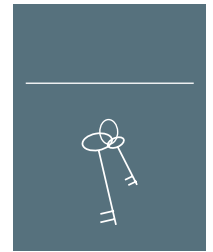


DEPARTMENT OF CORRECTION

Louis A. Molina, Commissioner



WHAT WE DO

The Department of Correction (DOC) is dedicated to creating safe and humane jails that provide individuals in our 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 1st, 2018. The Department operates seven facilities housing people in custody, six 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; improving staffing ratios; 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 building jails that serve the public interest and foster the public's trust. Fundamental to this commitment is the belief that the City's jails should be safe and humane. Humane treatment and safety are not two separate goals or parallel tracks; they are inextricably linked and serve as a guiding principle in all areas of reform that the Department undertakes as it works to undo decades of mismanagement and neglect.

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. In recent months, the Department has appointed more than 30 new leaders, both from within and outside of the City of New York, bringing diverse perspectives from all over the country. Many of these men and women have broad experience in corrections, law enforcement and business management. They bring new vision and fresh ideas to the Department as they focus on improving the quality of services within the jails, increasing accountability, restoring best correctional practices, enhancing support for staff, increasing programming and educational opportunities, and leveraging data and technology to modernize and improve operations.

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, including credible messengers, faith-based services, vocational training, and 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.

DOC has developed a dedicated business unit with expertise in strategic process design, management and program evaluation to ensure it is an evidence-based agency. With the support of this unit, the Department posted a public data dashboard in August 2022, 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 challenges that have been decades in the making.

OUR SERVICES AND GOALS

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.
-

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.
 - Goal 2b Reduce idleness by increasing participation of individuals in custody in mandated and other programs, services and activities.
-

SERVICE 3 Provide correction-related services and information to the public.

- Goal 3a Provide timely notifications to crime victims.

HOW WE PERFORMED

- Due to changes in broader criminal justice policies, the Department's population has changed over the years and become more challenging to manage. Despite the 25 percent increase in admissions, the incarcerated population has remained steady with an average daily population of 5,771 in the previous reporting period as compared to 5,753 in the first four months of Fiscal 2023. Approximately 40 percent of individuals held in the Department's custody throughout the reporting period were awaiting trial for a violent felony offense (i.e., murder, manslaughter, and felony assault) and approximately 15 percent of those in custody are affiliated with a security risk group, or gang. These factors and others contribute to a population that is larger than anticipated, spending longer time in custody than in the past and are more prone to serious acts of violence and disruption while in custody.
- The challenge of managing the population was exacerbated by staffing shortages that impacted operations throughout the Department. DOC has been focused on promoting staff accountability by returning officers from sick leave to facility posts. In January 2022, the average daily sick percentage was 26.1 percent. Through efforts to bring the workforce back to the facilities, the Department has reduced that number to only 12.2 percent in October 2022, with more staff returning to the facilities each day. Improved staffing levels and more efficient staff deployment have allowed the Department to better supervise people in custody and bring programs and services back to the facilities that were paused or modified during the COVID-19 pandemic.
- 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. This focus has contributed to an increase in jail-based arrests of individuals in custody by 66 percent over the first four months of Fiscal 2023 compared to the same period in Fiscal 2022, from 82 to 136.
- In the beginning of Calendar 2022, the Department implemented a Violence Reduction Plan at the Robert N. Davoren Center, which predominantly houses individuals under the age of 22. As part of the plan, the Department blended gangs in housing units, expanded searches for weapons and other contraband, improved staff supervision, and increased and enhanced targeted programming. In July through October of Fiscal 2023, DOC saw almost no change in the number of slashings and stabbings Department-wide as compared to the previous reporting period. However, the rate of serious injury to individuals in custody as a result of violent incidents decreased by 8 percent. Serious injury to staff resulting from assault from individuals in custody has decreased by 32 percent, assault on staff by individuals in custody has decreased by 26 percent and fight/assault infractions decreased by 17 percent. The aforementioned decrease in assaults on staff can likely explain the subsequent decrease in workplace injuries reported (37 percent). The Department will be expanding the Violence Reduction Plan to other facilities throughout Fiscal 2023.
- During the reporting period, DOC worked to finalize a contract with a new tablet vendor that could provide enhanced features on the tablets, including increased language access capabilities, free e-books, and the ability for incarcerated individuals to make phone calls from their tablets. Tablets are a critical tool for reducing idleness and ensuring that people in custody can engage in programmatic and educational activity, which in turn could reduce violence.
- While DOC's rates of use of force incidents with no injuries and minor injuries decreased from 13.38 to 11.52 and 99.60 to 91.88 incidents per 1,000 individuals, respectively, in the first four months of Fiscal 2023 as compared to Fiscal 2022, DOC's rates of use of force incidents with serious injury increased from 6.39 to 7.50 incidents per 1,000 individuals. The Department continues its efforts to ensure staff are provided with the training and supervision they need to consistently apply use of force in line with DOC policy and correctional best-practice.
- Although the total number of searches has decreased by 19 percent in the first four months of Fiscal 2023 as compared to Fiscal 2022, the proportion of those searches that are considered Tactical Search Operations (TSOs) has increased significantly. TSOs are a correctional best-practice. They are strategic searches that are more labor intensive and yield more contraband than other types of searches. This may, in part, explain the 43 percent increase in weapons recovered. DOC staff recovered nearly 1,600 weapons between July and October of Fiscal 2023.

- Average daily attendance in school programs increased by 170 percent during the reporting period. DOC has largely resumed in-person programs, services, and activities that were suspended or modified during the COVID-19 pandemic, and has subsequently seen an increase in participation rates in those services including counseling, external provider, school and fine arts programs.
- “Individual in custody health clinic visits”, which consists of the number of health clinic visits made as a result of calls to the Health Triage Line, increased by 154 percent, which may have contributed to an increase in the average clinic waiting time by 30 percent. The Department aims to produce as many individuals to the clinic as possible.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
● Admissions	23,317	16,179	17,803	*	*	5,779	7,247
● Average daily population	5,841	4,961	5,559	*	*	5,771	5,753
Individuals in custody in Security Risk Group (% ADP)	18.5%	22.6%	18.9%	*	*	19.6%	15.4%
Fight/assault infractions	11,191	11,214	9,248	*	*	3,411	2,827
Jail-based arrests of individuals in custody	258	145	234	*	*	82	136
Searches	282,048	268,579	223,310	*	*	76,425	62,182
Weapons recovered	2,439	2,159	5,022	*	*	1,103	1,577
★ Violent incidents among individuals in custody (monthly rate per 1,000 ADP)	80.1	98.1	87.0	↓	↓	93.8	99.1
★ Serious injury to individuals in custody as a result of violent incidents among individuals in custody (monthly rate per 1,000 ADP)	9.6	13.0	18.9	↓	↓	19.2	17.7
★ Assault on staff by individual in custody (monthly rate per 1,000 ADP)	15.8	19.6	15.8	↓	↓	18.5	13.7
★ Serious injury to staff as a result of assault on staff by individual in custody (monthly rate per 1,000 ADP)	0.65	0.52	0.45	↓	↓	0.65	0.44
★ Escapes	2	1	3	↓	↓	3	1
★ Non-natural deaths of individuals in custody	0	5	8	↓	↓	3	6
Stabbings and Slashings	123	247	491	*	*	156	158
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Incidents of use of force - total	6,806	7,506	7,080	*	*	2,758	2,551
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	2.63	5.31	6.50	↓	↓	6.39	7.50
Department use of force incidents with minor injury (rate per 1,000 ADP)	17.79	17.51	12.06	*	*	13.38	11.52
Department use of force incidents with no injury (rate per 1,000 ADP)	77.95	102.29	87.23	*	*	99.60	91.88
Incidents and allegations of use of force	7,047	7,743	7,302	*	*	2,845	2,629
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Individuals in custody with a mental health diagnosis (% ADP)	46%	53%	50%	*	*	49%	51%
Individuals in custody with a serious mental health diagnosis (% ADP)	14.8%	16.5%	16.2%	*	*	16.2%	18.0%
Individual in custody health clinic visits	52,146	16,884	14,600	*	*	4,274	10,837
★ – Average clinic waiting time (minutes)	17	7	11	↓	↓	8	11
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Jail-cells unavailable (short-term repair) (%)	4.3%	3.7%	4.3%	1.0%	1.0%	4.1%	3.5%
★ Population as percent of capacity (%)	63%	65%	75%	96%	96%	74%	78%
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
● On-trial individuals in custody delivered to court on-time (%)	96.7%	94.6%	79.1%	95.0%	95.0%	75.4%	72.2%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Targeted approach to jail services - Number of Sessions	NA	NA	11,913	*	*	2,252	6,503
★ Targeted approach to jail services - Number of Participants	NA	NA	6,526	↑	↑	4,256	11,518
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 2b Reduce idleness by increasing participation of individuals in custody in mandated and other programs, services and activities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Average daily number of individuals in custody in counseling programs and services	NA	NA	272	*	*	207	439
Average daily number of individuals in custody in education programs	NA	NA	27	*	*	3	2
Average daily number of individuals in custody in external provider programs and services	NA	NA	72	*	*	29	52
Average daily number of individuals in custody in fine arts programs and activities	NA	NA	27	*	*	11	16
Average daily number of individuals in custody in the PAWS programs	NA	NA	24	*	*	NA	20
Average daily number of individuals in custody in recreation programs	NA	NA	133	*	*	132	116
Average daily number of individuals in custody in workforce development programs	NA	NA	46	*	*	26	30
Average daily attendance in school programs	60	11	32	*	*	14	38
★ Individuals in custody participating in programs, services and activities (%)	NA	NA	7.2%	10.0%	10.0%	4.3%	11.0%
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

SERVICE 3 Provide correction-related services and information to the public.

Goal 3a Provide timely notifications to crime victims.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Victim Identification Notification Everyday (VINE) system registrations	18,843	16,113	4,998	*	*	4,998	NA
VINE confirmed notifications	29,484	26,303	12,504	*	*	12,504	NA

★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Workplace injuries reported	4,301	3,911	2,207	*	*	1,194	748
Accidents involving individuals in custody	241	270	283	*	*	102	112

★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Customer Experience							
Letters responded to in 14 days (%)	100.0%	0.0%	91.7%	*	*	75.0%	100.0%
E-mails responded to in 14 days (%)	100.0%	0.0%	72.8%	*	*	51.8%	79.8%

★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23 ¹	FY24 ¹	FY22	FY23
Expenditures (\$000,000) ²	\$1,287.2	\$1,259.3	\$1,391.8	\$1,275.4	\$1,250.4	\$1,196.1	\$466.1	\$462.3
Revenues (\$000,000)	\$12.6	\$11.4	\$11.8	\$15.3	\$11.8	\$11.8	\$3.9	\$3.6
Personnel (uniformed)	9,237	8,388	7,068	7,060	7,060	7,060	7,842	6,735
Personnel (civilian)	1,803	1,661	1,559	2,042	1,797	1,796	1,621	1,523
Overtime paid (\$000,000)	\$146.6	\$153.2	\$262.9	\$132.7	\$132.7	\$132.7	\$75.6	\$83.5
Capital commitments (\$000,000)	\$42.2	\$62.0	\$499.3	\$1,137.9	\$1,129.7	\$2,391.1	\$9.0	\$33.1

¹January 2023 Financial Plan. ²Expenditures include all funds "NA" - Not Available

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 ¹ (\$000,000)	January 2023 Financial Plan FY23 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$1,174.2	\$1,014.6	
001 - Administration	\$110.6	\$127.5	All
002 - Operations	\$1,063.6	\$887.2	All
Other Than Personal Services - Total	\$217.7	\$235.7	
003 - Operations	\$202.1	\$208.2	All
004 - Administration	\$15.6	\$27.5	All
Agency Total	\$1,391.8	\$1,250.4	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds. ²Includes all funds. ³Refer to agency goals listed at front of chapter. “NA” Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

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.

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

