## ASCA Responses: Staff to Inmate Ratio Survey (June 2010)

1. **Please enter the contact information for the person in your Agency that is familiar with this topic.**

2. **What is the total number of security staff employed by your state correctional facilities?** (PBMS defines security staff as uniformed staff, such as majors, captains, lieutenants, sergeants, cadets and correctional officers.) (Please differentiate between Officers and Supervisors.)

3. **Inmate to Correctional Officer Ratio**

4. **Correctional Officer to Supervisor Ratio**

5. **Inmate to Total Correctional Officer and Supervisor Ratio**

6. **What is the total number of inmates currently incarcerated in your state correctional facilities?** (PBMS defines inmates currently incarcerated as inmates in facilities operated by the DOC on the last day of a given month. Excludes inmates housed in other states' correctional facilities, facilities not operated by the DOC, and parolees. It includes interstate compact cases and offenders housed in DOC facilities as "safe keepers," i.e., for an evaluation/diagnostic assessment or as a courtesy for a local facility or law enforcement agency.)

7. **What is the total number of direct supervision custody staff members (housing unit officers only, excludes supervisors, rovers and control room personnel) assigned to day shift – the shift that covers the hours of 0800 – 1600?**

8. **Comments:**

### State: Alabama

- **Name and Title:** Glen Casey Research Director
- **Email Address:** glen.casey@doc.alabama.gov
- **Correctional Officers (non-supervisors):** 2,559
- **Correctional Supervisors:** 549
- **Inmate Count:** 25,382
- **Hours - 0800 - 1600:** 25,382

ADOC utilizes 12 hr. shifts in some facilities where total manning is adequate to support such. This is not utilized on a system-wide basis.

The answer to question #4 would require significant staff work to survey the state’s 33 institutions. Based upon the multiple designs, custody levels, and program needs of each of these facilities, each one has a different staffing level. If you require additional information, please contact Robert Neuschmid, Chief, Program Support Unit, at (916) 327-6387.

### Arkansas *

- **Name and Title:** George Brewer Research
- **Email Address:** george.brewer@arkansas.gov
- **Correctional Officers (non-supervisors):** 953
- **Correctional Supervisors:** 1,874
- **Inmate Count:** 13,682

Hard to estimate question #4. We have many direct supervision custody staff members supervising inmate work and program assignments other than just those that man a post in the housing unit.

### California

- **Name and Title:** Brian Duffy Special Assistant to the Undersecretary, Operations
- **Email Address:** brian.duffy@cdcr.ca.gov
- **Correctional Officers (non-supervisors):** 8,003
- **Correctional Supervisors:** 1,761
- **Inmate Count:** 166,191

The answer to question #4 would require significant staff work to survey the state’s 33 institutions. Based upon the multiple designs, custody levels, and program needs of each of these facilities, each one has a different staffing level. If you require additional information, please contact Robert Neuschmid, Chief, Program Support Unit, at (916) 327-6387.

The numbers above reflect Prisons and Community Corrections facilities. The Community Corrections facilities are more commonly known as work release centers, residential treatment, violation of probation centers, etc. In regard to the number of persons incarcerated, the number is the prisons totaled 5453 and the number in community corrections totaled 1,176 for a combined total of 6,629 as listed in question 3.

### Colorado

- **Name and Title:** Bonnie Barr, Senior Statistical Analyst
- **Email Address:** bonnie.barr@doc.state.co.us
- **Correctional Officers (non-supervisors):** 2,949
- **Correctional Supervisors:** 464
- **Inmate Count:** 14,364

### Delaware

- **Name and Title:** Debra Craig, Planner V
- **Email Address:** Debbi.Craig@state.de.us
- **Correctional Officers (non-supervisors):** 1,593
- **Correctional Supervisors:** 188
- **Inmate Count:** 6,629

### Federal Bureau of Prisons

- **Name and Title:** Jennifer Batchelder, Supervisory Research Analyst
- **Email Address:** jbatchelder@bop.gov
- **Correctional Officers (non-supervisors):** 15,895
- **Correctional Supervisors:** 1,426
- **Inmate Count:** 172,284

I can’t provide staff information by shift.

### Illinois

- **Name and Title:** Steven P. Karr, Manager
- **Email Address:** Steve.Karr@doc.illinois.gov
- **Correctional Officers (non-supervisors):** 6,882
- **Correctional Supervisors:** 604
- **Inmate Count:** 45,368

### Indiana

- **Name and Title:** Amanda Copeland, Exec Dir Research & Technology
- **Email Address:** acopeland@idoc.in.gov
- **Correctional Officers (non-supervisors):** 3,824
- **Correctional Supervisors:** 795
- **Inmate Count:** 26,368

Staff and inmate counts are based on adult State facilities only. Shift data is currently not available.
## ASCA Responses: Staff to Inmate Ratio Survey (June 2010)

<table>
<thead>
<tr>
<th>State</th>
<th>Name and Title</th>
<th>Email Address</th>
<th>Correctional Officers (non-supervisors)</th>
<th>Correctional Supervisors</th>
<th>Inmate Count</th>
<th>Hours - 0800 - 1600</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kansas</td>
<td>Charles E. Simmons, Deputy Secretary, Facilities Management</td>
<td><a href="mailto:chuids@doc.ks.gov">chuids@doc.ks.gov</a></td>
<td>1,393</td>
<td>437</td>
<td>6.2</td>
<td>3.2</td>
<td>4.7</td>
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<tr>
<td>Louisiana</td>
<td>Tanisha Matthews, HR Director</td>
<td><a href="mailto:tmatthews@corrections.state.la.us">tmatthews@corrections.state.la.us</a></td>
<td>3,135</td>
<td>786</td>
<td>5.1</td>
<td>4.0</td>
<td>4.1</td>
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<tr>
<td>Maryland</td>
<td>George Hall, Director, Policy and Regulations</td>
<td><a href="mailto:ghall@dpscs.state.md.us">ghall@dpscs.state.md.us</a></td>
<td>6,266</td>
<td>822</td>
<td>3.5</td>
<td>7.6</td>
<td>3.1</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>Erin Gotovich, Executive Assistant</td>
<td><a href="mailto:elgotovich@doc.state.ma.us">elgotovich@doc.state.ma.us</a></td>
<td>2,834</td>
<td>904</td>
<td>4.0</td>
<td>3.1</td>
<td>3.0</td>
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<tr>
<td>Michigan</td>
<td>Teri Cline, Budget Officer</td>
<td><a href="mailto:dlinem@michigan.gov">dlinem@michigan.gov</a></td>
<td>7,648</td>
<td>839</td>
<td>6.0</td>
<td>9.1</td>
<td>5.4</td>
</tr>
<tr>
<td>Minnesota</td>
<td>Shari Burt, Communications Director</td>
<td><a href="mailto:shari.burt@state.mn.us">shari.burt@state.mn.us</a></td>
<td>1,955</td>
<td>137</td>
<td>4.6</td>
<td>14.3</td>
<td>4.3</td>
</tr>
</tbody>
</table>
### ASCA Responses: Staff to Inmate Ratio Survey (June 2010)

1. **State:**
   - Missouri
   - Montana
   - Nebraska
   - New Mexico
   - New York State
   - Oregon
   - Pennsylvania

2. **Name and Title:**
   - Missouri: Derek R. Hines, Chief Security Coor.
   - Montana: Bob Paul, Ross Swanson
   - Nebraska: Marian Layman, Agency HR Administrator
   - New Mexico: George Tapia, Deputy Director of Adult Prisons
   - New York State: Daniel Martuscello III, Director of Human Resources
   - Oregon: Cherie Greenwade
   - Pennsylvania: Steven Freeman, HR Analyst 3

3. **Email Address:**
   - Derek.Hines@doc.mo.gov
   - bpaul@mt.gov / rswanson@mt.gov
   - marian.layman@nebraska.gov
   - George.Tapia@state.nm.us
   - Daniel.MartuscelloIII@docs.state.ny.us
   - Cherie.L.Greenwade@doc.state.or.us
   - sfreeman@state.pa.us

4. **Correctional Officers (non-supervisors) - 0800 - 1600:**
   - Missouri: 4,820
   - Montana: 343
   - Nebraska: 1,015
   - New Mexico: 1,145
   - New York State: 18,987
   - Oregon: 2,413
   - Pennsylvania: 8,614

5. **Correctional Supervisors - 0800 - 1600:**
   - Missouri: 977
   - Montana: 53
   - Nebraska: 67
   - New Mexico: 100
   - New York State: 1,995
   - Oregon: 169
   - Pennsylvania: 736

6. **Inmate Count:**
   - Missouri: 4,820
   - Montana: 1,015
   - Nebraska: 1,015
   - New Mexico: 11,45
   - New York State: 18,987
   - Oregon: 2,413
   - Pennsylvania: 8,614

7. **Hours - 0800 - 1600:**
   - Missouri: 6.3
   - Montana: 4.2
   - Nebraska: 4.4
   - New Mexico: 3.2
   - New York State: 3.0
   - Oregon: 5.7
   - Pennsylvania: 5.6

8. **Comments:**
   - Missouri: QN2 the break down for supervisory staff: Sergeants 639; Lieutenants 210; Captains 106 & Majors 22. QN4 Would not allow a separation based on facility size; 40 staff would be the maximum number at a large facility; 10 staff would be assigned as a minimum number for a small facility or treatment center.
   - Montana: For question #4, please note the number of day shift custody staff only represents the number of custody staff on day shift, 6 a.m. to 2 p.m., and includes only Correctional Officers, Correctional Corporals, and Correctional Sergeants minus custody staff in the Control Centers. The number does not include Custody Management (Lieutenants, Captains, and Majors, nor does the number include Housing staff (Unit Caseworkers, Case Managers, Unit Managers and Unit Administrators). If you have any questions, please contact Marian Layman, NDCS HR Administrator, at 402/479-5752.
   - Pennsylvania: The Pennsylvania Dept. of Corrections uses 3 main shifts: 1st 0600-1400; 2nd 1400 to 2200; 3rd 2200 to 0600 hours. We do use a 0800 to 1600 shift for a select few positions that generally work a Monday thru Friday schedule. Our housing unit officer do not work a 0800 to 1600 shift. The figures in question #4 represent our estimated staffing on the 0600 - 1400 shift.
## ASCA Responses: Staff to Inmate Ratio Survey (June 2010)

### State: Rhode Island
- **Jeffrey Renzi**
- Email: jeff.renzi@doc.ri.gov
- **Corrections Officers (non-supervisors):**
  - **960**
- **Correctional Supervisors:**
  - **64**
- **Inmate Count:**
  - **3,453**
- **Hours - 0800 - 1600:**
  - **472**

### South Carolina
- **Bob Petersen, HR Director**
- Email: Petersen.Bob@doc.state.sc.us
- **Corrections Officers (non-supervisors):**
  - **2,592**
- **Correctional Supervisors:**
  - **1,165**
- **Inmate Count:**
  - **23,722**
- **Hours - 0800 - 1600:**
  - **250**

### Tennessee
- **Jim Dickman**
- Email: Jim.Dickman@tn.gov
- **Corrections Officers (non-supervisors):**
  - **2,466**
- **Correctional Supervisors:**
  - **762**
- **Inmate Count:**
  - **15,276**
- **Hours - 0800 - 1600:**
  - **826**

### Texas
- **Karen Hall-Manager, Executive Support**
- Email: karen.hall@tdcj.state.tx.us
- **Corrections Officers (non-supervisors):**
  - **26,179**
- **Correctional Supervisors:**
  - **3,049**
- **Inmate Count:**
  - **138,845**
- **Hours - 0800 - 1600:**
  - **2,319**

### Virginia
- **Helen S. Hinshaw, Manager, Research & Management Services Unit**
- Email: Helen.hinshaw@vadoc.virginia.gov
- **Corrections Officers (non-supervisors):**
  - **3,270**
- **Correctional Supervisors:**
  - **543**
- **Inmate Count:**
  - **16,986**
- **Hours - 0800 - 1600:**
  - **288**

### Washington
- **Dargie Sutton**
- Email: dargie.sutton@doc.wa.gov
- **Corrections Officers (non-supervisors):**
  - **3,270**
- **Correctional Supervisors:**
  - **543**
- **Inmate Count:**
  - **16,986**
- **Hours - 0800 - 1600:**
  - **288**

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<tr>
<td>West Virginia</td>
<td>Brad Douglas, Director of Research &amp; Planning</td>
<td><a href="mailto:brad.t.douglas@wv.gov">brad.t.douglas@wv.gov</a></td>
<td>844</td>
<td>274</td>
<td>6.0</td>
<td>3.1</td>
</tr>
<tr>
<td>Wyoming</td>
<td>Daniel Shannon, Prison Administrator</td>
<td><a href="mailto:dahann@wdoc.state.wy.us">dahann@wdoc.state.wy.us</a></td>
<td>529</td>
<td>174</td>
<td>3.7</td>
<td>3.0</td>
</tr>
<tr>
<td>TOTAL - 29</td>
<td>AVERAGE</td>
<td></td>
<td>5,002</td>
<td>776</td>
<td>6.4</td>
<td>7.4</td>
</tr>
</tbody>
</table>

* Includes a large number of CO II's (Sergeants) who supervise inmate work crews outside the prisons.