	1
UNLAWFULLY SOLEMNIZE MARRIAGE	1
VIO PROB-F	10
VIOL FAMILY COURT ACT U MISD	10
VIOL FAMILY COURT ACT VIOL	3
VIOL OF LOC LAW VIOL	1
VIOL PROB VIOL	3
VIOL PROB-M	5
WELFARE FRAUD-3RD DEGREE	3
Grand Total	679

**Broome County Sheriff's Office**  
**Operations Review Study**

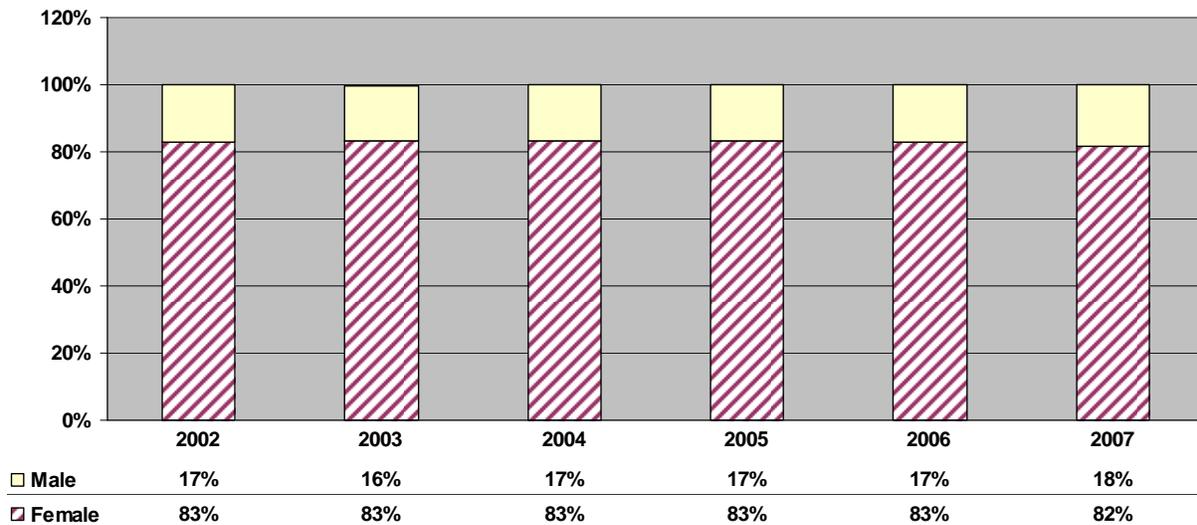
**Inmate Demographics Information**

Inmate demographic information is drawn from limited pre-existing reports and from the available data in the extracted databases provided by the IT Department.

**Inmate's Gender**

The Broome Correctional facility tends to hold more female prisoners than other correctional facilities recently surveyed with nearly 20% of the population shown as female in the two month sample. Most county correctional facilities experience approximately 10 to 15% female of the total population. Most county correctional facilities are experiencing an increasing number of female prisoners.

**Percent of Male and Female Admissions**



For correctional facility facilities that have few female beds, this increasing correctional facility population can require the reassessment of housing unit assignments requiring either modification to living units or switching of living units. Each change can result in problems due to sight and sound separation requirements.

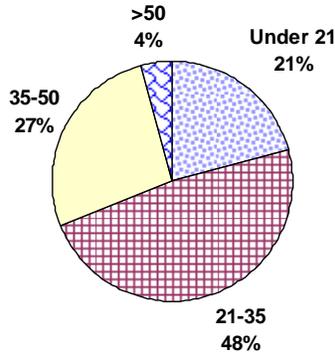
**Inmate's Age**

The inmate population was found to be a young group of individuals. The data shows that 69% of those admitted to the correctional facility between the years 2002 and 2007 were under the age

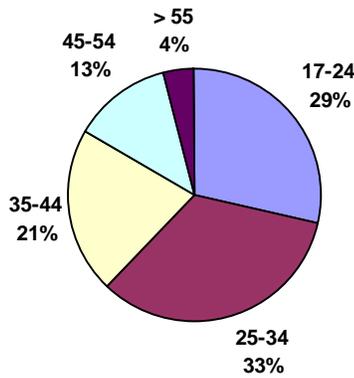
**Broome County Sheriff's Office**  
**Operations Review Study**

of 35. 48% of the population admitted to the correctional facility, were between the years 21 and 35.

**Age at Admission to the Jail**  
**Summary Data from Years 2002 to 2007**

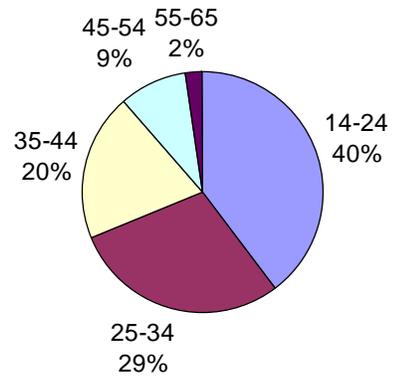


**Age at Booking**



One Day Sample

**Age at Booking**



Two Month Sample

The sample data showed similar, but some differences in the age of individuals at the time of booking. The two month sample showed that 40% of the correctional facility admissions were aged 16 to 24.

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<b>Race</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Average</b>
White	58%	60%	61%	58%	60%	62%	60%
Black	32%	31%	30%	31%	30%	26%	30%
American Indian	0.0%	0.1%	0.0%	0.1%	0.1%	0.2%	0.1%
Asian	4%	4%	5%	5%	4%	4%	4%
Hispanic	6%	4%	5%	6%	6%	8%	6%

Prisoners classified as white, comprise 60% of the admitted population between 2002 and 2007, and 30% were classified as black.

The age demographic is taken from the two data samples and shows that the youngest offender was 16 and the oldest was 64 with an average of 30.4 years..

<b>Age at Booking</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>Percentage</b>
<b>17-24</b>	22	129	151	28.7%
<b>25-34</b>	25	150	175	33.2%
<b>35-44</b>	21	92	113	21.4%
<b>45-54</b>	11	56	67	12.7%
<b>&gt; 55</b>	3	18	21	4.0%
Total	82	445	527	
%	15.5%	84.3%	527	100.0%

One Day Sample

<b>Age at Booking</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>Percentage</b>
<b>16-24</b>	48	221	269	40%
<b>25-34</b>	39	157	196	29%
<b>35-44</b>	33	103	136	20%
<b>45-54</b>	10	53	63	9%
<b>55-65</b>	1	14	15	2%
Total	131	548	679	
	19%	81%		

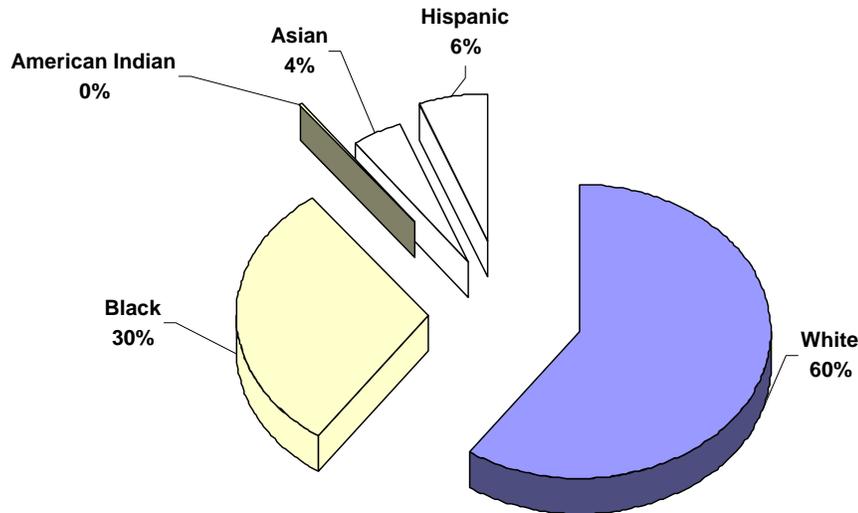
Two Day Sample

The following example is taken from the historic information provided by the Sheriff's Office

<b>Age at Admission</b>							
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Average</b>
Under 21	23%	28%	20%	19%	18%	17%	21%
21-35	50%	43%	49%	49%	49%	48%	48%
35-50	25%	25%	26%	27%	28%	29%	27%
>50	3%	4%	5%	5%	4%	6%	4%

**Broome County Sheriff's Office**  
**Operations Review Study**

**Summary of Race for Inmates Admitted 2002 to 2007**



**Inmate's Age by Charge Level**

The following table shows the distribution of the age compared to the level of charge for each individual in correctional facility during the one-day sample.

<b>Age at Booking</b>	<b>Felon</b>	<b>Misd</b>	<b>Viol.</b>	<b>Other</b>	<b>Blank</b>	<b>Total</b>
17-24	97	44	7	1	2	151
25-34	108	48	6	5	6	175
35-44	82	20	5		6	113
45-54	36	20	3	1	5	67
> 55	7	10	2		2	21
(blank)					1	1
<b>Grand Total</b>	<b>330</b>	<b>142</b>	<b>23</b>	<b>7</b>	<b>22</b>	<b>528</b>

<b>Age at Booking</b>	<b>Felon</b>	<b>Misd</b>	<b>Viol.</b>	<b>Other</b>	<b>Blank</b>	<b>Total</b>
17-24	18.4%	8.3%	1.3%	0.2%	0.4%	28.6%
25-34	20.5%	9.1%	1.1%	0.9%	1.1%	33.1%
35-44	15.5%	3.8%	0.9%		1.1%	21.4%
45-54	6.8%	3.8%	0.6%	0.2%	0.9%	12.7%
> 55	1.3%	1.9%	0.4%		0.4%	4.0%
(blank)					0.2%	0.2%
<b>Grand Total</b>	<b>62.5%</b>	<b>26.9%</b>	<b>4.4%</b>	<b>1.3%</b>	<b>4.2%</b>	<b>100.0%</b>

**Broome County Sheriff's Office**  
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The following table shows the distribution of the age compared to the level of charge for each individual in correctional facility during the two month sample.

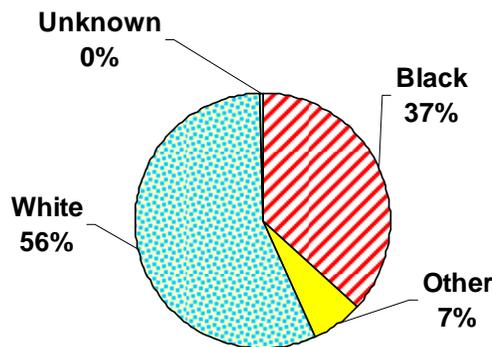
<b>Age at Booking</b>	<b>Felon</b>	<b>Misd</b>	<b>Viol.</b>	<b>Other</b>	<b>Grand Total</b>
14-24	124	129	11	5	269
25-34	78	88	24	6	196
35-44	48	70	16	2	136
45-54	25	32	4	2	63
55-65	6	7	1	1	15
<b>Grand Total</b>	<b>281</b>	<b>326</b>	<b>56</b>	<b>16</b>	<b>679</b>

<b>Age at Booking</b>	<b>Felon</b>	<b>Misd</b>	<b>Viol.</b>	<b>Other</b>	<b>Grand Total</b>
14-24	18.3%	19.0%	1.6%	0.7%	39.6%
25-34	11.5%	13.0%	3.5%	0.9%	28.9%
35-44	7.1%	10.3%	2.4%	0.3%	20.0%
45-54	3.7%	4.7%	0.6%	0.3%	9.3%
55-65	0.9%	1.0%	0.1%	0.1%	2.2%
<b>Grand Total</b>	<b>41%</b>	<b>48%</b>	<b>8%</b>	<b>2%</b>	<b>100%</b>

**Inmate's Race**

The one-day sample shows that 56% of the sample population was designated as white with 34% of the population designated as black.

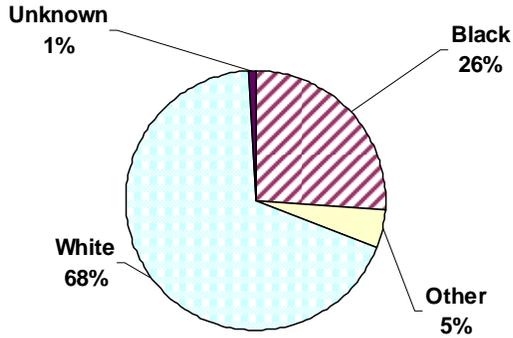
**Designated Race at Booking**  
**-- One Day Sample**



**Broome County Sheriff's Office**  
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The two month sample of those released from custody, shows that 68% of that population was designated as white and 26% as black.

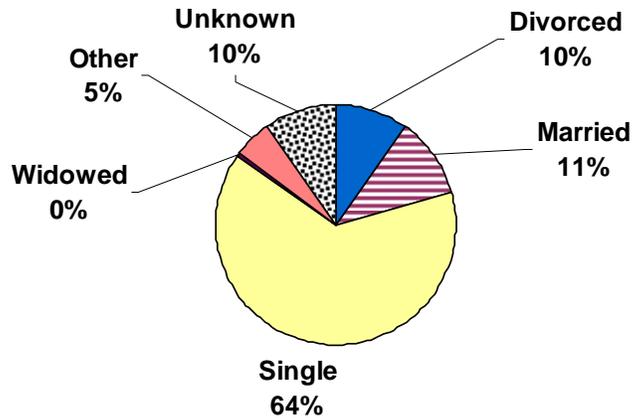
**Designated Race at Booking**



**Inmate's Marital Status**

The data sample of those in custody during a one day period, shows that 64% of the population was single and only 11% were married.

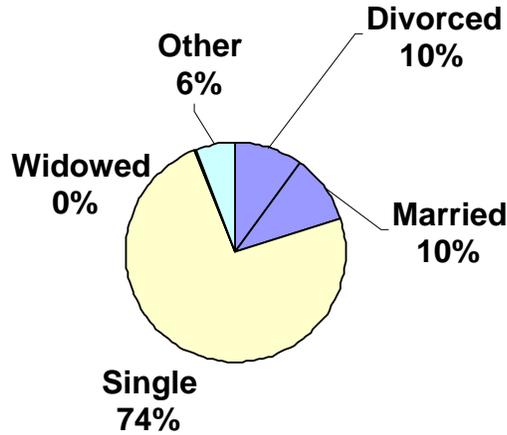
**Marital Status - One Day Sample**



**Broome County Sheriff's Office**  
**Operations Review Study**

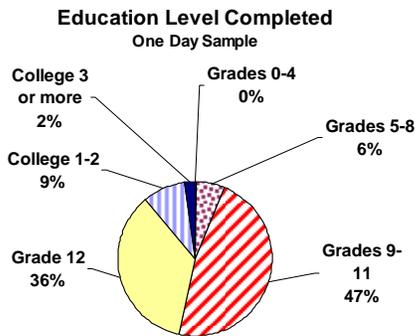
Of those released during the two month sample 74% were single and 10% were married.

**Marital Status – Two Month Sample**

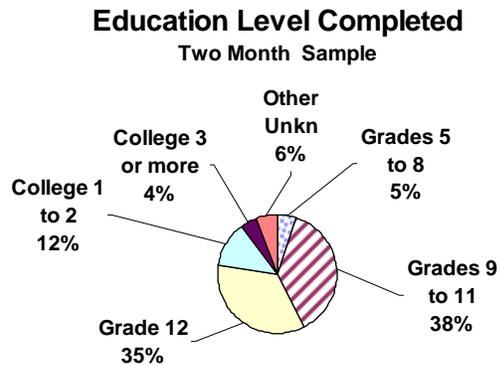


**Inmate's Education Levels**

The education levels shown in the two data samples are displayed in the following chart representing the number of years of school reported



One day sample

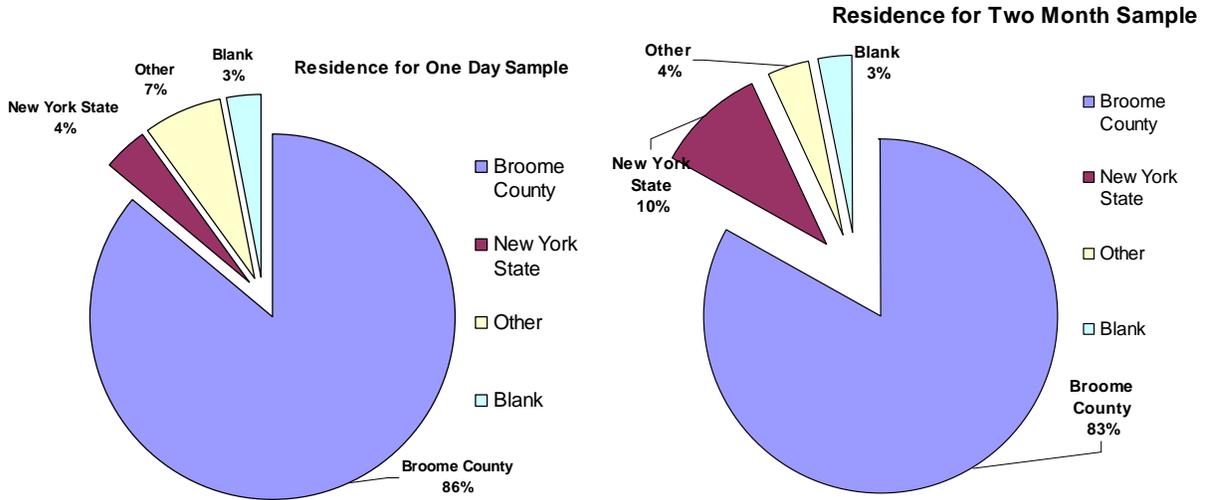


Two month sample

**Broome County Sheriff's Office**  
**Operations Review Study**

**Inmate's Residence Trends**

The area of residence for each prisoner in the two samples is shown in the following charts and tables.



Residence	One Day Sample	
Broome County	454	86%
New York State	20	4%
Other	37	7%
Blank	17	3%
<b>Total</b>	<b>528</b>	

The majority of booked prisoners reside in Broome County and over 90% reside in the State of New York.

Residence	Two Month Sample	
Broome County	566	83%
New York State	65	10%
Other	27	4%
Blank	21	3%
<b>Total</b>	<b>679</b>	

**County Database Issues**

The effort to extract a meaningful database indicates the need for serious work on improving the database and the methodology for monitoring the inmate population. Our review of individual fields provided in the database shows inconsistencies in methodology for entering data. Some data is abbreviated, while other information in the same field shows full spelling of the data.

## **Broome County Sheriff's Office**

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### **Operations Review Study**

Most of the fields that did not use data tables were found to be inconsistent. Conducting an analysis of the data in the Sheriff's database will be problematic in the future. The database is such that it is nearly unusable. Our data request to identify those persons released from custody during a two-month period resulted in a database with out any release dates. Without release dates we could not establish the link to stay. This data is useful in distributing among other categories such as charge, charge level, by race, gender and other categories. Some fields had little or no value while others had inconsistent data entry.

The County will need to develop a continuing effort to monitor the entered data to identify the inconsistencies. It seems evident that the database has not been useful and will not be useful until major changes implemented. The IT Department and the Sheriff's Departments were unable to provide a useful database.

Implementation of data and computer specialists within the Sheriff's Department appears to be a critical element for improvement. The agency should be able to reset computer passwords and authorize implementation of peripheral equipment and having more control by agency specialist. The agency should be able to establish network clearance within established criteria by the IT Department.

### **Summary of Recommendations**

A number of recommendations regarding staffing and overtime use are contained in the previous sections. The following recommendations are in addition to those that have been identified.

#### **Improve the Data Management System**

Broome County and the Sheriff's Office should improve its collection, storage, utilization and sharing of justice system data. VRJS found its analysis limited by a lack of useful data with respect to law enforcement and the correctional facility's data. Although the basic information was provided (admissions, population), the data allowed only a limited scope of analysis. The unavailability of adequate data is a serious limitation on the assessment of options or justification for expanding facilities, staffing, or programs in the Sheriff's Office or other segments of the criminal justice system.

Changes in a correctional facility's population are due to just two factors: the number of admissions and the length of stay. However, there can be many reasons for changes in those. There may be a change in the amount or seriousness of criminal activity; or there may be improvement and/or deterioration in the functioning of some part of the justice system. With adequate information, it is often possible to identify the causes.

## **Broome County Sheriff's Office**

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### **Operations Review Study**

The information needed is statistical information. Justice systems are usually very good at maintaining individual data on each case or person that they deal with, but do not always record sufficient statistical information with the same degree of emphasis. Tracking information is good, while summary information is less than useful. Nevertheless it is only with statistical information that the workings of the system can be understood and improved. A great effort was expended to deliver the level of detail provided in this report. It is important that the data be maintained on a continuing basis so that trends can be tracked over time.

These data should be compiled on a continuing basis. Periodically (at least monthly), the correctional facility profile and tracking studies should be updated to review population changes. More complete data will allow departmental and system planners to better locate inefficiencies or areas of need and allocate resources to expand capacity or modify program focus, ultimately providing more cost-effective services to the local taxpayers.

### **Population Management Control**

The county population is stable, but the correctional facility population continues to grow. To fully understand this dynamic, VRJS recommends that Broome County establish a formal process for population management that includes developing system wide policies that identify and confirm all criminal justice system needs to include corrections beds. It appears that often corrections staff assume the responsibility for monitoring the facility population, but no one has specific authority or commitment to earnestly make a systematic and thorough evaluation of the elements driving correctional facility crowding. The Population Management Plan should hinge on the establishment of a capacity limit that is publicly stated and clearly defined. The County must publicly state the correctional facility capacity with a commitment to maintain that capacity. The plan should define the actions to be taken to maintain the population capacity. The County planning efforts should develop a policy statement that may involve housing prisoners in other correctional facilities and/or early release of prisoners. These two options are the most extreme, but a resourceful correctional facility management committee will identify other less stringent options. Consistent with the profile of the correctional facility population, the County must be prepared to divert some offenders into alternative programs and to speed up case processing to control the growth of the correctional facility population.

Available intermediate sanctions and alternatives to incarceration do not appear to satisfy or control the growing number of inmates. Reportedly, there are no alternatives in place to control the correctional facility's population. Broome County must take in establishing the policy committee. The Sheriff is a participant in such an endeavor that needs the support and coordination of county resources.

VRJS recommends that as part of development of a plan, that the County should authorize assignment of specific staff to the Sheriff's Office to immediately monitor the correctional facility's population and begin to coordinate efforts to control the population. This unit should be responsible for maintaining detailed and accurate definitions of every inmate in custody. The definition should include current status, future status, future critical events, risk and program

## **Broome County Sheriff's Office**

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### **Operations Review Study**

needs, case status, judge assigned, prosecutor assigned, probation or parole officer assigned, public defender or defense attorney assigned, and meticulous detail concerning the factors requiring the incarceration. The unit should track all court events, medical needs, program needs, and mental health needs to ensure satisfaction. The team should attend to the issue of the inmates with long stays at the correctional facility.

Carefully study documents available through the National Institute of Corrections Library Services concerning control of inmate populations, and development of intermediate sanctions to assist in limiting the number of offenders in correctional facility and lieu of alternative programs. Two of many valuable documents are shown:

“The Intermediate Sanctions”: Experiences and Tools for Policymakers, published by the Center for effective public policy in October 1993.

“A Second Look at Alleviating Correctional facility Crowding”, published by the Bureau of Justice Assistance in October of 2000.

### **Fully Implement a Crime Analysis Unit within the Sheriff's Office**

Broome County cannot adequately monitor the success or failure of the Sheriff's Office and the Sheriff cannot adequately assign resources to meet public safety needs without better data. VRJS recommends that Broome County study the system in place at Westchester County. To obtain more accurate and specific information to guide future funding and activities, the County must make an investment in the resources necessary to capture and report this data. VRJS recommends the implementation of a Crime Analysis Unit with adequate capabilities for conducting research to the crime trends of Broome County as soon as practical. This position should be supported with the software improvements to conduct analysis of trends and activities relating to crime and offense data within the county. The Sheriff should be able to direct his own technology specialist. The Sheriff's Department annual report is a good model for year end reporting that should be enhanced with more fully developed crime analysis. The annual reports provide essential summary of each division's activities, and workload.

### **Fully Implement a Data Analysis Unit within the Corrections Division**

The current IT support is apparently inadequate, based on the inability to withdraw information from the system for this study. IT staff reported to be overworked and unable to accurately extract requested information. Without the ability to share and the County cannot appropriately assign resources and efforts to control the system. Lack of accurate data will also contribute to internal conflicts. VRJS recommends training and quality staff assigned to the Sheriff to research their own data. Currently, the Sheriff must rely on the priorities of the IT Department.

**Broome County Sheriff's Office**

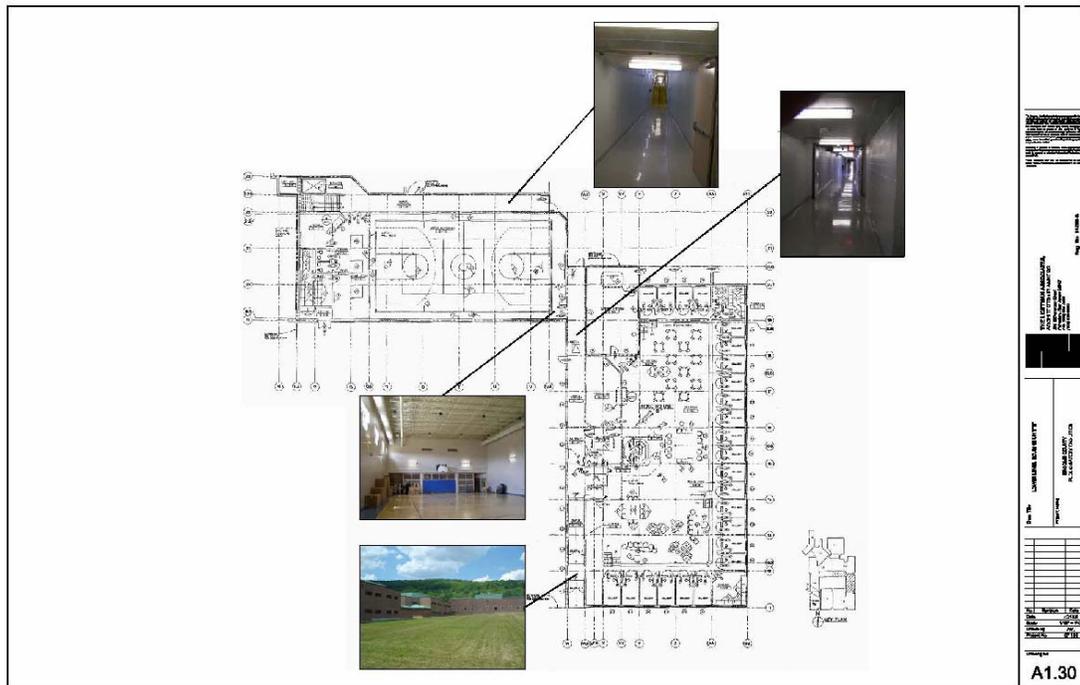
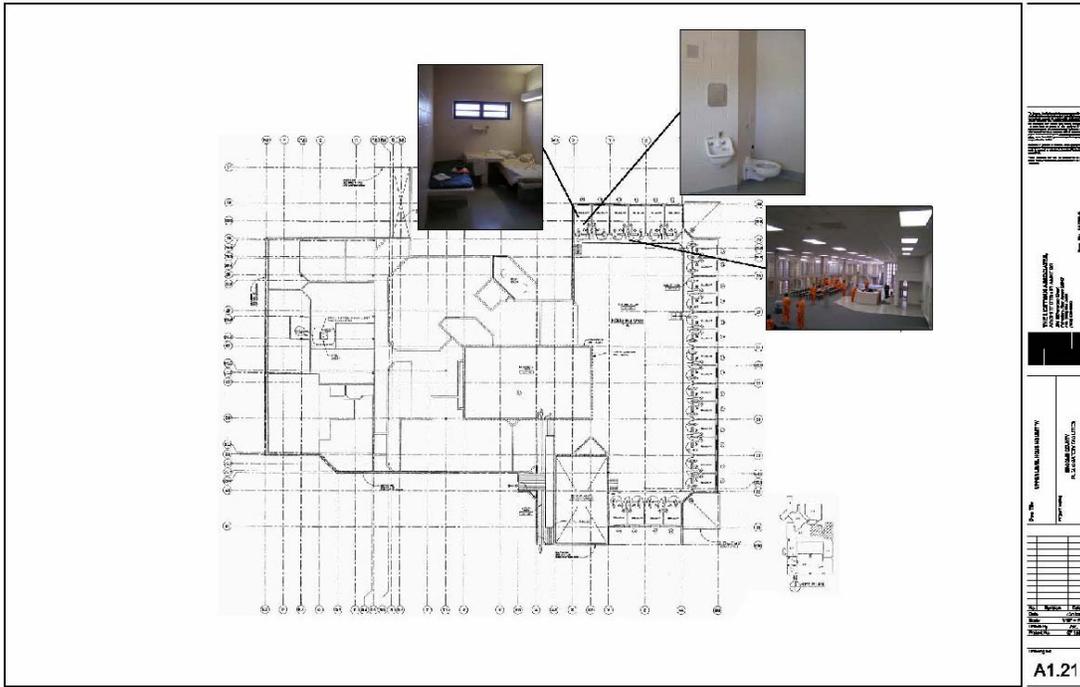
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**Operations Review Study**

Without the adequate support of resources for information technology within the Sheriff Office, the Sheriff cannot be held to any standard.



# Broome County Sheriff's Office Operations Review Study









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**Operations Review Study**

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**Compstat Report**

The COMPSTAT report from Westchester County is contained in the following pages.

# COMPSTAT The City of White Plains Department of Public Safety.

## POLICE SUMMARY REPORT

Frank G. Straub Ph.D  
Commissioner



Presented: April 23rd, 2007

### CRIME COMPLAINTS

Crime Type	7 Day Comparison *			28 Day Comparison **			Year to Date ***			
	Cur	Pri	% Chng	Cur	Pri	% Chng	Cur	Pri	% Chng	
PART 1 Person	Murder	0	0	0.0%	0	0	0.0%	0	0	0.0%
	Rape	0	0	0.0%	0	1	-100.0%	1	1	0.0%
	Robbery	0	0	0.0%	0	5	-100.0%	8	17	-52.9%
	Agg Assault - Dom	0	1	-100.0%	1	1	0.0%	6	5	20.0%
	Agg Assault N/Dom	1	0	0.0%	5	3	66.7%	16	10	60.0%
PART 1 Prop.	Burglary	1	1	0.0%	2	3	-33.3%	12	31	-61.3%
	Larcenies	18	19	-5.3%	71	61	16.4%	284	265	7.2%
	Auto Theft	1	0	0.0%	2	2	0.0%	8	16	-50.0%
<b>TOTAL</b>	<b>21</b>	<b>21</b>	<b>0.0%</b>	<b>81</b>	<b>76</b>	<b>6.6%</b>	<b>335</b>	<b>345</b>	<b>-2.9%</b>	
Other	Assault - Domestic	2	0	0.0%	5	4	25.0%	14	23	-39.1%
	Assault - N/Domestic	1	1	0.0%	8	5	60.0%	25	21	19.0%
	Crim Mischief	13	13	0.0%	53	38	39.5%	169	118	43.2%

### ARRESTS

Arrests (Highest Charge)	75	84	-10.7%	303	257	17.9%	1,202	1,209	-0.6%
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### SPECIAL INCIDENTS

Domestic Incidents	18	27	-33.3%	89	68	30.9%	279	289	-3.5%
Total Calls for Service	867	898	-3.5%	3,512	3,537	-0.7%	13,153	14,364	-8.4%

### TRAFFIC ENFORCEMENT

UTT Productivity	428	325	31.7%	1,681	1,431	17.5%	5,188	7,380	-29.7%
208 Summonses	678	764	-12.7%	2,827	3,135	-10.9%	10,683	12,138	-12.0%
Auto Accidents	31	50	-38.0%	165	226	-27.0%	736	686	7.3%

### RESPONSE TIME

Response Time	N/A			4:44	4:37	2.5%	4:35	4:05	12.5%
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### OVERTIME / SICK TIME

					FYTD Spent	Budget	% Spent
Operational Overtime	\$2,900	\$2,728	6.3%	N/A	\$507,453	\$634,500	80.0%
Sick Time	440.25	302	45.8%	N/A	5,728	4,150	38.0%

**PART 1 CRIME**  
Year Comparison Cumulative



\* The 7 Day comparison is comparing:

Sunday, April 15th - Saturday, April 21st, 2007 to Sunday, April 8th - Saturday, April 14th, 2007.

\*\* The 28 Day comparison is: March 25th - April 21st, 2007 to February 25th - March 24th, 2007.

\*\*\* The year to date comparison is: January 1st - April 21st, 2007, to January 1st - April 21st, 2006.

NOTE: CompStat figures are preliminary and subject to further analysis and revision.

# COMPSTAT The City of White Plains Department of Public Safety.

## FIRE SUMMARY REPORT

Frank G. Straub Ph.D.  
Commissioner



Presented: April 23rd, 2007

### CALLS FOR SERVICE

Call Type	7 Day Comparison *			28 Day Comparison **			Year to Date ***		
	Cur	Pri	% Chng	Cur	Pri	% Chng	Cur	Pri	% Chng
Structure Fire	0	2	-100.0%	5	4	25.0%	13	9	44.4%
Compactor/Incinerator	0	0	0.0%	0	0	0.0%	4	1	300.0%
Other Inside Fire	0	1	-100.0%	4	0	0.0%	10	18	-44.4%
Vehicle/Mobile Property	1	1	0.0%	2	2	0.0%	11	4	175.0%
Brush/Grass/Outdoor Fire	0	2	-100.0%	4	3	33.3%	12	17	-29.4%
Overpressure, Ruptur, Explo	0	0	0.0%	0	0	0.0%	1	3	-66.7%
EMS Assist, Rescue	5	6	-16.7%	16	12	33.3%	54	38	42.1%
Stuck Elevator	3	1	200.0%	11	13	-15.4%	44	43	2.3%
MVA	2	1	100.0%	8	8	0.0%	38	29	31.0%
Hazrdous Cond, Bomb Scare	34	9	277.8%	51	33	54.5%	137	172	-20.3%
Service Call	18	2	800.0%	30	86	-65.1%	191	84	127.4%
Good Intent	4	9	-55.6%	30	31	-3.2%	113	129	-12.4%
False Alarm, Malicious	0	1	-100.0%	5	6	-16.7%	19	26	-26.9%
False Alarm, Malfunction	24	10	140.0%	51	30	70.0%	225	167	34.7%
False Alarm, Other	22	16	37.5%	66	61	8.2%	268	306	-12.4%
Other	89	0	0.0%	89	1	8800.0%	90	2	4400.0%
Code Complaint/PA Checks	6	6	0.0%	24	22	9.1%	89	89	0.0%
<b>40 TOTAL</b>	<b>208</b>	<b>67</b>	<b>210.4%</b>	<b>396</b>	<b>312</b>	<b>26.9%</b>	<b>1,319</b>	<b>1,137</b>	<b>16.0%</b>

### INSPECTIONS / TESTS

Fire Code Inspection	22	22	0.0%	114	112	1.8%	465	427	8.9%
Safe Housing	0	1	-100.0%	2	4	-50.0%	6	8	-25.0%
Alarm Violations	12	6	100.0%	28	24	16.7%	127	110	15.5%
Fire Alarm Test	1	4	-75.0%	11	19	-42.1%	54	62	-12.9%
Smoke Purge Test	0	0	0.0%	1	4	-75.0%	7	12	-41.7%
Public Education Detail	1	1	0.0%	2	5	-60.0%	11	21	-47.6%
Fire Drill	0	0	0.0%	0	1	-100.0%	1	1	0.0%
City Court	0	1	-100.0%	3	4	-25.0%	13	17	-23.5%
Re-Inspection	9	6	50.0%	52	84	-38.1%	305	259	17.8%
Consultation	0	1	-100.0%	10	21	-52.4%	49	75	-34.7%
10 Day Letter Issued	0	0	0.0%	1	17	-94.1%	46	19	142.1%
Complaints	0	0	0.0%	0	1	-100.0%	21	32	-34.4%
Others	0	1	-100.0%	16	28	-42.9%	113	113	0.0%
<b>TOTAL</b>	<b>45</b>	<b>43</b>	<b>4.7%</b>	<b>240</b>	<b>324</b>	<b>-25.9%</b>	<b>1,218</b>	<b>1,156</b>	<b>5.4%</b>

### VIOLATIONS

Violations Issued	35	41	-14.6%	222	277	-19.9%	1,012	756	33.9%
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### PREVENTION PERSONNEL ASSIGNED TO SUPPRESSION

# of Days	0	0	0.0%	4	3	33.3%	7	0	0.0%
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### RESPONSE TIME

Response Time	N/A			4:43	4:54	-3.6%	4:38	4:33	2.1%
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### OVERTIME / SICK TIME

							FYTD Spent	Budget	% Spent
Operational Overtime	\$4,662	\$1,417	229.0%		N/A		\$247,580	\$253,000	97.9%
Sick Time		N/A		412	576	-28.5%	2,556	3,024	-15.5%

\* The 7 Day comparison is comparing:

Thursday, April 12th - Wednesday, April 18th, 2007 to Thursday, April 5th - Wednesday, April 11th, 2007.

\*\* The 28 Day comparison is: March 22nd - April 18th, 2007, to February 22nd - March 21st, 2007.

\*\*\* The year to date comparison is: January 1st - April 18th, 2007, to January 1st - April 18th, 2006.

NOTE: Above figures for Fire Bureau do not reflect calls that have not yet been NFIR's coded and include exposures.

NOTE: CompStat figures are preliminary and subject to further analysis and revision.

# COMPSTAT The City of White Plains Department of Public Safety.

## CRIME COMPLAINTS

Presented: April 23rd, 2007

Frank G. Straub Ph.D.  
Commissioner



Crime Type		28 Day Comparison			Year To Date Comparison		
		Current	Prior	Change	Current	Prior	Change
AGAINST PERSON	<u>HOMICIDE</u>	0	0	0.0%	0	0	0.0%
	<u>RAPE</u>	0	1	-100.0%	1	1	0.0%
	<u>ROBBERY</u>	0	5	-100.0%	8	17	-52.9%
	HANDGUN	0	0	0.0%	2	2	0.0%
	OTHER FIREARM	0	0	0.0%	0	0	0.0%
	KNIFE, CUTTING INSTRUMENT	0	0	0.0%	0	1	-100.0%
	OTHER DANGEROUS WEAPONS	0	0	0.0%	0	0	0.0%
	HANDS, FIST, FEET	0	5	-100.0%	6	14	-57.1%
	<u>AGGRAVATED ASSAULT</u>	6	4	50.0%	22	15	46.7%
	DOMESTIC	1	1	0.0%	6	5	20.0%
	NON DOMESTIC	5	3	66.7%	16	10	60.0%
<b>TOTAL CRIMES - PERSON</b>	<b>6</b>	<b>10</b>	<b>-40.0%</b>	<b>31</b>	<b>33</b>	<b>-6.1%</b>	
AGAINST PROPERTY	<u>BURGLARY</u>	2	3	-33.3%	12	31	-61.3%
	SINGLE FAMILY HOME	0	0	0.0%	2	9	-77.8%
	MULTIPLE DWELLING (APARTMENT)	2	2	0.0%	7	17	-58.8%
	OTHER RESIDENTIAL	0	0	0.0%	0	0	0.0%
	PUBLIC ACCESS BUILDING	0	0	0.0%	0	0	0.0%
	COMMERCIAL LOCATIONS	0	1	-100.0%	3	5	-40.0%
	<u>LARCENY</u>	71	61	16.4%	284	265	7.2%
	POCKET PICKING	0	0	0.0%	0	1	-100.0%
	PURSE-SNATCHING	0	0	0.0%	1	1	0.0%
	SHOPLIFTING	57	39	46.2%	179	146	22.6%
	THEFT FROM BUILDING	9	10	-10.0%	69	77	-10.4%
	THEFT FROM COIN MACH	0	0	0.0%	1	0	0.0%
	FROM MV	2	6	-66.7%	15	20	-25.0%
	THEFT OF MV PARTS OR ACCESS	2	3	-33.3%	7	5	40.0%
	THEFT FROM MAILBOX	0	0	0.0%	0	0	0.0%
	ALL OTHERS	1	3	-66.7%	12	15	-20.0%
	<u>MOTOR VEHICLE THEFT</u>	2	2	0.0%	8	16	-50.0%
	AUTOS	2	2	0.0%	8	13	-38.5%
	TRUCKS, BUSES	0	0	0.0%	0	0	0.0%
	OTHER VEHICLES	0	0	0.0%	0	3	-100.0%
	<b>TOTAL CRIMES - PROPERTY</b>	<b>75</b>	<b>66</b>	<b>13.6%</b>	<b>304</b>	<b>312</b>	<b>-2.6%</b>
<b>TOTAL INDEX CRIMES</b>		<b>81</b>	<b>76</b>	<b>6.6%</b>	<b>335</b>	<b>345</b>	<b>-2.9%</b>
OTHER CRIMES	<u>ARSON</u>	1	1	0.0%	2	0	0.0%
	<u>SIMPLE ASSAULT</u>	13	9	44.4%	39	44	-11.4%
	DOMESTIC	5	4	25.0%	14	23	-39.1%
	NON DOMESTIC	8	5	60.0%	25	21	19.0%
	<u>CRIMINAL MISCHIEF</u>	53	38	39.5%	169	118	43.2%
	VEHICLES	12	19	-36.8%	57	49	16.3%
	SCHOOLS	0	0	0.0%	1	3	-66.7%
	PARKING DEPARTMENT	0	0	0.0%	5	1	400.0%
	ALL OTHERS	13	12	8.3%	48	48	4.3%
	GRAFFITI	28	7	300.0%	58	19	205.3%
	<u>OTHER SEX OFFENSES</u>	0	4	-100.0%	6	12	-50.0%
	NO FORCE RAPE	0	3	-100.0%	3	5	-40.0%
	SODOMY, AGG SEX ABUSE	0	0	0.0%	0	0	0.0%
SEX ABUSE / TOUCHING MISC	0	1	-100.0%	3	7	-57.1%	
OTHER SEX OFFENSES	0	0	0.0%	0	0	0.0%	

\*\* The 28 Day comparison is: March 25th - April 21st, 2007 to February 25th - March 24th, 2007.

\*\*\* The year to date comparison is: January 1st - April 21st, 2007, to January 1st - April 21st, 2006.

# COMPSTAT The City of White Plains Department of Public Safety.

## OVERTIME / SICK TIME

Presented: April 23rd, 2007

Frank G. Straub Ph.D.  
Commissioner



POLICE BUREAU							
	7 Day Comparison *			Year to Date (Fiscal)			
	Current	Prior	% Change	Current	Budget	% Used	
<b>REIMBURSEABLE OVERTIME</b>							
Contracted	\$10,849	\$11,763	-7.8%	\$581,995			
Housing	\$0	\$0	0.0%	\$0			
Buckle Up New York	\$0	\$0	0.0%	\$8,149			
DWI	\$0	\$0	0.0%	\$3,597			
STEP	\$0	\$444	-100.0%	\$10,379			
IMPACT III Grant	\$0	\$0	0%	\$25,000			
<b>TOTAL</b>	<b>\$10,849</b>	<b>\$12,207</b>	<b>-11.1%</b>	<b>\$629,120</b>	<b>\$825,000</b>	<b>76.3%</b>	
<b>PARKING DEPARTMENT</b>							
Parking Department	\$2,012	\$1,772	13.5%	\$85,291	\$103,000	82.8%	
<b>OPERATIONAL OVERTIME</b>							
Administration	\$0	\$0	0%	\$4,388			
Anti-Crime	\$0	\$0	0%	\$8,842			
Communications Dispatch	\$0	\$0	0%	\$4,513			
Comm/Equip Maintenance	\$0	\$0	0%	\$436			
Community Advocacy	\$0	\$0	0%	\$2,823			
Crime Prevention	\$0	\$0	0%	\$466			
Crime Scene Processing	\$0	\$0	0%	\$5,344			
Domestic Violence	\$0	\$0	0%	\$136			
Emergency Service Unit	\$489	\$0	0%	\$17,573			
General Investigations	\$0	\$327	-100%	\$65,838			
IMPACT III Not reimb	\$0	\$0	0%	\$7,604			
Jail Operations	\$0	\$0	0%	\$6,731			
MIS	\$0	\$0	0%	\$218			
Mounted	\$306	\$84	264%	\$13,604			
Narcotics	\$0	\$0	0%	\$14,113			
Patrol	\$2,105	\$2,317	-9%	\$323,062			
POP's	\$0	\$0	0%	\$1,484			
Prisoner Transportation	\$0	\$0	0%	\$3,754			
Professional Standards	\$0	\$0	0%	\$555			
Security Investigations	\$0	\$0	0%	\$1,557			
Special Operations Administration	\$0	\$0	0%	\$503			
Special Victims	\$0	\$0	0%	\$3,082			
School Resource Officer	\$0	\$0	0%	\$2,286			
Special Response Team	\$0	\$0	0%	\$10,556			
Traffic	\$0	\$0	0%	\$3,492			
Training / Special Projects	\$0	\$0	0%	\$4,377			
Warrants	\$0	\$0	0%	\$106			
<b>TOTAL</b>	<b>\$2,900</b>	<b>\$2,728</b>	<b>6%</b>	<b>\$507,453</b>	<b>\$634,500</b>	<b>80.0%</b>	
<b>SICK TIME</b>							
# of Hours	Regular	345.75	262.00	32.0%	4,539.00	3,171.00	43.1%
	Duty Injury	94.50	40.00	136.3%	1,189.00	978.50	21.5%
<b>TOTAL</b>	<b>440.25</b>	<b>302.00</b>	<b>45.8%</b>	<b>5,728.00</b>	<b>4,149.50</b>	<b>38.0%</b>	
Public Safety Aides - Comm	8.00	8.00	0.0%	275.50	176.50	56.1%	
<b>TOTAL</b>	<b>8.00</b>	<b>8.00</b>	<b>0.0%</b>	<b>275.50</b>	<b>176.50</b>	<b>56.1%</b>	

\* The 7 Day comparison is comparing:

Saturday, April 14th - Friday, April 20th, 2007 to Saturday, April 7th - Friday, April 13th, 2007.

The year to date (fiscal) is: July 1st, 2006 - April 20th, 2007.

\*\*\* The year to date comparison is: January 1st - April 20th, 2007 to January 1st - April 20th, 2006.

NOTE: CompStat figures are from TeleStaff and are preliminary and subject to further analysis and revision.  
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# COMPSTAT

The City of White Plains Department of Public Safety.

# OVERTIME / SICK TIME

Presented: April 23rd, 2007

Frank G. Straub Ph.D.  
Commissioner



FIRE BUREAU						
OVERTIME - SUPPRESSION						
	7 Day Comparison *			Year to Date (Fiscal)		
	Current	Prior	% Change	Current	Budget	% Used
Firefighter	\$2,592	\$554	367.9%	\$212,129		
Lieutenant	\$2,070	\$0	0.0%	\$21,078		
Deputy Chief	\$0	\$863	-100.0%	\$14,373		
<b>TOTAL</b>	<b>\$4,662</b>	<b>\$1,417</b>	<b>229.0%</b>	<b>\$247,580</b>	<b>\$253,000</b>	<b>97.9%</b>
OVERTIME - PREVENTION						
Firefighter	\$0	\$0	0.0%	\$3,269		
Lieutenant	\$0	\$0	0.0%	\$2,613		
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$5,882</b>	<b>\$4,000</b>	<b>147.1%</b>
OVERTIME - TRAINING						
Firefighter	\$0	\$0	0.0%	\$212		
Lieutenant	\$0	\$0	0.0%	\$3,659		
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$3,659</b>	<b>\$8,000</b>	<b>45.7%</b>

SICK TIME						
Days / Hours	28 Day Comparison ****			Year to Date Comparison *****		
	Current	Prior	% Change	Current	Prior	% Change
Group #1	108	138	-21.7%	606	852	-28.9%
Group #2	134	134	0.0%	832	750	10.9%
Group #3	28	182	-84.6%	474	502	-5.6%
Group #4	122	112	8.9%	438	294	49.0%
Day Staff	20	10	100.0%	206	626	-67.1%
<b>Sick Time Hours</b>	<b>412</b>	<b>576</b>	<b>-28.5%</b>	<b>2,556</b>	<b>3,024</b>	<b>-15.5%</b>

\* The 7 Day comparison is comparing

Saturday, April 14th - Friday, April 20th, 2007 to Saturday, April 7th - Friday, April 13th, 2007.

\*\* The 28 Day comparison is: March 24th - April 20th, 2007, to February 24th - March 23rd, 2007.

The year to date (fiscal) is: July 1st, 2006 - April 20th, 2007.

\*\*\* The year to date comparison is: January 1st - April 20th, 2007 to January 1st - April 20th, 2006.

NOTE: CompStat figures are from TeleStaff and are preliminary and subject to further analysis and revision.

# COMPSTAT The City of White Plains Department of Public Safety.

# TRAFFIC ENFORCEMENT

Presented: April 23rd, 2007

Frank G. Straub Ph.D.  
Commissioner



## U.T.T. PRODUCTIVITY

Statute	7 Day Comparison			28 Day Comparison			Year to Date Comparison		
	Current	Prior	% Change	Current	Prior	% Change	Current	Prior	% Change
VTL1180 Speed	41	38	7.9%	277	376	-26.3%	1,318	1,556	-15.3%
VTL1225C Cell Phone	99	73	35.6%	318	248	28.2%	1,077	1,352	-20.3%
VTL1229C Seatbelt	17	14	21.4%	104	89	16.9%	299	477	-37.3%
Others	271	200	35.5%	982	718	36.8%	2,494	3,995	-37.6%
<b>TOTAL</b>	<b>428</b>	<b>325</b>	<b>31.7%</b>	<b>1,681</b>	<b>1,431</b>	<b>17.5%</b>	<b>5,188</b>	<b>7,380</b>	<b>-29.7%</b>

## 208 ENFORCEMENT

208 Parking Summonses	678	764	-12.7%	2,827	3,135	-10.9%	10,683	12,138	-12.0%
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## TRAFFIC ACCIDENTS

Auto Accident / MV104	31	50	-38.0%	165	226	-27.0%	736	686	7.3%
Accident / UF-6	4	2	100.0%	13	11	18.2%	63	45	40.0%
<b>TOTAL</b>	<b>35</b>	<b>52</b>	<b>-32.7%</b>	<b>178</b>	<b>237</b>	<b>-24.9%</b>	<b>799</b>	<b>731</b>	<b>9.3%</b>

NOTE: The Year to Date comparison for 208 reflects through April 18th for the current Year, compared to the Prior Year which reflects through April 30th, 2006 as supplied by Parking Violations.

## AUTO ACCIDENTS - Hot Spots - Past 28 Days

	Intersection	# of Accidents	Rank Last Week
1	Main St & Mamaroneck	5	1
2	Hamilton Ave & Broadway	3	3
3	MLK & Martine Ave	3	4
4	Post Rd & Davis Ave	3	5
5	Mamaroneck Ave & Post Rd	3	7
6	Aqueduct & Central Ave	3	N/A
7	Westchester Ave & Bloomingdal	3	N/A

	Address	# of Accidents	Rank Last Week
1	100 Main St	5	1
2	550 North St	3	2

\* The 7 Day comparison is comparing:

Thursday, April 12th - Wednesday, April 18th, 2007 to Thursday, April 5th - Wednesday, April 11th, 2007.

\*\* The 28 Day comparison is: March 22nd - April 18th, 2007, to February 22nd - March 21st, 2007.

\*\*\* The year to date comparison is: January 1st - April 18th, 2007, to January 1st - April 18th, 2006.

# COMPSTAT The City of White Plains Department of Public Safety.

## ARRESTS SUMMARY

Presented: April 23rd, 2007

Frank G. Straub Ph.D.  
Commissioner



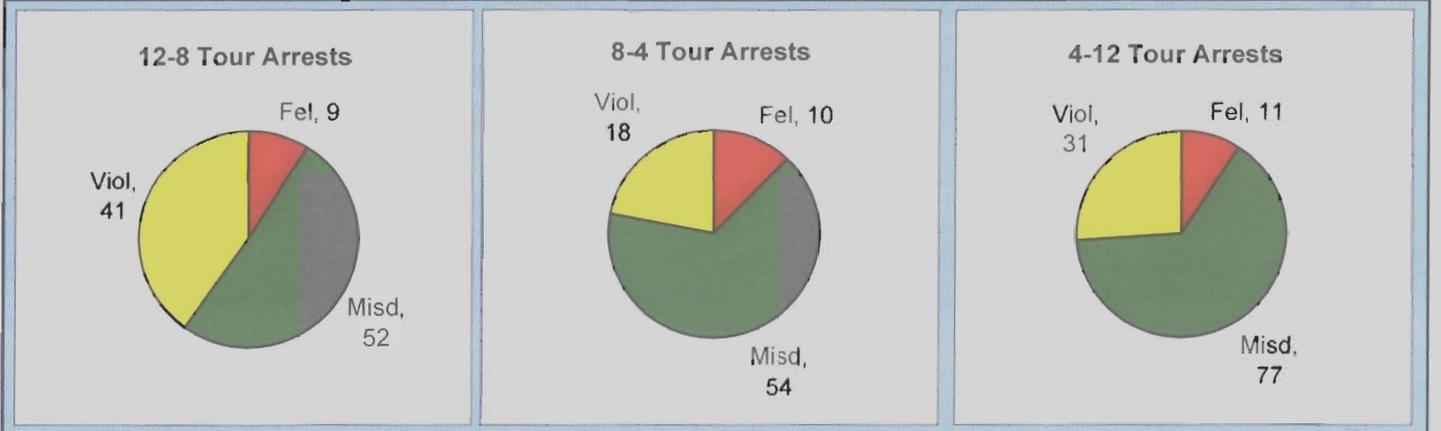
ARRESTS									
Summary (Top Charge)	7 Day Comparison			28 Day Comparison			Year to Date Comparison		
	Current	Prior	% Change	Current	Prior	% Change	Current	Prior	% Change
Felony	2	11	-81.8%	30	37	-18.9%	172	208	-17.3%
Misdemeanor	50	36	38.9%	183	143	28.0%	677	642	5.5%
Violation	23	37	-37.8%	90	77	16.9%	353	359	-1.7%
<b>Total</b>	<b>75</b>	<b>84</b>	<b>-10.7%</b>	<b>303</b>	<b>257</b>	<b>17.9%</b>	<b>1,202</b>	<b>1,209</b>	<b>-0.6%</b>

BY DIVISION / UNIT									
Patrol	49	46	6.5%	183	134	36.6%	N/A		
NCU	3	14	-78.6%	35	31	12.9%			
Dets	9	5	80.0%	32	39	-17.9%			
VCU	3	6	-50.0%	16	15	6.7%			
Warrants	4	6	-33.3%	13	14	-7.1%			
USOC	3	3	0.0%	8	5	60.0%			
Comm Policing	2	1	100.0%	7	18	-61.1%			
Traffic	1	1	0.0%	5	1	400.0%			
Other	1	2	-50.0%	4	0	0.0%			
<b>Total</b>	<b>75</b>	<b>84</b>	<b>-10.7%</b>	<b>303</b>	<b>257</b>	<b>17.9%</b>			

BY SHIFT									
12-8	27	25	8.0%	102	83	22.9%	419	413	1.5%
8-4	17	26	-34.6%	82	51	60.8%	260	312	-16.7%
4-12	31	33	-6.1%	119	123	-3.3%	523	484	8.1%
<b>Total</b>	<b>75</b>	<b>84</b>	<b>-10.7%</b>	<b>303</b>	<b>257</b>	<b>17.9%</b>	<b>1,202</b>	<b>1,209</b>	<b>-0.6%</b>

BY RESIDENCY									
White Plains	38	33	15.2%	133	124	7.3%	N/A		
Homeless	3	14	-78.6%	33	22	50.0%			

### ARRESTS PAST 28 DAYS BY SHIFT



\* The 7 Day comparison is comparing:

Sunday, April 15th - Saturday, April 21st, 2007 to Sunday, April 8th - Saturday, April 14th, 2007.

\*\* The 28 Day comparison is: March 25th - April 21st, 2007 to February 25th - March 24th, 2007.

\*\*\* The year to date comparison is: January 1st - April 21st, 2007, to January 1st - April 21st, 2006.

NOTE: Arrest data is gathered from the Bookings module of PAFCOMS and is subject to further analysis and revision.

Adult jackets used By Division/Unit and By Residency measurements above, are often updated and therefore not reliable after 56 Days

# COMPSTAT The City of White Plains Department of Public Safety.

## SPECIAL INCIDENT REVIEW

Frank G. Straub Ph.D.  
Commissioner



Presented: April 23rd, 2007

Incident Type	7 Day Comparison			28 Day Comparison			Year to Date Comparison		
	Current	Prior	% Change	Current	Prior	% Change	Current	Prior	% Change
<b>DOMESTIC INCIDENTS</b>									
<i>Domestic Incidents</i>	18	27	-33.3%	89	68	30.9%	279	289	-3.5%
<b>FIELD INTERVIEWS</b>									
<i>Field Interviews</i>	15	20	-25.0%	70	150	-53.3%	368	439	-16.2%
<b>VEHICLE &amp; TRAFFIC ARRESTS</b>									
DWI - Alcohol	1	3	-66.7%	8	7	14.3%	28	23	21.7%
DWI - Drugs	0	0	0.0%	1	0	0.0%	1	0	0.0%
Suspended License	6	3	100.0%	19	17	11.8%	65	88	-26.1%
All Other	0	0	0.0%	1	0	0.0%	1	1	0.0%
<b>TOTAL</b>	7	6	16.7%	29	24	20.8%	95	112	-15.2%
<b>DISTURBANCES</b>									
Domestic	10	24	-58.3%	70	57	22.8%	218	217	0.5%
Landlord/Tenant Disputes	0	4	-100.0%	8	6	33.3%	29	20	45.0%
Labor (Pickets)	0	0	0.0%	0	0	0.0%	0	0	0.0%
Labor (Demonstrations)	0	0	0.0%	0	0	0.0%	0	0	0.0%
Fights	1	2	-50.0%	12	4	200.0%	32	28	14.3%
Disorderly Persons	2	2	0.0%	8	6	33.3%	18	4	350.0%
Employee/Employer	1	2	-50.0%	5	3	66.7%	11	10	10.0%
Customer/Business	7	10	-30.0%	31	37	-16.2%	118	110	7.3%
Neighbor Disputes	2	2	0.0%	7	5	40.0%	17	21	-19.0%
Miscellaneous	10	12	-16.7%	48	51	-5.9%	217	293	-25.9%
All Other	1	7	-85.7%	17	18	-5.6%	59	41	43.9%
<b>TOTAL</b>	34	65	-47.7%	206	187	10.2%	719	744	-3.4%
<b>DETAILS</b>									
Finance	5	4	25.0%	19	22	-13.6%	74	66	12.1%
Violations	3	2	50.0%	10	5	100.0%	18	71	-74.6%
County Jail Escort	3	8	-62.5%	22	22	0.0%	73	63	15.9%
Funeral Escort	5	2	150.0%	15	9	66.7%	36	35	2.9%
Council Letter Delivery	1	1	0.0%	4	3	33.3%	15	12	25.0%
Subpoena Service	12	3	300.0%	36	25	44.0%	105	99	6.1%
Special Traffic Details	4	7	-42.9%	41	33	24.2%	136	483	-71.8%
Special School Crossings	0	2	-100.0%	8	16	-50.0%	29	35	-17.1%
Miscellaneous	4	2	100.0%	13	3	333.3%	32	34	-5.9%
Vacant House	0	5	-100.0%	10	6	66.7%	62	385	-83.9%
Directed Patrol	98	82	19.5%	370	339	9.1%	1,407	2,087	-32.6%
Bar Checks	7	15	-53.3%	23	28	-17.9%	76	95	-20.0%
Domestic Preparedness	0	0	0.0%	0	0	0.0%	0	1	-100.0%
<b>TOTAL</b>	142	133	6.8%	571	511	11.7%	2,063	3,466	-40.5%
<b>TOTAL CALLS FOR SERVICE</b>									
<i>Calls for Service</i>	867	898	-3.5%	3,512	3,537	-0.7%	13,153	14,364	-8.4%

NOTE: Due to sub coding delays the date ranges for the above comparison is as follows:

\* The 7 Day comparison is comparing:

Thursday, April 12th - Wednesday, April 18th, 2007 to Thursday, April 5th - Wednesday, April 11th, 2007.

\*\* The 28 Day comparison is: March 22nd - April 18th, 2007, to February 22nd - March 21st, 2007.

\*\*\* The year to date comparison is: January 1st - April 18th, 2007, to January 1st - April 18th, 2006.

NOTE: CompStat figures are preliminary and subject to further analysis and revision.

# COMPSTAT The City of White Plains Department of Public Safety.

## RESPONSE TIMES

Presented: April 23rd, 2007

Frank G. Straub Ph.D.  
Commissioner



POLICE BUREAU							
		28 Day Comparison **			Year to Date ***		
		Current	Prior	% Change	Current	Prior	% Change
<b>DISPATCH TIME</b>							
	Average	1:23	1:23	0.4%	1:25	1:37	-13.2%
<b>RESPONSE TIME</b>							
	Average	4:44	4:37	2.5%	4:35	4:05	12.5%

Notes: Police Time Analysis only involves calls for service with a priority 1 or 2 and does not include cancelled calls for service, duplicate calls, FOA arrests, Bench warrant arrests, 33's or serving TOP's.

FIRE BUREAU							
		28 Day Comparison **			Year to Date ***		
		Current	Prior	% Change	Current	Prior	% Change
<b>DISPATCH TIME</b>							
	Average	:41	:28	47.5%	:22	:14	60.9%
<b>RESPONSE TIME</b>							
	Average	4:43	4:54	-3.6%	4:38	4:33	2.1%

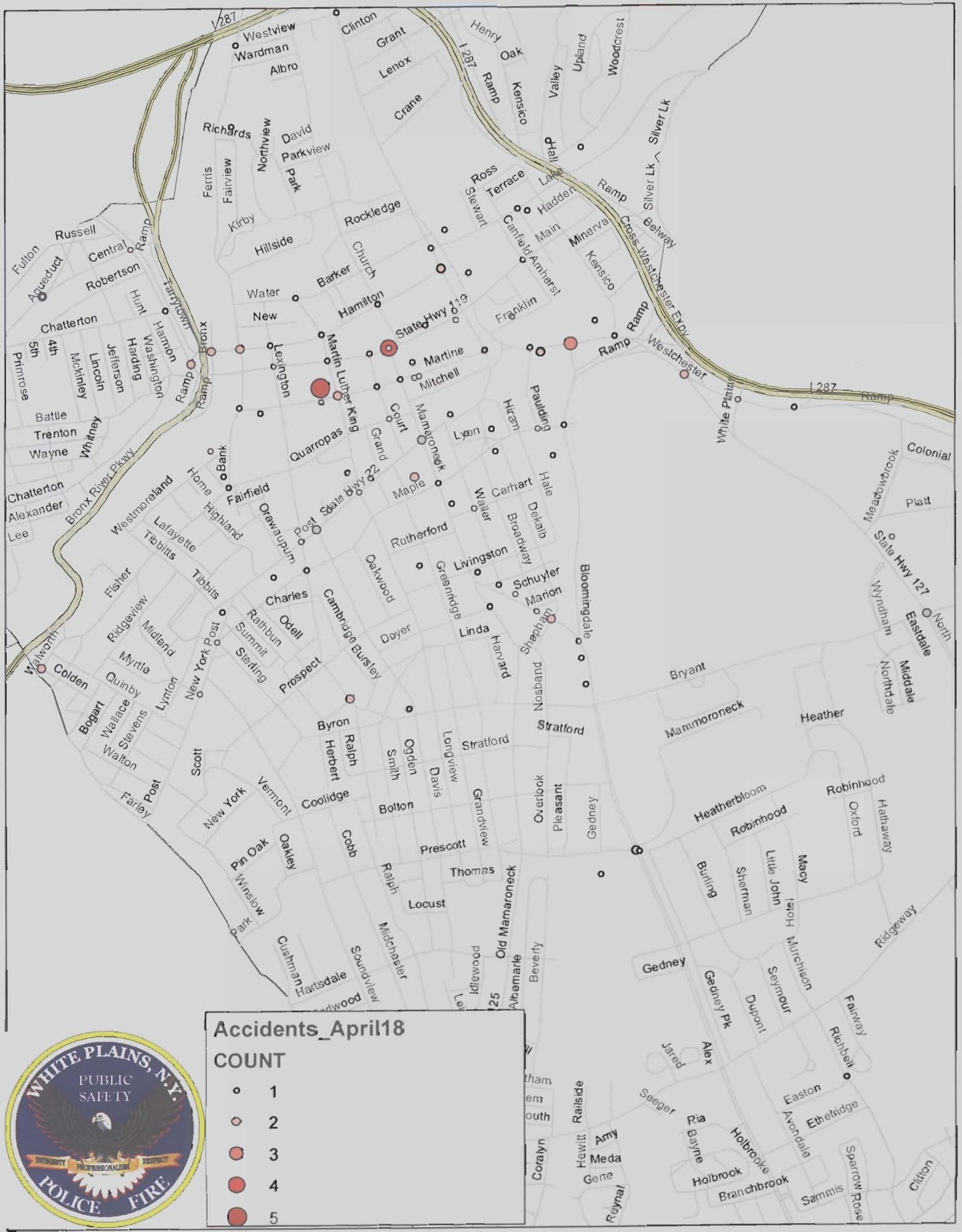
Notes: Response Time Analysis only involves calls for service with a priority 1 and does not include DOOR (Appliance Door), BOMB (Bomb Threat), COAL (Carbon Monoxide Alarm), PACK (PA Check), and WATER (Water Problem).

AMBULANCE RESPONSE							
		7 Day Comparison *			Year to Date ***		
		Current	Prior	% Change	Current	Prior	% Change
	# of Calls	130	130	0.0%	N/A		
	7 minutes and under	127	127	0.0%			
	% of 7 min and under	98%	98%				
	over 7 minutes	3	3	0.0%			
	excluded times	0	0	0.0%			

NOTE: \* The 7 Day comparison for ambulance response is comparing:  
Thursday, April 12th - Wednesday, April 18th, 2007 to Thursday, April 5th - Wednesday, April 11th, 2007.

\* The 7 Day comparison is comparing:  
Sunday, April 15th - Saturday, April 21st, 2007 to Sunday, April 8th - Saturday, April 14th, 2007.  
\*\* The 28 Day comparison is: March 25th - April 21st, 2007 to February 25th - March 24th, 2007.  
\*\*\* The year to date comparison is: January 1st - April 21st, 2007, to January 1st - April 21st, 2006.

NOTE: CompStat figures are preliminary and subject to further analysis and revision.

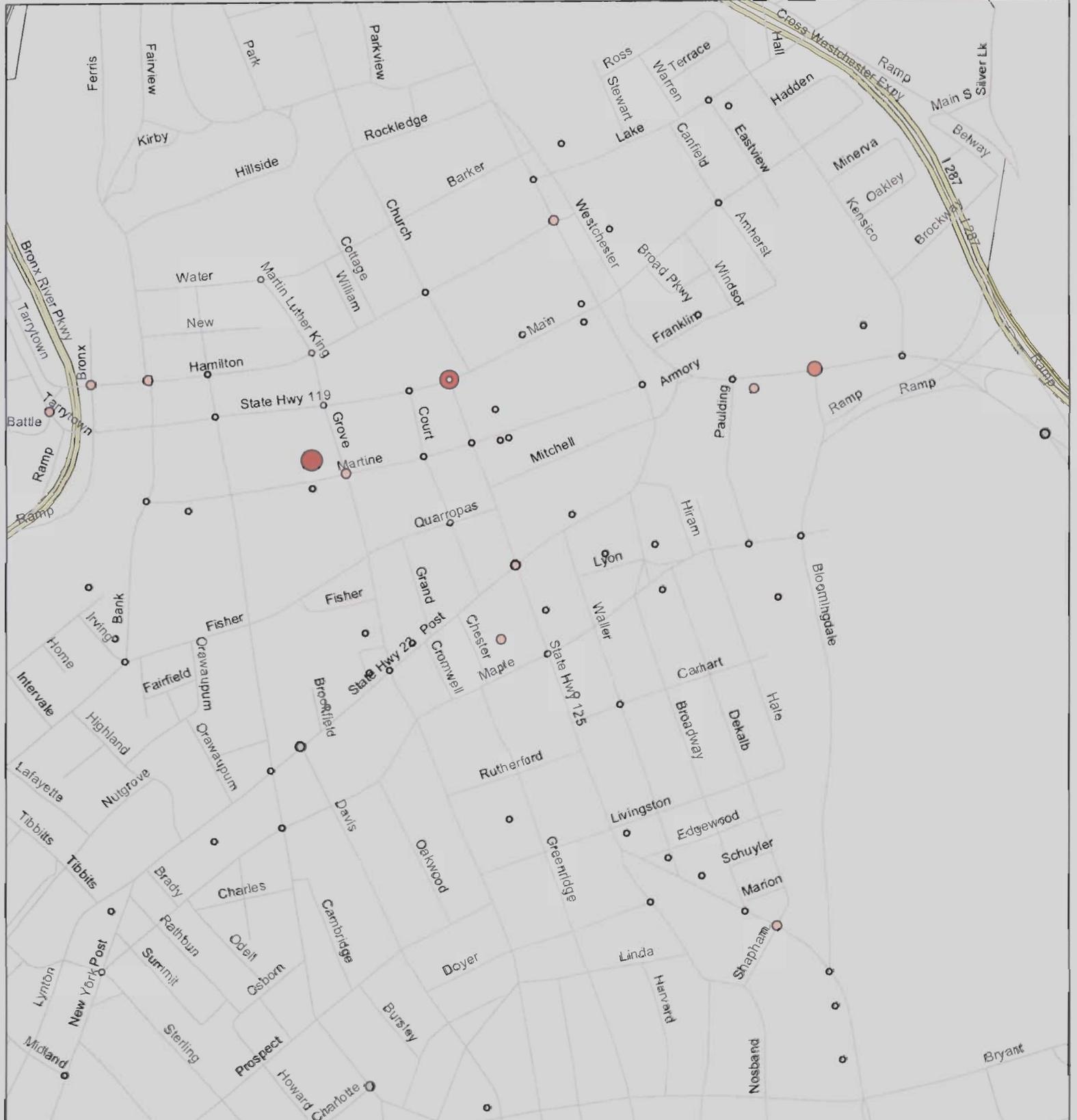


**Accidents\_April18**

**COUNT**

- 1
- 2
- 3
- 4
- 5





**Accidents\_April18**

**COUNT**

- 1
- 2
- 3
- 4
- 5

