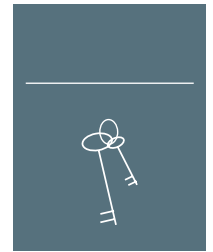


# DEPARTMENT OF CORRECTION

Louis A. Molina, Commissioner



## WHAT WE DO

The Department of Correction (DOC) is dedicated to creating safe and humane jails that provide individuals in the Department's care with a path to successfully re-enter their communities. Those in the Department's custody include individuals 18 years of age and older who are awaiting trial, who have been convicted and sentenced to less than one year of incarceration, and persons held on state parole warrants. Pursuant to New York's Raise the Age law, 16- and 17-year-olds were removed from Rikers Island prior to October 1, 2018. The Department operates eight facilities housing people in custody, seven of which are located on Rikers Island. The Department also operates court holding facilities in each of the five boroughs and one hospital prison ward.

Guided by correctional best practices and collaboration with criminal justice stakeholders, the Department continues to implement substantive reforms. With the goal of improving safety for staff and individuals in DOC custody, the Department is focused on increasing accountability for staff and people in custody; modernizing operations; improving data tracking and transparency; developing holistic approaches to behavior management and enhancing programs and services for those in custody to reduce idleness and promote skills development.

## FOCUS ON EQUITY

The Department is committed to maintaining jails that serve the public interest in a manner that fosters the public's trust. Fundamental to this commitment is the belief that the City's jails should be safe and humane, which is a guiding principle in all areas of reform that the Department undertakes.

With these goals in mind, DOC is focused on creating a culture of accountability and service to persons experiencing incarceration that will ultimately lead to safer and more humane jails. While the Department does not determine who comes into custody or how long an individual stays in a jail facility, DOC works hard to ensure that individuals in custody are provided with resources that support a safer environment in the jails. Everyone benefits when people in the Department's custody are given the tools they need to have less adverse contact with the justice system in the future. DOC offers a range of programming and services to meet an individual's unique needs and challenges, such as anger management, parenting skills, workforce development and vocational training, social services, as well as access to education, medical and mental health treatment, and substances abuse services offered by partner agencies. Individuals in need of a higher level of support, such as the young adult population and those in restrictive housing settings, are offered enhanced, targeted programming designed to support meaningful behavioral change and more constructive responses to violent conflict.

The Department maintains a public data dashboard of data related to jail operations, which is updated on a regular basis, with the goal of sharing information and outcomes with local, national and global stakeholders. In addition, DOC continues to enhance its infrastructure by repairing outdated equipment and fixtures and implementing innovative solutions to complex challenges.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Provide a safe and secure environment for individuals in custody, staff and host communities.**

- Goal 1a Ensure the security and safety of individuals in DOC custody.
- Goal 1b Ensure that use of force is authorized and appropriate.
- Goal 1c Provide individuals in custody with timely access to health services.
- Goal 1d Maximize bed capacity and address cell maintenance and repairs in a timely manner.
- Goal 1e Ensure timely transport of individuals in custody to courts throughout the City.

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### **SERVICE 2 Prepare individuals in custody for return to their neighborhoods as civil and contributing members.**

- Goal 2a Prepare as many individuals in custody as possible for successful release through participation in skills-building programs including educational opportunities, jobs training, behavioral interventions and mental health services.

# HOW WE PERFORMED IN FISCAL 2023

## SERVICE 1 Provide a safe and secure environment for individuals in custody, staff and host communities.

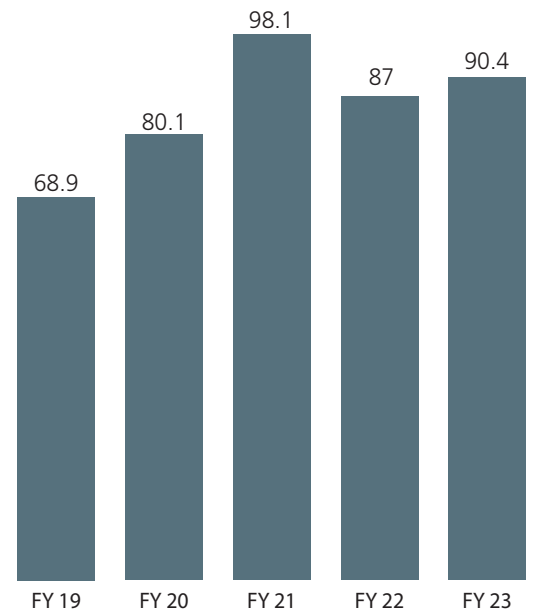
**Goal 1a** Ensure the security and safety of individuals in DOC custody.

Due to changes in broader criminal justice policies, the City's jail population has changed over the years and become more challenging to manage. The incarcerated population continues to grow, far surpassing population projections made in the early planning phases of the City's Borough-Based Jail Plan. The average daily population increased by six percent between Fiscal 2022 and 2023. New admissions increased by 22 percent in Fiscal 2023 and long case processing times in the court system have caused many individuals to remain in DOC custody for substantially longer than they otherwise would have on average over the past several years. However, the average length of stay decreased from 120 days in Fiscal 2022 to 104 days in Fiscal 2023, though it remains substantially higher than pre-pandemic lengths of stay. Nearly 22 percent of the population has been in custody for more than a year, with some having been in custody for three years or more. Data shows that the longer one remains in custody, the likelihood increases that they will be involved in a violent incident. Also on average, approximately 68 percent of individuals held in the Department's custody throughout the reporting period were awaiting trial for a violent felony offense, and at least 14 percent are affiliated with a security risk group, or gang. These factors contribute to a population that is larger than anticipated, spending longer in custody than in the past, and more prone to serious acts of violence and disruptive behavior while in custody.

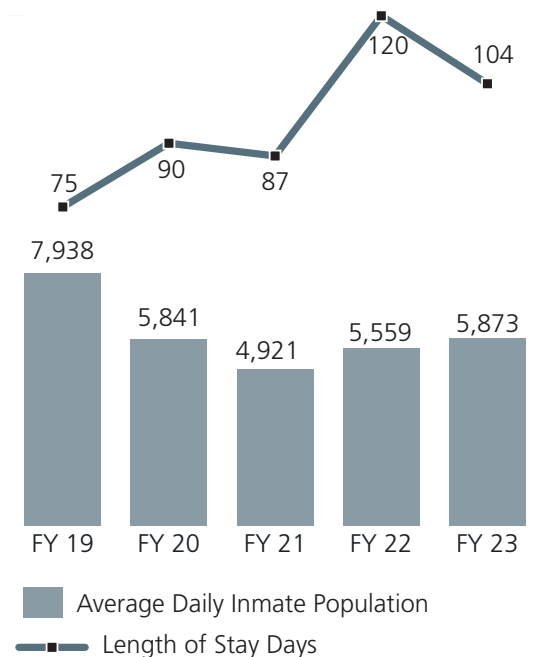
Since January 2022, DOC has been implementing a holistic and multi-pronged approach to reduce violence and stabilize operations, based in strong leadership, accountability, and correctional best practice. The Department ended the practice of housing by gang affiliation, which could give gangs a dangerous advantage over staff and other people in custody within a housing area. Rehousing of individuals in accordance with new policies began in Fiscal 2022 and continued into Fiscal 2023. Over the course of Fiscal 2023, the Department worked with a nationally renowned expert to develop and implement a restrictive housing system that adheres to correctional best practice and safely and appropriately manages individuals in custody who commit egregious acts of violence. As part of DOC's focus on increased accountability for people in custody, jail-based arrests of individuals in custody increased by 64 percent between Fiscal 2022 and 2023. These violence reduction initiatives, as well as other broad initiatives, were supported by enhanced programming and services, as well as infrastructure upgrades such as new cell doors.

Taken together, the results of ongoing violence reduction efforts can be seen across many different indicators, including those related to incidents of violence. Fight/assault infractions decreased by eight percent and stabbings and slashings decreased by 21 percent between Fiscal 2022 and 2023. This is the first time the Department has seen a decrease in stabbings and slashings since Fiscal 2019. Correspondingly, serious injury to individuals in custody as a result of violent incidents among individuals in custody decreased by 19 percent during this time period,

**Violent Incidents Among Individuals in Custody (Monthly Rate per 1,000 ADP)**



**Individual(s) in Custody Population and Length of Stay**



and serious injury to staff as a result of assault on staff by individuals in custody decreased by 11 percent. Assault on staff by individuals in custody decreased by 22 percent. All violent incidents require a post-incident search to recover any contraband weapons. Fewer violent incidents contributed, in part, to a 24 percent decrease in searches conducted and a 27 percent decrease in contraband weapons recovered between Fiscal 2022 and Fiscal 2023. Increased safety and security within the jails allowed the Department to stabilize a number of operations and improve access to important programs and services throughout the fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
● Admissions	39,420	23,317	16,179	17,803	21,691	*	*	Down	*
● Average daily population	7,938	5,841	4,961	5,559	5,873	*	*	Down	Down
Individuals in custody in Security Risk Group (% ADP)	16.4%	18.5%	22.6%	18.9%	14.2%	*	*	Neutral	Down
Fight/assault infractions	12,008	11,191	11,214	9,248	8,503	*	*	Down	Down
Jail-based arrests of individuals in custody	490	258	145	234	384	*	*	Down	Down
Searches	328,750	282,048	268,579	223,310	169,119	*	*	Down	*
Weapons recovered	2,882	2,439	2,159	5,022	3,651	*	*	Up	*
★ Violent incidents among individuals in custody (monthly rate per 1,000 ADP)	68.9	80.1	98.1	87.0	90.4	↓	↓	Up	Down
★ Serious injury to individuals in custody as a result of violent incidents among individuals in custody (monthly rate per 1,000 ADP)	2.5	9.6	13.0	18.9	15.4	↓	↓	Up	Down
★ Assault on staff by individual in custody (monthly rate per 1,000 ADP)	12.5	15.8	19.6	15.8	12.3	↓	↓	Neutral	Down
★ Serious injury to staff as a result of assault on staff by individual in custody (monthly rate per 1,000 ADP)	0.49	0.65	0.52	0.45	0.40	↓	↓	Down	Down
★ Escapes	1	2	1	3	1	↓	↓	Up	Down
★ Non-natural deaths of individuals in custody	2	0	5	9	8	↓	↓	Up	Down
Stabbings and Slashings	106	123	247	491	387	*	*	Up	Down
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

**Goal 1b** Ensure that use of force is authorized and appropriate.

The Department is intensely focused on providing members of service with the training and supervision they need to apply use of force in line with DOC policy and correctional best practices. Despite an increase in population, overall use of force incidents remained neutral. Notably, in Fiscal 2023, use of force incidents with serious injuries and with minor injuries decreased by 37 percent and 28 percent, respectively, meaning fewer injuries to staff and people in custody resulted from use of force interventions. Each use of force incident is closely reviewed to identify any incident in which force was misused and impose discipline appropriately. The Department continues its efforts to reduce unnecessary use of force and the situations that may give rise to a use of force.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Incidents of use of force - total	6,670	6,806	7,506	7,080	7,000	*	*	Neutral	Down
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	1.56	2.63	5.31	6.50	4.13	↓	↓	Up	Down
Department use of force incidents with minor injury (rate per 1,000 ADP)	19.51	17.79	17.51	12.06	8.73	*	*	Down	Down
Department use of force incidents with no injury (rate per 1,000 ADP)	49.03	77.95	102.29	87.23	86.64	*	*	Up	Down
Incidents and allegations of use of force	7,064	7,047	7,743	7,302	7,195	*	*	Neutral	Down
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

**Goal 1c** Provide individuals in custody with timely access to health services.

NYC Health + Hospitals/Correctional Health Services (CHS) provides medical and mental health services for individuals in DOC custody. CHS determines whether an individual requires a scheduled medical encounter and schedules an appointment for the individual. Individuals may be scheduled for a medical encounter at the facility’s clinics, elsewhere on Rikers Island, or off-island for any number of reasons, including but not limited to sick call, urgent medical need, follow-up, mental health, on-island/off-island dental, specialized discharge planning, and medication distribution. The Department works in close collaboration with CHS to produce as many individuals as possible to the clinic on a given day, while taking into account any separation orders or other safety concerns, as well as the size and capacity of the clinics.

Between Fiscal 2022 and 2023, individual in custody health clinic visits, which consists of the number of health clinic visits made as a result of the DOC sick call process and phone calls to CHS’s supplementary Health Triage Line, increased by 131 percent, from 14,600 to 33,735. Individuals seeking the medical care provided by CHS for non-emergency medical complaints request to do so by making requests to DOC staff or calling the Health Triage Line, so a certain increase in appointments is to be expected with an increase in population. Additionally, a focus on increased efficiencies in clinic production throughout the fiscal year has resulted in a higher number of individuals in custody accessing the clinic. Other health clinic visits for mental health, medication management, dental, follow-up visits, etc. have also increased, which has increased the average clinic waiting time from 11 to 14 minutes.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Individuals in custody with a mental health diagnosis (% ADP)	45%	46%	53%	50%	51%	*	*	Up	*
Individuals in custody with a serious mental health diagnosis (% ADP)	16.8%	14.8%	16.5%	16.2%	18.9%	*	*	Up	*
Individual in custody health clinic visits	81,405	52,146	16,884	14,600	33,735	*	*	Down	*
★ – Average clinic waiting time (minutes)	18	17	7	11	14	↓	↓	Down	Down
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None									

**Goal 1d** Maximize bed capacity and address cell maintenance and repairs in a timely manner.

The jail population as a percent of capacity increased from 75 percent in Fiscal 2022 to 79 percent in Fiscal 2023. This increase is likely attributable in part to increased time to process cases in the court system, causing individuals to remain in DOC custody for additional time.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Jail-cells unavailable (short-term repair) (%)	3.7%	4.3%	3.7%	4.3%	2.9%	1.0%	1.0%	Down	Down
★ Population as percent of capacity (%)	72%	63%	65%	75%	79%	96%	96%	Up	*
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None									

**Goal 1e** Ensure timely transport of individuals in custody to courts throughout the City.

During Fiscal 2023, 92 percent of individuals in custody who were scheduled were successfully produced at court, out of a total of 94,606 scheduled on-site court appearances. Individuals can appear for certain types of court appearances via teleconference, which does not require the individual to leave the jail facility. In Fiscal 2023, 3,681 teleconference court appearances were scheduled, and individuals in custody were successfully produced for 89 percent of those appearances.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
● On-trial individuals in custody delivered to court on-time (%)	97.2%	96.7%	94.6%	79.1%	81.9%	95.0%	95.0%	Down	Up
Total scheduled on-site court appearances	NA	NA	NA	NA	94,606	*	*	NA	*
Total scheduled on-site court appearances produced (%)	NA	NA	NA	NA	91.5%	*	*	NA	Up
Total scheduled teleconference court appearances	NA	NA	NA	NA	3,681	*	*	NA	*
Total scheduled teleconference court appearances produced (%)	NA	NA	NA	NA	88.9%	*	*	NA	Up
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None									

## SERVICE 2 Prepare individuals in custody for return to their neighborhoods as civil and contributing members.

**Goal 2a** Prepare as many individuals in custody as possible for successful release through participation in skills-building programs including educational opportunities, jobs training, behavioral interventions and mental health services.

Individuals in the Department’s custody can access an array of robust services to meet their goals and needs. Services such as anger management, parenting classes, job readiness, recreation, and fine and performing arts are offered in group settings. During Fiscal 2023, 41,869 group facilitation sessions were provided to individuals in custody. One-on-one sessions include services such as individual counseling, transition planning, and social services. In Fiscal 2023, 8,279 one-on-one sessions were provided. Workforce Development programs provide career and technical education through an array of courses, such as automotive, barbering, barista, carpentry, cosmetology, culinary arts, digital literacy, driving, make-up artistry, music engineering, small business, welding, and certifications on areas such as CPR, flagging/scaffolding, OSHA 30. In addition, the Department of Education provides education in schools and on select housing units, with an average daily attendance of 49 individuals. DOC also provides post-secondary education programming, such as college readiness course, for those seeking to further their education. The Department seeks feedback from people in custody on an ongoing basis to ensure programs, services, and enrichment activities are aligned with their interests and revises its offerings accordingly.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Individuals in custody participating in programs, services and activities (%)	NA	NA	NA	7.2%	11.3%	10.0%	10.0%	NA	Up
Average daily attendance in school programs	77	60	11	32	67	*	*	Down	*
Total number of enrollments in workforce development programs	NA	NA	NA	NA	4,275	*	*	NA	*
Number of group facilitation sessions provided to individuals in custody	NA	NA	NA	NA	41,869	*	*	NA	*
Number of one-on-one sessions provided to individuals in custody	NA	NA	NA	NA	8,279	*	*	NA	*
Total number of individuals in custody participated in post-secondary education programs	NA	NA	NA	NA	39	*	*	NA	*

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Workplace injuries reported	4,291	4,301	3,911	2,207	1,822	*	*	Down	Down
Accidents involving individuals in custody	27	241	270	283	252	*	*	Up	Down
Payout (\$000)	NA	NA	NA	NA	\$19,982	*	*	NA	Down

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	100.0%	100.0%	0.0%	91.7%	100.0%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100.0%	100.0%	0.0%	72.8%	78.0%	*	*	Down	Up

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

# AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	
Expenditures (\$000,000) <sup>3</sup>	\$1,374.5	\$1,287.2	\$1,259.3	\$1,391.8	\$1,358.2	\$1,250.4	\$1,165.9	Neutral
Revenues (\$000,000)	\$19.9	\$12.6	\$11.4	\$11.8	\$11.7	\$11.8	\$11.8	Down
Personnel (uniformed)	10,189	9,237	8,388	7,068	6,299	7,060	7,060	Down
Personnel (civilian)	1,857	1,803	1,661	1,559	1,552	1,797	1,801	Down
Overtime paid (\$000,000)	\$180.1	\$146.6	\$153.2	\$262.9	\$296.4	\$132.7	\$132.7	Up
Capital commitments (\$000,000)	\$57.9	\$42.2	\$62.0	\$499.3	\$77.5	\$1,129.7	\$3,194.9	Up

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>Expenditures include all funds "NA" - Not Available  
 \* None

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY22 <sup>1</sup> (\$000,000)	Modified Budget FY23 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,174.2	\$1,131.7	
001 - Administration	\$110.6	\$113.9	All
002 - Operations	\$1,063.6	\$1,017.7	All
Other Than Personal Services - Total	\$217.7	\$226.6	
003 - Operations	\$202.1	\$199.1	All
004 - Administration	\$15.6	\$27.5	All
Agency Total	\$1,391.8	\$1,358.2	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2023, as of June 2023. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \*None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Previously, the Department reported the number of sessions offered, as well as the number of participants served, under the Targeted Approach to Jail Services contract. In Fiscal 2024, the Department discontinued this contract and in-sourced these services. The following indicators in Goal 2a have been eliminated to reflect this change:
  - 'Targeted approach to jail services—Number of Sessions'
  - 'Targeted approach to jail services—Number of Participants'
- The Department continues to report services captured in previous Mayor's Management Reports under Goal 2a, however, they are now reported as either group services or individualized services, instead of as individual service components. This allows the Department to more consistently and effectively report service utilization, as indicators are not subject to change year-to-year with changes to individual service components that result from new contracts, emerging research in jail-based programs and services, or new initiatives. As a result, these indicators in Goal 2b have been retired and replaced:
  - 'Average daily number of individuals in custody in counseling programs and service'
  - 'Average daily number of individuals in custody in education programs'
  - 'Average daily number of individuals in custody in external provider programs and services'

- ‘Average daily number of individuals in custody in fine arts programs and activities’
- ‘Average daily number of individuals in custody in the PAWS programs’
- ‘Average daily number of individuals in custody in recreation programs’
- ‘Average daily number of individuals in custody in workforce development programs’
- These new indicators have been added to goal 2a to replace the previous program indicators mentioned above:
  - ‘Total number of enrollments in workforce development programs’
  - ‘Number of group facilitation sessions provided to individuals in custody’
  - ‘Number of one-on-one sessions provided to individuals in custody’
  - ‘Total number of individuals in custody participated in post-secondary education programs’
- The following indicators have been added to goal 1e:
  - ‘Total scheduled on-site court appearances’
  - ‘Total scheduled on-site court appearances produced (%)’
  - ‘Total scheduled teleconference court appearances’
  - ‘Total scheduled teleconference court appearances produced (%)’
- Goal 3a, ‘Provide timely notifications to crime victims’ has been retired, along with the indicators ‘Victim Identification Notification Everyday (VINE) system registrations’ and ‘VINE confirmed notifications’. The VINE is a national service that has expanded to cover 48 states and 2,900 incarceration facilities. Due to expansion and technological advances, the service is now managed by a national organization as opposed to individual incarceration facilities and, therefore, NYC DOC does not have access to notification data or other data related to VINE services, though these services continue to be available.
- ‘Payout (\$000),’ the amount paid out in judgments and claims against against an agency, was added to the ‘Agency-wide Management’ table.

## ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC: <http://equity.nyc.gov/>

For more information on the agency, please visit: [www.nyc.gov/doc](http://www.nyc.gov/doc).

You can view the DOC Data Dashboard by visiting: [www.nyc.gov/site/doc/about/doc-data-dashboard.page](http://www.nyc.gov/site/doc/about/doc-data-dashboard.page)