



NEW YORK CITY DEPARTMENT OF CORRECTION

# NEW YORK CITY DEPARTMENT OF CORRECTION STRATEGIC PLAN





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The New York City Department of Correction, established in 1895, provides for the care, custody and control of inmates consigned to it by the courts—both pre-trial defendants and those convicted and sentenced to terms of one year or less. The Department’s facilities include ten jails on Rikers Island—a 400-acre complex in Flushing Bay reachable by bridge from Queens—and jails in the Bronx, Brooklyn, Manhattan and Queens.

• Annual budget	\$1.036 billion (FY 2011)
• Total annual inmate admissions	94,683 (FY 2010)
• Average daily inmate population	13,049 (FY 2010)
• Average inmate length of stay (FY 2010)	50.6 days (pre-trial detainees) 36.1 days (sentenced inmates) 50.1 days (total population)

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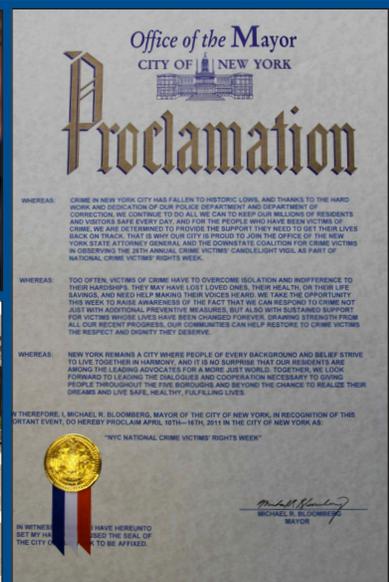
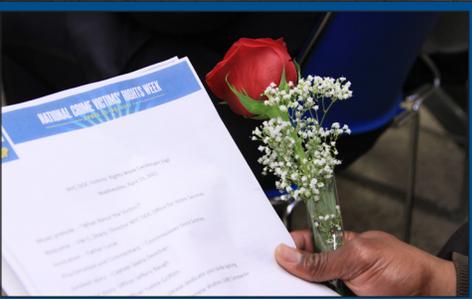
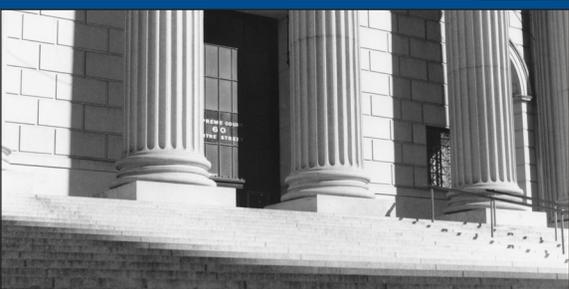
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## VISION • VALUE • MISSION

### VISION

To set the standard for excellence in the field of corrections

### VALUES

Effective and efficient operation of facilities will result in safe and secure jails

Inmates should be held accountable for their conduct and productively engaged to reduce recidivism

An outstanding workforce is one that excels at work and contributes to the community and should be supported and celebrated

Crime victims are key stakeholders in the effort to increase public safety

### MISSION

Keep New York City communities safe by securely and safely detaining inmates and preparing them for successful community reentry after their release from jail



## STRATEGIC ISSUE 1

Improve **public safety now**, while inmates are detained, by **employing corrections' best practices to maintain a safe, secure and constitutionally sound city jail system**

- Adopt back-to-basics (B-2-B) approach to custody management employing core correctional practices to ensure the safety of staff members and inmates
- Manage the population efficiently and effectively; maximize scarce resources and minimize incidents that can lead to serious injury to staff members and inmates
- Hold inmates accountable for their decisions and actions
- Maintain facilities that are consistently clean and in good repair
- Sustain inmate-staff interactions that are professional and focus on solving problems
- Establish minimum standards for staff performance and facility operations, ensure compliance and strive towards exceeding minimum standards on an on-going basis
- Engage inmates in appropriate and productive activities to reduce idleness and discourage misconduct
- Plan and prepare for emergencies, and ensure that viable and adequate emergency plans are in place



## STRATEGIC ISSUE 2

Improve **public safety later**, after inmates are released to the community by employing corrections' best practices to reduce readmissions to jail and ready the population to participate in their communities as civil and contributing members

- Develop individualized correction plans for all newly-admitted inmates consistent with their risk, needs assessments and anticipated time in detention, and update these plans periodically
- Prepare inmates for community reentry, based on assessed risks and needs and anticipated time in detention, in partnership with public, private and non-profit providers; offer discharge planning to both pretrial and sentenced inmates
- Formulate individualized correction plans consisting of a "discharge-planning kit," containing credentials and contact information critical to securing affordable housing and entry-level employment for every inmate detained three or more days, and for every inmate detained ten or more days a "skill-building roadmap" detailing each inmate's steps towards literacy, sobriety and employability in jail and after release
- Update individualized correction plans each time an inmate is readmitted to custody, and revise plans periodically
- Incentivize pro-social and positive problem-solving behavior




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### STRATEGIC ISSUE 3

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#### Recruit, train, retain, recognize and reward **excellence in the workforce**

- Recruit, retain and continuously support a qualified, diverse and dedicated workforce
- Formalize succession planning
- Develop a continuum of pre-service, in-service and promotional training and offer career development to prepare the workforce to perform with excellence, and grow professionally and personally throughout their DOC career
- Celebrate staff successes and reward staff contributions in the workplace and their communities
- Create a workplace that is a safe and supportive environment where staff is empowered to solve job-related problems based on their experience and training
- Identify and respond to work-related stressors such as vicarious trauma, and promote physical and emotional wellbeing




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## STRATEGIC ISSUE 4

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Provide **victim-focused and victim-friendly** information, support and services to the crime-victim community

- Ensure that crime victims and survivors have ready access to DOC for timely and up-to-date information and to participate comfortably in proceedings as by law
- Periodically review and revise DOC policy and practices and modify the physical plant as warranted
- Establish a victims services advisory board and build a coalition for collaboration
- Participate in and contribute to New York City's crime victims' agencies in ways that are meaningful to them
- Create capacity for inmates to participate in victim-focused activities that raise awareness within the population of the impact of their criminal conduct on victims and the community
- Expect inmates to make amends including payment of all court-ordered restitution and related costs, and provide opportunities for reparation