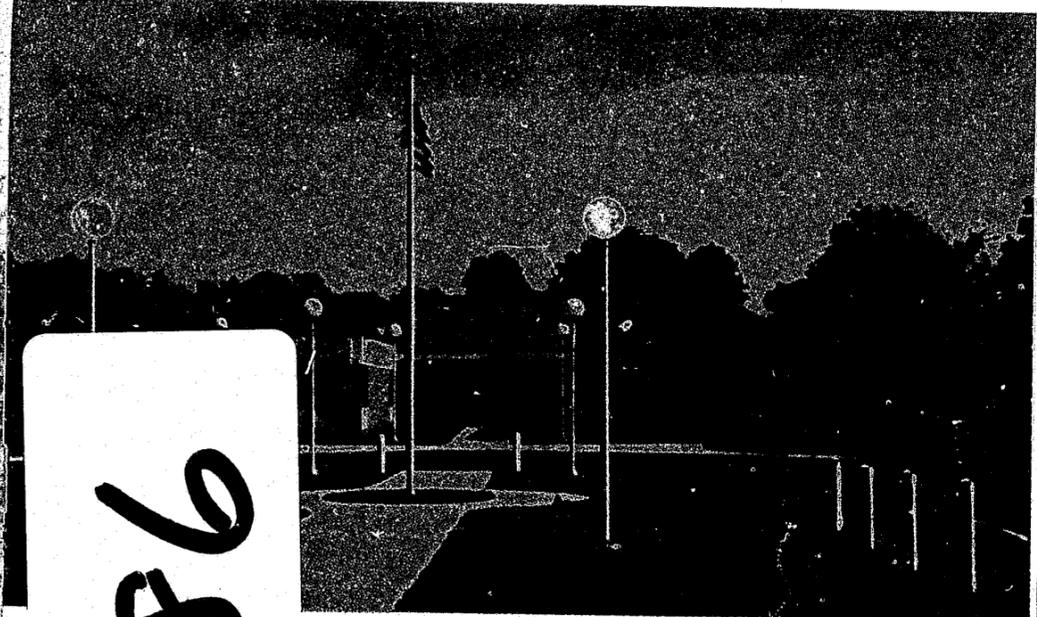


ME-1



*Improving
The
Correctional
System*



81286

STATE COMMISSION OF CORRECTION
1977 Annual Report

NCJRS

SEP 21 1981

ACQUISITIONS

IMPROVING
THE
CORRECTIONAL SYSTEM
1977 ANNUAL REPORT

NEW YORK STATE COMMISSION OF CORRECTION

Hugh L. Carey
Governor

Stephen Chinlund
Chairman

Dorothy Wadsworth
Commissioner

Joseph Wasser
Commissioner

U.S. Department of Justice
National Institute of Justice

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this copyrighted material has been granted by

New York State Commission
of Corrections

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the copyright owner.

Cover Photo

Yates County Public Safety Building and Correctional Facility, Penn Yan, N.Y.
Hershey, Malone & Associates, Architects, Rochester, N.Y.



Stephen Chinlund, Chairman



Dorothy Wadsworth, Commissioner



Joseph Wasser, Commissioner

MESSAGE

To the people of the State of New York

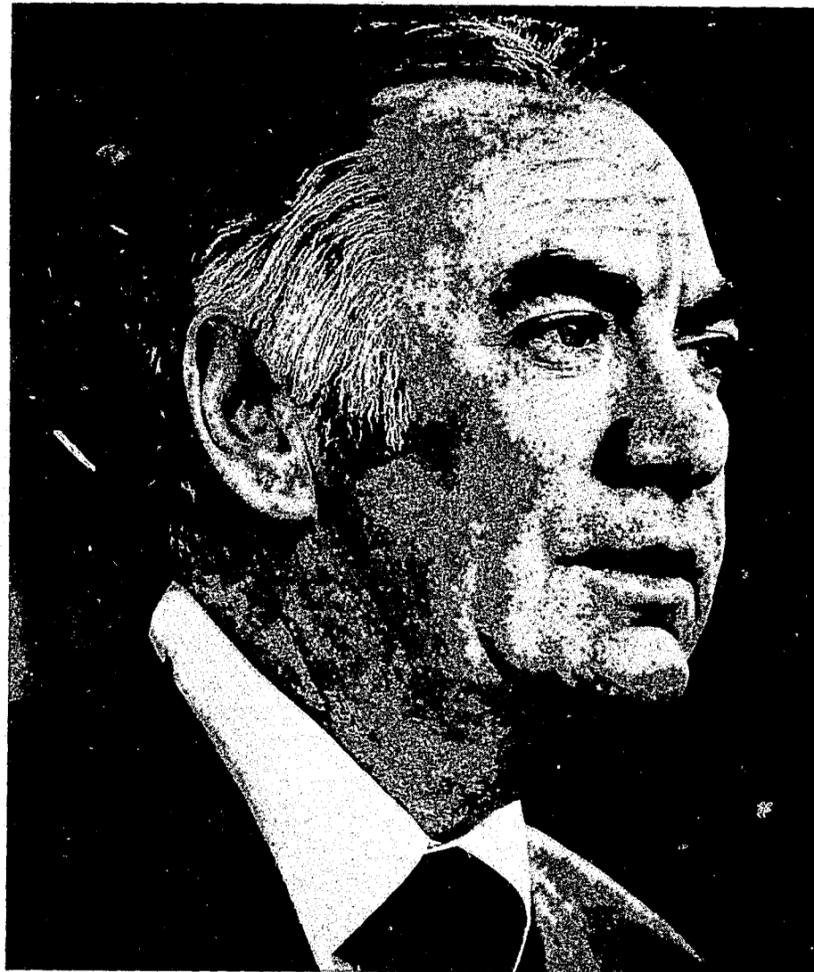
Saving money and improving public service has always been a challenging combination. In 1977, the Commission of Correction with the help of the Citizens' Policy and Complaint Review Council and the Medical Review Board made renewed efforts to achieve these goals.

This work was expressed in many ways:

- The development of appropriate alternatives to incarceration*
- Suicide prevention training and mental health seminars*
- Improvement of preventive medical services*
- Development of legislation aimed at reducing manpower needs*
- Proposing legislative relief for the financial burdens on community jails that temporarily house State inmates*
- Reduce inmate legal action by developing effective grievance processes*
- Provide technical assistance so that counties and lockups can make maximum use of their physical plants*
- Active involvement in hostage situations in order to save lives and property*
- Training of prison personnel for greater efficiency and professionalism*
- Development of volunteer or low-cost programs to reduce criminal activities of inmates after release*

The State, the counties and the towns have been responsive to these efforts. We look forward to this continuing work, holding to our purpose: improved safety for the citizen in the community, humane conditions for staff and inmates in our prisons.

The Commission is grateful to the members of the Citizens' Policy and Complaint Review Council and Medical Review Board for their support and assistance and to the Commission's dedicated and hard working staff.



HUGH L. CAREY
GOVERNOR

NEW YORK STATE COMMISSION OF CORRECTION

Stephen Chinlund, Chairman
Dorothy Wadsworth, Commissioner
Joseph Wasser, Commissioner

The Commission of Correction consists of three members each of whom are appointed by the Governor for specific terms of office. One Commissioner serves as Chairman while each of the other two Commissioners serve respectively as Chairperson of the Citizens' Policy and Complaint Review Council and Chairman of the Medical Review Board. Stephen Chinlund has been appointed Chairman of the Commission by Governor Carey. Commissioner Wadsworth serves as Chairperson of the Council and in this position has overall responsibility for the Commission's policy formulation function. Commissioner Wasser serves as Chairman of the Medical Review Board and is responsible for the evaluation and monitoring of medical and psychiatric services to correctional facilities. The Medical Review Board is also responsible for the investigation of all deaths in correctional facilities. These investigations are conducted by the Medical Bureau which consists of a team of trained medical evaluators for which Commissioner Wasser has direct responsibility.

The Commission employs a staff of approximately 55 persons and in 1977 had a State Purposes operating budget of approximately \$886,000. Approximately \$312,000 of federal funds were used in 1977 to support special projects of the Commission.

This structure in addition to the authority given the Commission in the Legislative mandate (see appendix) makes it the sole agency with statewide responsibility:

- to assure the humane treatment of prisoners and detainees
- to facilitate the operations and programs in correctional facilities
- to review the operations and program within the criminal justice system as other segments of that system affect corrections

In fulfilling these obligations the Commission:

- recommends policy to the Governor
- monitors all prisons and jails within the State
- trains correctional staff
- reviews construction plans for all correctional facilities
- promulgates and enforces minimum standards for correctional facilities
- investigates inmate deaths
- recommends improvements in medical care
- reviews inmate complaints

Both the Citizens' Policy and Complaint Review Council and the Medical Review Board play an integral role in the functioning of the Commission.



Joint meeting of the Citizens' Policy and Complaint Review Council and the Correction Medical Review Board

CITIZENS' POLICY AND COMPLAINT REVIEW COUNCIL

Commissioner Dorothy Wadsworth
Chairperson

COUNCIL MEMBERS

Ms. Shanara Ayana, Syracuse
Mr. Robert Geiger, Elmira
Ms. Lillian Mateo, New York City
Mr. J. Kenneth Jackson, New York City
Mr. Nicholas Troisi, Plattsburgh
Mrs. Janet Welch, Rochester

The Citizens' Policy and Complaint Review Council (CPCRC) is a seven-person council, appointed by the Governor and approved by the Senate, created to advise the Commission of Correction and to establish and monitor an inmate grievance procedure. The Council members meet monthly (paid up to 50 days annually) under the Chairmanship of Commissioner Dorothy Wadsworth and spend the remaining time traveling through the State visiting local facilities in the counties and in New York City. The membership includes an ex-offender and a licensed attorney.

Accomplishments of 1977 include:

- adopted a policy statement about alternatives to incarceration
- supported effort of research staff to develop proposal for community-based correction program
- participated in workshops and assisted community groups to encourage and extend alternatives to incarceration
- observed and participated in programs at the New York State Correctional Training Academy
- attended and represented the Commission at in-service officer training programs held in local facilities
- worked with the Training Academy staff to have training programs evaluated by the N.Y.S. Education Department
- attended grievance procedure workshop in New York City

- held monthly meetings in Albany, New York City, Plattsburgh and Penn Yan
- met jointly with the Medical Review Board
- established goals and objectives and reviewed them quarterly
- worked with Local Facilities Review Unit staff to establish grievance procedure in local facilities
- responded and resolved inmate grievances from local facilities all over the state
- attempted to identify funding sources useful to planners and administrators in efforts to improve conditions and comply with Minimum Standards
- assisted and supported Commission's efforts to obtain funding for research and establishment of a master plan for the New York State correctional system
- assisted and encouraged the efforts of the Technical Assistance Grant specialists who promoted community involvement with jails
- assisted the Commission in formulation of future construction review
- reviewed and commented on minimum standards being developed and promulgated
- worked with Local Facilities Review Unit staff, sheriffs and jail administrators to try to bring facilities into compliance with standards
- made over two hundred visits and inspections to local facilities
- published an Annual Report

In 1978, the Citizens' Council plans to continue work now underway and to be involved increasingly with planning and policy development, completing implementation of the grievance procedure and working with local governmental and community groups to address the issues involving the New York State County Jails.

CORRECTION MEDICAL REVIEW BOARD

Commissioner Joseph Wasser
Chairman

BOARD MEMBERS

Michael Baden, M.D., New York City
Phyllis Harrison-Ross, M.D., New York City
Ms. Catherine Finch-Collins, R.N., Buffalo
Ms. Betty Friedlander, Ithaca (Resigned 5/5/77)

The appointed members of the Board are as follows:

- (1) Physician/Certified Forensic Pathologist
- (1) Physician/Certified Forensic Psychiatrist
- (1) Registered Nurse/Health Systems Agency Council
- (1) Attorney (vacant)

The Board is charged by law with investigating all deaths in detention and correctional facilities within the state and with making recommendations for improving the delivery of health care to confined pre-trial detainees and sentenced offenders.

To assist the Board in fulfilling its responsibilities, a Medical Review Bureau under the direct supervision of Commissioner Joseph Wasser was established. This provided the Commission's Board with an expert staff in determining the circumstances surrounding the deaths of inmates, in evaluating health care delivery to inmates and in assisting the Medical Review Board in developing plans and projects to improve health services on a statewide basis. This Bureau is also responsible for making inquiries and taking substantive action on inmate complaints and grievances relating to health care. The Bureau's range of operation includes all correctional facilities operated by the Department of Correctional Services, local correctional facilities under Sheriff's Department jurisdiction, police lock-ups, and all facilities operated by the New York City Department of Correction. In 1977, 80 inmate fatalities were investigated in these various jurisdictions.

As the Medical Review Bureau became operational during January, 1977, new inmate fatalities were being reported to the Bureau at an average rate of six per month. It was found that more than 60% of the inmate fatality cases reported to the Commission in the previous year (1976) had not been investigated and prepared for Medical Review Board consideration due to a lack of specialized medical fieldwork necessary for the Board to make a final determination in each case. It was found that one hundred-two cases from 1975 and 1976 were backlogged. A comprehensive evaluation and review of these old cases was undertaken in conjunction with an ongoing field investigation effort in the newly reported cases. At present, all 80 of the 1977 cases have been accounted for and the 102 backlogged cases have been closed.

Of the 80 reported inmates deaths in 1977, 32 occurred in State Correctional facilities, 14 in county jails, 16 in police lock-ups and 18 in the New York City correctional system. A total of 33 (41%) of these deaths resulted from a variety of natural causes. An additional 33 fatalities were the result of suicide. The remaining 14 deaths were caused by other factors such as accidents.

In addition to fatality investigations, the Medical Review Bureau conducts in-depth evaluations of health care delivery at state and local correctional facilities. In 1977, 15 such evaluations were performed.

The Medical Review Bureau received and acted upon 390 inmate complaints concerning health care in 1977. This Bureau received and acted upon final appeals in 27 inmate grievances relating to health care.

While the Medical Review Bureau and the Medical Review Board found it imperative to deal with the pressing issues of preventable mortality and complaints concerning health care, the broader issue of developing plans and projects to improve health services is of primary importance, affecting both mortality and complaint volume. Accordingly, the Medical Review Bureau developed a plan in mid-1977 to provide technical assistance to state and local correctional facilities to remedy deficiencies in health services delivery found during the course of fatality investigations and health service evaluations and to identify correctional facilities as community institutions in need of community services and support. By the end of 1977, the Bureau had acquired a functional technical assistance capability. Medical Review Bureau activity during 1977 revealed that a leading cause of death in the cor-

rectional system is suicide (41%), and further, that the problem of incarcerated individuals who have severe mental health problems is a major threat to the health, safety and security of inmate populations and correctional staffs alike. Medical Review Bureau Technical Assistance activity in the coming year shall focus on the problem of mental health and suicide. It is projected that at least 15 state and local correctional facilities will benefit from Medical Review Bureau Technical Assistance in the coming year.

Medical Review Bureau staff experience has shown that thorough evaluation of health services in county jails followed by medical/technical assistance to remedy deficiencies is enthusiastically received by facility administrators. Preventable mortality and potential liability for inadequate health care delivery systems appears to be one of the greatest concerns of these administrators.

Organization of the Medical Review Bureau was accomplished in early 1977. These activities included development of a written standard operating procedure, two manuals for health services evaluation, a new format for case presentation to the Medical Review Board, and a format for assuring continuing monthly review of newly reported death cases.

Through the collection of data, investigation of fatalities, evaluation of health services and applied technical assistance, the Medical Review Bureau and the Medical Review Board develops an overview of health services delivery in the correctional system and aids facility administrators in upgrading those services.

IMPROVEMENTS IN CORRECTIONAL FACILITIES

This has been a year of an increased awareness on the part of correctional officials, legislators and citizens of the need to improve conditions at correctional facilities. Antiquated and unsafe physical plants plague many officials responsible for the operation of correctional facilities. Overcrowding, complicated by manpower shortages and lack of programs for inmates led to unrest and crisis situations in a number of facilities during 1977. Increased demands on the tax base make it difficult for correctional officials to obtain funding needed to improve facilities.

In spite of these problems there has been encouraging movement to improve facilities and to introduce programs for inmates.

County Correctional Facilities

Considerable improvements have been made on the local level. Technical Assistance provided by the Commission's facility review staff has been a major factor in this area. A basic responsibility of the review team is to evaluate each facility for compliance with the Commission's minimum standards. However, at the same time the review staff assists local officials in developing programs in counseling, education, vocational training and recreation. In several counties the Commission and community volunteers have assisted jail administrators in providing tutorial, recreational, counseling and special vocational programs. Local libraries and the state library network have been most helpful in providing much needed service to jails.

Outdated and unsafe facilities are serious problems in many counties. The Commission has worked closely with counties to plan to build new facilities where appropriate or to renovate facilities to provide safe and functional jails. Herkimer and Yates counties opened new facilities during this year. New facilities are being planned for:

- Chemung
- Dutchess (new addition and renovations)
- Fulton
- Genesee
- Livingston
- Monroe (facility for women)

- Onondaga
- Putnam
- St. Lawrence
- Schenectady
- Schoharie
- Suffolk

While we note these positive efforts to improve facilities, on the part of local officials much of this is a result of the Commission's insistence on safe and humane facilities. On two occasions it became necessary for the Commission to use its authority to close facilities. This resulted in action by the county legislature to authorize funds for appropriate renovations.

Sufficient manpower is crucial to the proper operation of any facility. In an effort to insure appropriate staffing, the Commission with the cooperation of sheriffs, is conducting manpower studies in all local correctional facilities. These studies include a review of staffing patterns, assignments, and scheduling as they relate to the overall operations of the facility.

In some cases we find a serious shortage of manpower though other facilities need little or no additions. The Commission recognizes the fact that the local tax base is already overburdened and counties cannot easily afford the additional staffing called for in some of these studies. However, these studies provide the base for immediate action wherever possible and the opportunities for sheriffs and legislatures to make plans in their budget for additional staffing in the future.

Regional Jails

Currently much attention is being focused on the concept of regional jails. While regional jails do not exist in New York State at this time, the Commission for sometime now has been studying the feasibility of such a concept as it relates to the sharing of space, services and cost of operation. Resolutions passed by Chenango, Cortland, Tioga, Schuyler, Chemung, Steuben and Tompkins legislatures called for a study of regional jails and further encouraged the Commission to undertake such a study as part of its master plan for the correctional system in the state. Meetings have been held with representatives of these and other counties as an initial step in this study.

STATE CORRECTIONAL FACILITIES

While efforts are being made to improve both conditions and program for inmates in state facilities, we recognize that the state system had 19,355 men and women serving sentences as of December, 1977. This is an increase of 1,491 since December 1976.

With a projection of over 23,000 inmates by 1982 it is evident that the State must develop a workable plan to accommodate this increase. This plan must consider new construction, facility renovation, increase in trained manpower and greater emphasis in programs such as work release and educational release.

Again, as with the county and New York City system, it is becoming more and more difficult to identify funding sources for increased services. State purposes dollars are already being stretched to near capacity by increased demands for programs in the human services for the mentally ill, retarded, aged, youth, and physically handicapped, as well as education and health. As these costs skyrocket so too do costs for prison operation. The State must look again to alternatives to incarceration if it is to be able to afford to operate a correctional system which will protect the people of the State of New York and at the same time offer inmates an opportunity for rehabilitation.

Conscious of these factors, the Commission has worked closely with the Department of Correctional Services to offer objective evaluations of facility operations and offers constructive criticism as part of an ongoing program to upgrade state facilities.

All state facilities are evaluated on a scheduled basis followed by comprehensive letters to facility directors with a time frame in which to respond. Directors in their responses describe a plan of action to overcome the problem areas. Staff monitor these plans on subsequent follow-up visits to the facilities. To assist, wherever possible, each facility is rated as to its complexity. The results of this analysis determine the number of days per month staff routinely visit the facility to assess its operations. Such documents serve as evaluative tools that will keep the facility administrator abreast of Commission findings and serve as a tool to measure the Commission impact on the correction system. Most important, the letters promote improvement. A goal for

1978 is to conduct inter-facility comparisons regarding systems and procedures that are in operation at each correctional institution. The resulting analytical reports will be forwarded to the New York State Department of Correctional Services thereby providing an analysis of the strengths and weaknesses noted at each facility with recommendations for intergrating positive aspects into a uniform system that would yield benefits on a statewide basis.

The Commission received and responded to 1,100 complaints from inmates, facility staff, inmate relatives, and prisoner reform and action groups. Allegations included harassment, brutality, filthy conditions, violated rights, poor management and lack of services. A large proportion of the complaints were critical in substance, requiring on-site evaluation and extensive interviews with inmates and staff. One thousand one hundred and ninety four unusual incident reports were received and reviewed during the same period. Ranging from theft to death, these reports were reviewed and responded to within the limits of our staff resources. Numerous incidents required long on-site investigations. Four hundred and twenty six grievances were referred to the State Unit by the Department of Correctional Services. Each grievance necessitated careful research and response.

The Commission plans to use unusual incident reports and complaints regarding the state correctional system as a means of identifying trends at facilities or within the system. Each instance will be categorized and cataloged in such a fashion as to allow trends that occur over a period of time to emerge. The trends will serve as a basis for extensive evaluation with the objective of identifying antecedent factors and the development of a plan that will address and the causes of the problems.

In its original mandate, the Commission was obligated to do a thorough study of the Department of Correctional Services temporary release program and report its findings to the Legislature. This study was started in 1977 and the report will be available to the Legislature by March 1, 1978. Copies of this report may be obtained by writing to the Commission.

The Commission of Correction, as part of its statutory mandate, makes recommendations to the administrators of correctional facilities for the improvement of their rehabilitative programs. The Commission,

as are the administrators of correctional facilities, is committed to formulating effective program concepts in times when resources are limited and there are major debates regarding the efficacy of rehabilitative programs.

The Commission has identified what it believes are a number of inadequacies in program initiatives undertaken in the past in correctional facilities, and has formulated a program concept known as Network which will be one way of addressing these weaknesses in program design. This program concept requires additional developmental work before it can be presented to the administrators of correctional facilities for implementation.

To accomplish this, the Commission with the cooperation of the Department of Correctional Services submitted a proposal to develop a comprehensive plan for the establishment of this unique program to assist residents of correctional facilities in the development of life coping skills. The Network Program, which will address a resident's entire life style, will be made final and implemented late in 1978. The Commission anticipates this program will have a major impact on the correctional system.

NEW YORK CITY CORRECTIONAL FACILITIES

The Correctional system in New York City presents similar operational problems further compounded by antiquated facilities, manpower shortages, inadequate services, overcrowding and a court system which manages a staggering volume of cases (over 200,000 arrests in 1977). The current fiscal crisis facing New York City does not allow for the kind of money needed to overcome problems within the system. The Commission recognizes the efforts made by the New York City Department of Correctional Services and the Board of Corrections, however, the Commission is responsible to make recommendations for the improvement of the correctional systems and must therefore continue to urge the Department and Board to work to improve conditions at facilities and services to inmates. Where we find no movement towards improvement, the Commission acts with its legislative authority to assure that sincere and all out efforts for improvement are being made.

To meet its obligation in New York City the Commission established a New York City office in 1976 to develop a core staff with the knowledge of the New York City correctional system which has different needs than most other local jurisdictions. In addition, this provided a base of operations for executive management staff and Commissioners, who must conduct a portion of their business in New York City both with other criminal justice agencies and with external agencies including major news media.

The Facility Review Bureau in New York City monitors the activities of three major administrative units:

- Office of the Deputy Mayor for Criminal Justice
- Department of Correction
- Police Department

It also maintains liaison and works cooperatively with the New York City Board of Correction.

During the first year of operation, the small number of field staff forced the development of a system of operation consisting of a team approach to problem solving and comprehensive analysis of selected

facilities. Two major priorities for investigations were: House of Detention for Men (Rikers) and Manhattan House of Detention for Men (The Tombs). Since staff was limited and the problems in New York City are very broad, the Commission decided on these two facilities as major areas of concentration for 1977.

New York City House of Detention for Men (Rikers):

The New York City House of Detention for Men, the oldest of the City's detention institutions was singled out as a problem institution by the Commission staff in December, 1976. Population was too high, and various kinds of disturbances were common. The Commission recommended to the New York City Department of Correction that the population be reduced immediately to 1200 and to 1000 by February 15, 1977. City officials responded that problems were not acute and questioned the authority of the Commission to prescribe population limits. As a result, the Commission met with City officials to insist on an end to overcrowding and improvement of sanitary conditions at the institution.

In the beginning of 1977, staff prepared a major report on the institution examining population levels and its impact on the level of services and sanitary conditions.

The size and structure of the institution, combined with high population levels lead to inadequate physical maintenance and failure to provide adequate sanitation. Commission staff found evidence of intolerable roach and mice infestations, inoperative plumbing and need of basic repairs to the aging structure.

On April 4, 1977, the Commission voted unanimously to issue a closing citation to the New York City Department of Correction relative to the New York City House of Detention for Men as unsafe and unsanitary. This action was taken pursuant to the Commission's statutory mandate as delineated in Correction Law Section 45(8).

As a result of the issuance of the citation and discussions with City officials, a tentative plan was developed in May which would satisfy the Commission's objections.

The City did not comply with the September 1, 1977 citation and it was necessary for the Commission to issue a directive on September

21, 1977 to address all outstanding issues at the House of Detention for Men. The Department stated publicly that they would comply with the directive, but then again, failed to do so.

On October 27, 1977, the Commission voted unanimously to initiate legal proceedings in State Supreme Court to enforce its directive.

During December, 1977, the New York State Attorney General held a series of meetings in an attempt to reconcile the differences between all interested parties involved in the House of Detention for Men situation. Since there seemed to be no satisfactory resolution, the Attorney General decided to initiate legal proceedings against the City in State Supreme Court to seek compliance with the May agreement and September directive. The Commission hopes that satisfactory resolution of all issues will be realized in 1978.

MANHATTAN HOUSE OF DETENTION FOR MEN (THE TOMBS)

At the request of the Federal District Court for the Southern District of New York, the Commission responded to the City's latest proposal to renovate and reopen the Tombs for pre-trial detainees. The Commission was in accord with the findings of the Court, the National Clearing House for Criminal Justice Planning and Architecture and the New York City Board of Correction that the city plan did not meet the requirements for long-term detention, but that proposed renovations would suffice for use as a short term detention institution. The Commission offered recommendations and comments on the proposed renovation applicable to a short term detention facility.

The City submitted plans to renovate and open two floors of the facility to house pre-arraignment cases. Normally, these persons would be lodged overnight in police precincts throughout the Borough of Manhattan.

The New York City proposal to use the Manhattan House of Detention for Men as a pre-arraignment holding center presented unique problems. Pre-arraignment detention has traditionally been considered a police function, regulated under provisions for police "lock-ups" and only occasionally contracted to other agencies on a very small scale.

The City proposal to turn the detention function over to the City Department of Correction is a sound one. It recognizes that detention is not a primary function of the Police Department. Often the police do not have the staff to supervise small holding facilities.

The Commission's primary goal is to insure a safe, healthy and humane environment at the Manhattan House of Detention for Men. Since renovation of any correctional facility represents a major capital investment and commitment on the part of local government, the completed project must serve the correctional agencies needs for many years. Consequently, when planning for renovation, future use and needs for the facility are important factors. It is well recognized that the Manhattan House of Detention for Men has an ideal location for its intended use as a short term detention facility. It is in close proximity

to the courts and is centrally located for greater access by inmates, lawyers and families.

Partly as a result of the Commission's recommendations, the City amended its original plans in late December 1977. With the change in City administration in 1978 and the commitment of one million dollars in federal money with the City matching that figure, plans were revitalized to include all of the Commission's recommendations with respect to physical deficiencies.

THE BLACKOUT AND ITS AFTERMATH

In the emergency following the blackout of July 13, 1977 in New York City, the Commission played an important role as an independent source of information and problem identification. Commission field staff brought problems to the attention of supervisory personnel in the field and higher level agency personnel.

During the transitional phase, Commission staff was clearly a moderating influence in the institutions where exhausted staff and angry prisoners could have ignited major confrontations. The high visibility of Commission staff noticeably improved attitudes and effort in maintaining basic sanitary levels in the holding areas. Commission staff were also able to assist with major complaints such as failure of papers to reach authorities responsible for releasing persons whose bail had been posted.

The Commission's New York office has in a short period of time established a reputation as a source of valuable information and advice in addition to fulfilling its responsibility to monitor and evaluate correctional facilities as a means of improving the correctional system in New York City.

During the coming year the Commission plans to evaluate all New York City Department of Correctional facilities regularly in addition to precinct lock-ups and court pens.

CRISES AT CORRECTIONAL FACILITIES

There are many ways during this past year which the Commission has shown that it has moved past the most serious growing pains after its recent reconstitution and has reached a certain maturity. Out of those examples, it seems valuable to highlight three of them, all resulting from disturbances in prisons.

The first was a hostage-taking situation in the Eastern Correctional Facility on August 8, 1977, when 21 hostages were taken and a list of demands was presented. The Commission, represented by Chairman Chinlund, Commissioner Wasser and five staff members, was present from the earliest stages and continued to be present during the aftermath. The negotiations were handled in a professional manner by the New York State Department of Correctional Services with free consultative exchange between Department and Commission officials.

The hostages were released without harm to them or to the inmates twelve hours after they were first taken. The Department agreed to review the inmate requests and the Commission made several commitments, two of which were particularly important. It was agreed that the Commission would investigate two staff members about whom the inmates were complaining. Furthermore, the Commission agreed to monitor the return of the inmates to their cells to make sure that there were no informal reprisals taken during the period of return. It was clear that the inmates would not have ended the incident at that time without this assurance.

There was no violence during the period of return or in the days that followed. The Commission investigation of the two employees about whom complaints had been made concluded with the exoneration of those staff members.

The second incident on December 2, 1977 at Coxsackie Correctional Facility was also a hostage release event, but it was different in many respects. Once again, the Commission was present from the earliest period and the Department managed the negotiations in a thoroughly professional fashion. As before, the inmates were concerned that they be monitored back to their cells, a role which the Commission performed. The results were different in that the Commission investiga-

tion indicated that there were problems at Coxsackie which required further departmental attention. Several of them were issues of which the Department was already aware and was in the process of taking action.

In both cases, the Commission made it clear that hostage-taking was not an appropriate way to seek redress for grievances, rather the developed mechanisms should be used.

The third incident occurred at the Albany County Jail on October 12, 1977. Several inmates barricaded themselves in the dining area without hostages. Several Commission staff were present soon after the incident started. They worked together with Sheriff John McNulty who exercised persuasive leadership in the conclusion of the incident and there were no injuries. It was clear that one of the problems was the absence of an effective grievance procedure. There were other problems confirming the need for various administrative changes which were then set in motion.

In all three of the incidents violence could easily have gone further leading to injuries and even loss of life. The presence and involvement of the Commission was a major factor in avoiding that result. It was clear that the local administrators and the Commission were working together, rather than in an adversarial way.

CRISES IN CORRECTIONAL FACILITIES

It was also demonstrated that the Commission is able to make fair distinctions between inmate allegations that have no foundation and serious problems in a correction facility which must be remedied.

In a field which is now, and probably always will be, as marked by controversy as any field of human services, it is difficult to win the confidence of both the correction staff and the inmates. This has not only been accomplished, but the roots of that trust seem to be deep. That depth was indicated by the speed with which both officers and inmates agreed that the Commission should monitor the return from the scene of the disturbance to the housing areas. Neither felt that the Commission would be less than fair; both agreed that the Commission staff would simply observe and honestly state whatever did and did not happen in those tense corridors.

Correctional facilities in the years to come will continue to be places of occasional threats, misunderstanding and even (in spite of all our best efforts) violence. The Commission of Correction looks to that future with increased confidence after the experiences of 1977, prepared to continue to play our appropriate role. We urge continued formalization of minimum standards, implementation of those standards and we will be fair in our judgments regarding the disputes which will inevitably arise in the correctional systems of this State.

CONSTRUCTION

As required, pursuant to Section 45, subdivision 10, of the Correction Law, the New York State Commission of Correction shall:

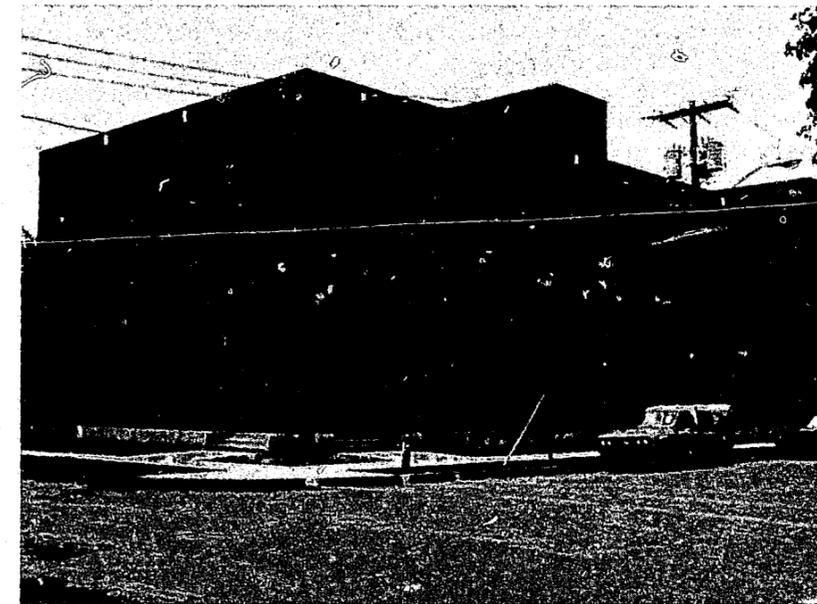
"Approve or reject plans and specifications for the construction or improvement of correctional facilities".

To fulfill the functions and duties of this statute, the Commission provides planning assistance and project review service to local officials, to Department of Correctional Services and New York City Department of Correction. Because of this service and mutual participation throughout the planning and design processes, acceptance of final plans is generally achieved on the first submission.

In connection with new construction or occupancy reclassification, the Commission participates in the selection and evaluation of proposed sites for location of a local correctional facility. Section 216 of the County Law requires that no site or location for any county jail shall be selected or acquired by a county legislative body which shall not have been approved by the State Commission of Correction. Identification and evaluation of various sites for local correctional facilities are dealt with in the context of particular facility requirements, community planning constraints and specific site suitability.

The development of data collection forms, program and design principles, and facility component guidelines as they relate to both new construction and to modifications or extensions of existing facilities are additional services by the Commission.

Appendix I lists facility location, type and programs reviewed during 1977.



Herkimer County Correctional Facility, Herkimer, N.Y.
Crandell Associates, P.C., Architects, Glens Falls, N.Y.

TRAINING

Since 1973, the New York State Commission of Correction has operated a correctional training program for Administrators, Correction Officers, and Deputy Sheriffs employed by local correctional facilities. This program provides Basic, Advanced, and In-Service Training for those personnel who perform the complex tasks associated with the operation and management of the 57 county jails and 4 penitentiaries within the state.

The Basic Training Program is a three-week program for newly appointed county correction officers. Sessions include a course on Human Relations, Mental Health, First Aid, Report Writing skills, Law and Decision-Making. In 1977, 388 county correction officers graduated from the Basic Program of the Commission's Training Academy.

The Commission's Management Program allows trainees to determine their present management styles and ascertain how this style is affecting their ability to manage in the correctional setting. This course is highly acclaimed and is attended by personnel from not only county correctional agencies, but also the Department of Correctional Services and the Division of Probation.

In-Service Training is an important element in the development of a total training program. By training correction officers in the specifics of operating their facility, the general concepts and skills taught in the Basic Program are confirmed and reenforced. This training, operated at participating county facilities, is monitored by the Commission's Training Bureau to insure quality presentation and content. Technical Assistance is given by Commission trainers to county personnel in developing and implementing these programs.

In the area of Special Seminars, the year was highlighted by a two-week Correctional Hostage Negotiators Seminar attended by selected trainees from county correctional facilities. This program was acclaimed by the Federal Bureau of Investigation as being one of the finest Hostage Negotiation programs in the county.

SPECIAL COMMISSION PROJECTS FUNDED BY THE DIVISION OF CRIMINAL JUSTICE SERVICES

- A. **Technical Assistance Grant:** This grant provided funding for additional staff to work closely with selected counties to generate interest of community leaders to problems in local correctional facilities. It also emphasized the development of solutions to those problems and the great potential of volunteer services.
- B. **Juvenile Monitoring Grant:** This grant provided funding for staff to ensure, by monitoring, that juveniles are not placed in local adult detention facilities.
- C. **Offender Based Transaction Statistics:** This project provides for the development of a data collection system for information about offenders in the correctional system with special emphasis on local facilities.
- D. **Minimum Standards Grant:** This provided funds to establish a unit within the Commission to develop and recommend to the Commission the promulgation of minimum standards for the operation of correctional facilities. By the end of 1977, 16 minimum standards have been promulgated by the Commission as a result of this project.
- E. **Grievance Mechanism Project:** This provides funding for staff to assist local correctional facilities in the development of grievance mechanisms within those facilities.
- F. **Improved Medical Service to Prisoners:** This grant provided funds to establish a Medical Review Unit within the Commission. This unit is responsible for the investigation of any death in any correctional facility. Results of these investigations are reported to the Medical Review Board for judgment. Health care services in local facilities are evaluated and technical assistance is provided by trained health services evaluators to assist the sheriff in upgrading health services within his facility.
- G. **Construction Research Funding:** This one year grant provided one staff member to research funding. Sources for the Construction of new or renovation of existing local correctional facilities, in addition to consultative services to the Commission on facilities operated by the New York City Department of Correction.

COMMISSION OF CORRECTION
FINANCIAL DATA

1977-78 State Funds Available	
Administration Program	\$377,807.00
Policy Formulation	
Executive Assistant's Office	
Counsel's Office	
Administrative Services	
Medical Review Board	
Improvement of Correctional Facilities Program	607,898.00
State Facilities Review	
Local Facilities Review	
New York City Facilities Review	
Construction Review	
Training Academy	
TOTAL	<u>\$985,705.00</u>
Federal Grant Expenditures for 1977-78	
Local Correctional Training	\$ 41,497.00
Minimum Standards Support	161,255.00
Offender Based Transactions Statistics	6,698.00
Improved Medical Service to Prisoners	62,882.00
Community Education	18,868.00
Grievance Mechanism	3,480.00
Legal Unit Assistance	3,255.00
Monitoring of Juveniles in Detention Facilities	14,010.00
TOTAL	<u>\$311,945.00</u>

Appendix I

CONSTRUCTION PROJECTS REVIEWED BY
THE COMMISSION DURING 1977

A. COUNTY DETENTION/CORRECTIONAL FACILITIES

- Albany County Jail and Penitentiary at Colonie
 - General Evaluation of Physical Plant
 - Proposed Control Room Modifications
 - Replacement of Existing Shower Stalls
- Broome County Jail Barracks at Binghamton
 - Proposed Window/Ventilation Treatment
- Chemung County Jail at Elmira
 - Renovation/Addition Design Scheme
- Chenango County Jail at Norwich
 - Proposed Visiting Area
 - Proposed Alterations for Expansion
- Clinton County Jail at Plattsburgh
 - General Assessment of Physical Plant
- Columbia County Jail at Hudson
 - Proposed Rehabilitation Program
- Cortland County Jail at Cortland
 - New Lighting and Wiring
- Dutchess County Jail at Poughkeepsie
 - Pre-Architectural Program Study
 - New Outdoor Recreational Facilities
 - Kitchen Renovations
 - Alterations -- Renovations -- New Construction
- Erie County Holding Center at Buffalo
 - Renovations to Visiting Area
 - General Assessment of Physical Plant
- Erie County Correctional Facility at Alden
 - Roof and Exterior Buildings Restorations

Erie County Comprehensive Health Care Center
Construction Modifications – Prisoner/Patient Wing

Essex County Jail at Elizabethtown
General Evaluation of Physical Plant
Fire Escape Stairs and New Door Lock Installations

Fulton County Jail at Johnstown
Smoke – Exhaust Fans

Genesee County Jail at Batavia
Proposed Construction Program

Herkimer County Jail at Herkimer
Proposed New Facility – Staffing and Manpower Analysis

Jefferson County Jail at Watertown
Renovation/Addition Program

Livingston County Jail at Geneseo
Transom Covering Plate Installation

Monroe County Jail at Rochester
Covering Plate at Cell Grille Work
Proposed Women's Facility – Program Study
Use of Children's Center
Use of City Lockup
Use of Cells at Mezzanine Level – Main Jail

Nassau County Courthouse – West Wing at Mineola
Temporary Holding Cell

Oneida County Courthouse at Rome
Renovation – Holding Room

Oneida County Jail at Oriskany
Closed Circuit Television Installation – DCJS Grant Application

Onondaga County Correctional Facility at Jamesville
Architectural Program Development

Onondaga County Public Safety Building at Syracuse
Proposed New Windows
Interior Building Renovations

Orange County Jail at Goshen
Proposed Additions

Oswego County Jail at Oswego
Rehabilitation Program

Otsego County Jail at Cooperstown
Closed Circuit Television – DCJS Grant Application
Proposed Addition/Alterations

Putnam County Jail at Carmel
Use as 72-hour Detention Facility
Site Location for Proposed New Jail

Putnam County Justice Center at Carmel
Proposed New Study and Schematic Drawings

Rensselaer County Jail at Troy
Interior Renovation

St. Lawrence County Jail at Canton
Cell Door Modifications

Schenectady County Jail at Schenectady
Proposed Shower Stall Alterations
Extension of Gate Barriers

Schoharie County Jail at Schoharie
General Evaluation of Physical Plant
Proposed Outdoor Activity Yard
Proposed Fire Alarm Reporting System

Seneca County Jail at Waterloo
Installation of Heat and Smoke Detectors
Installation of Fire Alarm System

Suffolk County Jail at Riverhead
Construction Program – “Minimum Security Unit”

Sullivan County Jail at Monticello
Building Modifications – Construction Review

Ulster County Jail at Kingston
Visiting Area Modifications

Wayne County Jail at Lyons
Renovation/Addition Project

Westchester County Jail at Valhalla
Multi-purpose Building and Renovations
Yard Security Alterations
Locking System Renovations

Westchester County Medical Center at Valhalla
Conversion of Ward to Medical Security Unit

Westchester County Courthouse Complex at White Plains
Extension of Vehicular Sally Port and Related Work

Wyoming County Jail at Warsaw
General Evaluation of Physical Plant

Yates County Public Safety Building at Penn Yan
Inspection of Completed Construction

B. CITY, TOWN & VILLAGE SHORT-TERM FACILITIES

Amherst Town Police Headquarters Building
Proposed New Detention Area

Canastota Municipal Building
Proposed New Detention Quarters

Colonie Town Hall, Police Facilities
Proposed New Detention Area

Town of Cornwall Municipal Complex, Police Facility
Proposed New Detention Quarters

Town of East Hampton Police Building
Proposed New Detention Quarters

Geneva City Police Department
Closed Circuit Television Proposal – Detention Facilities

Herkimer Village Police Department
Guidelines – Construction Program

Lake Placid Town/Village Hall
Renovations – Detention Quarters

Town of Lancaster Police Department
Modifications to Detention Area

Village of Lyons Police Department
Guidelines – Construction Program

Village of Newark Municipal Building
Police Department Detention Facilities

Village of Norwich Municipal Building
Modifications to Detention Quarters

City of Peekskill Police Building
New Detention Quarters

Village of Spring Valley
Police Detention Facilities

Stony Point Police Department
Guidelines – Construction Program

Town of Ticonderoga Police Department
Guidelines – Construction Program

City of White Plains, Public Safety/Criminal Justice Bldg.
New Detention Quarters

City of Yonkers Police Department
Yonkers City Jail – Building Modifications
Alternative Proposal – Outside Stair Construction

C. N.Y.C. DEPARTMENT OF CORRECTION FACILITIES

House of Detention for Men, Rikers Island
Study Report

Manhattan House of Detention for Men, 125 White St.
Proposed Use as Detention Facility

Manhattan Community Residential Facility, 151 West 118th Street
General Evaluation of Physical Plant

**D. STATE DEPARTMENT OF CORRECTIONAL SERVICES
FACILITIES**

Bushwick Community-Based Facility
Proposed Renovations

Fulton Community-Based Facility
Proposed Renovations

Hudson Correctional Facility
Proposed Landscaping Work — Fencing
Proposed Electric Work — Security Fence
Proposed Buildings Alterations Work

Otisville Correctional Facility
Proposed Landscaping Work — Fencing
Proposed Electric Work — Security Fence
Proposed Buildings Alteration Work

Queensboro Correctional Facility
Proposed Alterations

Warwick Correctional Facility
Proposed Landscaping Work — Fencing
Proposed Electric Work — Security Fence
Proposed Buildings Alterations Work

It can be expected that during the year 1978 the Commission will become involved in some phase of planning for upwards of 75-100 new projects as well as 35-40 carry-over projects from 1977. In addition to review functions, where possible, the Commission will place emphasis on expanding its technical assistance service and further develop design principles and facility component data as they relate to both new construction and to modifications or extensions of existing facilities.

Appendix II

**NEW YORK STATE
DEPARTMENT OF CORRECTIONAL SERVICES**
Benjamin Ward, Commissioner

ALBION CORRECTIONAL FACILITY
Albion, New York 14411
Superintendent: Janice Cummings
(716) 589-5511

ARTHUR KILL CORRECTIONAL FACILITY
2911 Arthur Kill Road
Staten Island, New York 10309
Superintendent: Robert McClay
(212) 356-7333

ATTICA CORRECTIONAL FACILITY
Attica, New York 14011
Superintendent: Harold Smith
(716) 591-2000

AUBURN CORRECTIONAL FACILITY
Box 618
Auburn, New York 13021
Superintendent: Robert J. Henderson
(315) 253-8401

BAYVIEW CORRECTIONAL FACILITY
550 West 20th Street
New York, New York 10011
Superintendent: Dominick Salamack
(212) 924-1143

BEDFORD HILLS CORRECTIONAL FACILITY
247 Harris Road
Bedford Hills, New York 10507
Superintendent: Phyllis Curry
(914) 241-3100

BUSHWICK CORRECTIONAL FACILITY
41 Howard Avenue
Brooklyn, New York 11221
Superintendent: Bridget Gladwin
(212) 491-0202

CLINTON CORRECTIONAL FACILITY

Box B
Dannemora, New York 12929
Superintendent: Eugene LeFevre
(518) 561-3262

COXSACKIE CORRECTIONAL FACILITY

West Coxsackie, New York 12192
Superintendent: Jack Czarnetzky
(518) 731-8151

***DOWNSTATE CORRECTIONAL FACILITY**

Fishkill, New York 12524
Superintendent: Kenneth Dunham
(914) 831-7400

EASTERN CORRECTIONAL FACILITY

Box 338
Napanoch, New York 12458
Superintendent: Walter Fogg
(914) 647-7400

EDGECOMBE CORRECTIONAL FACILITY

611 Edgcombe Avenue
New York, New York 10032
Superintendent: William Gaines
(212) 923-2575

ELMIRA CORRECTIONAL FACILITY

Box 500
Elmira, New York 14902
Superintendent: John Wilmot
(607) 734-3901

FISHKILL CORRECTIONAL FACILITY

Box 307
Beacon, New York 12508
Superintendent: Theodore Reid
(914) 831-4800

*Scheduled to open 1978

FULTON CORRECTIONAL FACILITY

1511 Fulton Avenue
Bronx, New York 10457
Superintendent: Frank Headley
(212) 583-8000

GREAT MEADOW CORRECTIONAL FACILITY

Box 51
Comstock, New York 12821
Superintendent: Everett Jones
(518) 639-5516

GREEN HAVEN CORRECTIONAL FACILITY

Stormville, New York 12582
Superintendent: David Harris
(914) 226-2711

HUDSON CORRECTIONAL FACILITY

Route 9W
Hudson, New York 12534
Superintendent: Wim Van Eekeren
(518) 828-4315

LINCOLN CORRECTIONAL FACILITY

31-33 West 110th Street
New York, New York 10026
Superintendent: Marion Borum
(212) 860-9400

MID-ORANGE CORRECTIONAL FACILITY

Warwick, New York 10990
Superintendent: Joseph Snow
(914) 986-2291

MOUNT McGREGOR CORRECTIONAL FACILITY

Wilton, New York 12866
Superintendent: Joseph Kennedy
(518) 587-9540

OSSINING CORRECTIONAL FACILITY

354 Hunter Street
Ossining, New York 10562
Superintendent: Stephen Dalsheim
(914) 941-0108

OTISVILLE CORRECTIONAL FACILITY

Otisville, New York 10963
Superintendent: Phillip Coombe
(914) 386-1490

PARKSIDE CORRECTIONAL FACILITY

10 Mount Morris Park West
New York, New York 10027
Superintendent: Norma White
(212) 876-6300

QUEENSBORO CORRECTIONAL FACILITY

47-04 Van Dam Street
Long Island City, New York 11101
Superintendent: Raymond Bara
(212) 361-8920

ROCHESTER CORRECTIONAL FACILITY

55 Greig Street
Rochester, New York 14608
Superintendent: John O'Keefe
(716) 454-2280

TACONIC CORRECTIONAL FACILITY

250 Harris Road
Bedford Hills, New York 10507
Superintendent: Jesse Arnett
(914) 241-3010

TAPPAN CORRECTIONAL FACILITY

Ossining, New York 10562
Superintendent: Stephen Dalsheim
(914) 941-0108

WALLKILL CORRECTIONAL FACILITY

Box G
Wallkill, New York 12589
Superintendent: William Quick
(914) 895-2021

WOODBOURNE CORRECTIONAL FACILITY

Woodbourne, New York 12788
Superintendent: Robert Kuhlmann
(914) 434-7730

CAMP ADIRONDACK

Raybrook, New York 12977
Superintendent: James Racette
(518) 891-1343

CAMP GEORGETOWN

Georgetown, New York 13072
Superintendent: James Wilkinson
(315) 837-4675

CAMP MONTEREY

R.D. #1
Beaver Dams, New York 14812
Superintendent: James Crowley
(607) 962-3184

CAMP PHARSALIA

South Plymouth, New York 13844
Superintendent: James Doyle
(607) 334-4805

CAMP SUMMIT

Summit, New York 12175
Superintendent: Richard Ogden
(518) 287-1721

CORRECTIONAL SERVICES TRAINING ACADEMY

1134 New Scotland Road
Albany, New York 12208

Appendix III

**NEW YORK CITY
DEPARTMENT OF CORRECTION
Benjamin Malcolm, Commissioner**

NYC HOUSE OF DETENTION FOR MEN

14-14 Hazen Street
East Elmhurst, New York 11370
Warden: Leonard Wolfson

NYC CORRECTIONAL INSTITUTION FOR MEN (C-76)

10-10 Hazen Street
East Elmhurst, New York 11370
Warden: John J. Cunningham

RIKERS ISLAND MENTAL HEALTH CENTER (C-71)

12-12 Hazen Street
East Elmhurst, New York 11370
A/D/W: Dominic DiLorenzo

NYC CORRECTIONAL INSTITUTION FOR WOMEN (C-73)

15-15 Hazen Street
East Elmhurst, New York 11370
Superintendent: Essie Murph

NYC ADOLESCENCE RECEPTION & DETENTION CENTER (C-74)

11-11 Hazen Street
East Elmhurst, New York 11370
Warden: Joseph D'Elia

BRONX HOUSE OF DETENTION FOR MEN

653 River Avenue
Bronx, New York 10451
Warden: Peter Schaeffer

BROOKLYN HOUSE OF DETENTION FOR MEN

275 Atlantic Avenue
Brooklyn, New York 11201
Warden: Theodore West

QUEENS HOUSE OF DETENTION FOR MEN

126-02 82nd Avenue
Kew Gardens, New York 11415
Warden: Salvatore Latore

RIKERS ISLAND HOSPITAL

14-14 Hazen Street
East Elmhurst, New York 11370
D/W: Albert Nolan

MANHATTAN HOUSE OF DETENTION FOR MEN

125 White Street
New York, New York 10013
*DEACTIVATED

HOSPITAL PRISON WARDS

BELLEVUE HOSPITAL

39th Street & 1st Avenue
New York, New York 10016
Dep. Warden: Joseph Murphy

ELMHURST HOSPITAL

79-01 Broadway
New York, New York 11373
Dep. Supt. Laura Aviles

KINGS COUNTY HOSPITAL

451 Clarkson Avenue
Brooklyn, New York 11201
Captain: James Donlon

DETENTION PENS

BRONX COURT DETENTION PENS

851 Grand Concourse
Bronx, New York 10451

BROOKLYN COURT DETENTION PENS

120 Schermerhorn Street
Brooklyn, New York 11201

MANHATTAN COURT DETENTION PENS

100 Centre Street
New York, New York 10013

QUEENS COURT DETENTION PENS

125-01 Queen Blvd.
Kew Gardens, New York 15150

STATEN ISLAND COURT DETENTION PENS
30 Richmond Terrace
Staten Island, New York

WORK RELEASE FACILITIES

MANHATTAN & BRONX RESIDENTIAL FACILITY
151 West 118th Street
New York, New York

BROOKLYN RESIDENTIAL FACILITY
Granada Hotel
268 Ashland Place (7th Floor)
Brooklyn, New York 11217

**NEW YORK
BOARD OF CORRECTION**
Peter Tufo, Esq., Chairman

BOARD MEMBERS

Peggy C. Davis, Esq.
Rev. Samuel R. Holder
John R. Horan, Esq.
Wilbert Kirby
Jack I. Poses, Esq.
David A. Schulte
Rose M. Singer

Appendix IV

**NEW YORK STATE
SHERIFFS' ASSOCIATION**

Peter R. Kehoe
Counsel and Executive Director

Thomas A. Mitchell
Associate Counsel

OFFICERS

Raynor Weizenecker, President
Putnam County

Carl Draxler, 1st Vice President
Chemung County

William M. Lombard, 2nd Vice President
Monroe County

Percival C. Lyons, Secretary
Franklin County

Kenneth J. McEvoy, Treasurer
Cortland County

SHERIFFS OF THE STATE OF NEW YORK

Sheriff John J. McNulty, Jr.
Albany County

Sheriff Robert C. Sponable
Cayuga County

Sheriff Reynard Meacham
Allegany County

Sheriff John R. Bentley
Chautauqua County

Sheriff John J. Andrews
Broome County

Sheriff Carl F. Draxler
Chemung County

Sheriff Charles B. Hill
Cattaraugus County

Sheriff Joseph J. Benenati, Jr.
Chenango County

Sheriff Russell J. Trombly
Clinton County

Sheriff Paul J. Proper, Sr.
Columbia County

Sheriff Kenneth J. McEvoy
Cortland County

Sheriff Levon A. Telian
Delaware County

Sheriff Lawrence M. Quinlan
Dutchess County

Sheriff Kenneth J. Braun
Erie County

Sheriff Kenneth E. Goodspeed
Essex County

Sheriff Percy C. Lyons
Franklin County

Sheriff Robert M. Wandel
Fulton County

Sheriff Roy J. Wullich
Genesee County

Sheriff Joseph M. Pavlak
Greene County

Sheriff Arthur Parker
Hamilton County

Sheriff Richard W. Folts
Herkimer County

Sheriff Alfred P. O'Neill
Jefferson County

Acting Sheriff Floyd A. Martin
Lewis County

Sheriff Richard A. Kane
Livingston County

Sheriff George A. Loomis
Madison County

Sheriff William M. Lombard
Monroe County

Sheriff Ronald R. Emery
Montgomery County

Sheriff Michael P. Seniuk
Nassau County

Sheriff Anthony J. Vilella
Niagara County

Sheriff William A. Hasenauer
Oneida County

Sheriff John C. Dillon
Onondaga County

Sheriff Gary A. Stewart
Ontario County

Sheriff Wilbur K. Sherwood
Orange County

Sheriff Donald White
Orleans County

Sheriff Raymond A. Miller
Oswego County

Sheriff Jack R. Nevil
Otsego County

Sheriff Raynor Weizenecker
Putnam County

Sheriff Eugene Eaton
Rensselaer County

Sheriff Raymond A. Lindemann
Rockland County

Sheriff Ceylon E. Allen
St. Lawrence County

Sheriff James D. Bowen
Saratoga County

Sheriff Bernard T. Waldron
Schenectady County

Sheriff Harvey E. Stoddard
Schoharie County

Sheriff Michael J. Maloney
Schuyler County

Sheriff Matthew J. McKeon
Seneca County

Sheriff Jack Lisi
Steuben County

Sheriff John Finnerty
Suffolk County

Sheriff Robert J. Flynn
Sullivan County

Sheriff James R. Ayers, Sr.
Tioga County

Sheriff Robert L. Howard
Tompkins County

Sheriff Thomas F. Mayone
Ulster County

Sheriff William T. Carboy
Warren County

Sheriff Clyde M. Cook
Washington County

Sheriff Paul D. Byork
Wayne County

Sheriff Thomas J. Delaney
Westchester County

Sheriff Allen Capwell
Wyoming County

Sheriff George F. Spike
Yates County

Appendix V

**NEW YORK STATE ASSOCIATION
OF CHIEFS OF POLICE, INC.**

OFFICERS

Thomas J. Sardino, President
Chief of Police, Syracuse

Edward F. Curran, 1st Vice President
1st Deputy Commissioner, Nassau County Police Dept.

William H. Ecroyd, 2nd Vice President
Chief of Police, Haverstraw Police Department

John T. Costello, 3rd Vice President
Chief of Police, Auburn Police Department

Joseph S. Dominelli, Executive Secretary

BOARD OF GOVERNORS

Eugene R. Kelley, Commissioner
Suffolk County, N.Y.

John B. Bailey, Chief of Police
Nassau County, N.Y.

Francis B. Looney, Deputy Commissioner
New York, N.Y.

Paul J. Oliva, Chief of Police
Hawthorne, N.Y.

Andrew J. Margillo, Chief of Police
Orchard Park, N.Y.

James E. Duggan, Chief of Police
Glens Falls, N.Y.

Thomas C. Whorrall, Chief of Police
Manlius, N.Y.

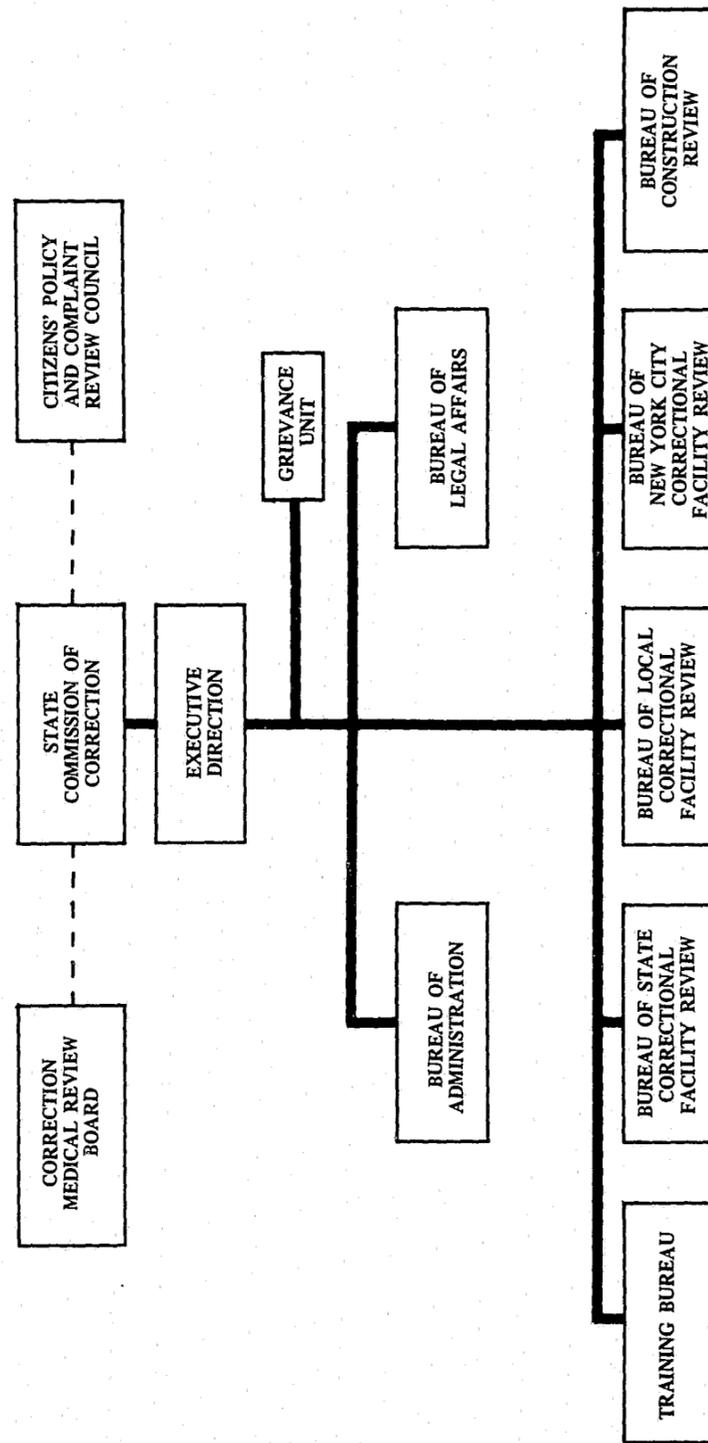
Gerald N. Mead, Chief of Police
Owego, N.Y.

Eugene Shaw, Chief of Police
Brighton, N.Y.

Charles G. McLoughlin, Chief of Police
Past President, Rye, N.Y.

Walter F. Ruckgaber, Chief of Police
Past President, Lake Success, N.Y.

Executive Department
COMMISSION OF CORRECTION



COMMISSION STAFF

Executive Director	James W. Ryan
Director, Administrative Services	Roger Ksenich
Counsel	James McSparron
Director, Local Review Bureau	Paul Splain
Local Facilities Review Unit, Supervision	Kathy Johnson
Director of Training	Thomas Lippie
Director, N.Y.C. Facilities Review Bureau	Donald Callender
Director, State Facilities Review Bureau	Robert Eisenberg
Director, Construction Review Bureau	David Walsh

COMMISSION OFFICES

ALBANY
Tower Building, 23rd Floor
Empire State Plaza
Albany, New York 12223

NEW YORK CITY
Two World Trade Center
New York, New York 10047

END