

DOC Antiviolence Reform Agenda

14-point plan to combat violence and promote safety



Key messages

As part of the Reform Agenda, the DOC identified a 14-point plan to aggressively combat violence and promote a culture of safety on Rikers Island. This plan represents the administration's continued commitment to reform Rikers Island after decades of neglect **to reduce violence and improve safety in the jails.**

Five major initiatives to reduce violence are at the heart of the plan:

- Keep weapons, drugs and contraband out of Rikers, including visitor reforms
- Create an integrated classification and housing strategy
- Provide comprehensive security camera coverage
- Design effective inmate education opportunities and services to reduce idle time
- Redefine first line incident response

Nine additional initiatives will help move DOC toward a culture of safety by creating and expanding common-sense managerial and operational practices to strengthen performance, accountability, ownership and transparency:

- Improve leadership development and culture
- Redefine the Investigations Division
- Design a recruitment, hiring and staff selection plan
- Design a staff performance management plan
- Implement operational performance metrics and analysis
- Create a well-defined supply distribution process
- Improve custody management processes
- Expand targeted training for officers and non-uniformed staff
- Raise facilities to a state of good repair






Each of these initiatives has been launched and has actions already complete. Full impact will be achieved over multiple years, given the deep-rooted mindsets and behaviors of staff that must be changed.










DOC Antiviolence Reform Agenda


14-point plan to combat violence and promote safety

Supporting the Culture Change at Rikers

Reducing Violence

-  Keep weapons and drugs out of Rikers
-  Create an integrated classification and housing strategy
-  Provide comprehensive security camera coverage
-  Design effective inmate education opportunities and services
-  Redefine First Line Incident Response

-  Improve leadership development and culture
-  Redefine Investigations Division
-  Design a recruitment, hiring, and staff selection plan
-  Design a staff performance management plan
-  Implement operational performance metrics and analysis
-  Create a well-defined supply distribution process
-  Improve custody management processes
-  Expand targeted training
-  Raise Facilities to a state of good repair

 **Implement immediate improvements**

 **Improve internal & external communications**

Each initiative targets violence reduction in a unique way (1/4)

Initiative

Objective and impact



Keep weapons and drugs out of Rikers

DOC will improve overall search procedures upon entering facilities, with a focus on utilizing the best available equipment (e.g., body scanners). Enhanced front-gate search procedures will include best practices learned from other agencies (e.g., TSA) and practices currently used inside facilities (e.g., canine search). In addition, locker rooms will be relocated outside of facilities so that staff and visitors will no longer need to bring certain items into facilities. The flow of contraband into facilities will be reduced, and rates of violence will decrease as a result.



Create an integrated classification and housing strategy

DOC will create an inmate housing and assignment strategy that reduces the number of high-risk combinations of inmates in the same housing area, while also housing inmates in areas best equipped for their needs. We will also stand up enhanced supervision housing areas to house the most challenging inmates and amend existing directives on punitive segregation to eliminate the backlog and reduce delays. We will further evaluate and improve the processes in place to ensure housing assignment and inmate movement is effectively executed. Our efforts will reduce inmate violence by decreasing the number of opportunities for inmates to engage in incidents and preventing high-risk combinations of inmates from encountering each other.



Improve custody management processes

DOC will identify the appropriate number of cameras needed across facilities in order to give leaders a more transparent view of daily operations. We will then deploy cameras and begin collecting a more comprehensive record of officer and inmate behavior. Our efforts will increase transparency and drive adherence to established safety procedures. They will also bolster forensic records, to be used in investigations and training to increase safety and accountability.



Provide comprehensive security camera coverage

Each initiative targets violence reduction in a unique way (2/4)

Initiative

Objective and impact



Design effective inmate education opportunities and services

DOC will ensure that the most effective programs are being implemented across facilities by evaluating each, keeping only the most effective, and ensuring inmates have access to them. We will design programs to fill gaps in the current program offering (e.g., vocational training). Our efforts will reduce idle time in housing units and increase safety as a result; idle time is noted by experts to be a key driver of violence. They will also enhance the professional and personal capabilities of inmates to reduce recidivism.



Redefine First Line Incident Response

DOC will increase the effectiveness of the Emergency Services Unit (ESU) by overhauling response procedures, tactical equipment, and physical location of headquarters. We will develop measurements to quantify ESU performance (e.g., time from incident start to control) and evaluate execution. Our efforts will reduce overall violence levels by improved intelligence and increased capabilities and will decrease response times to incidents and reduce the collateral damage of violence that occurs.



Improve leadership development and culture

DOC has conducted an agency-wide leadership and culture baseline survey to identify areas of strength and improvement for the Department. Going forward, we will transform the culture and leadership of DOC in order to ensure success of the overall performance transformation. Our efforts will better develop leaders and change DOC's culture to ensure success of individual initiatives and the overall reform agenda.



Redefine Investigations Division

DOC will improve the capabilities of the Investigations Division by hiring investigators, streamlining processes, and modernizing equipment. Our efforts will dramatically improve the utilization of investigations to improve officer safety and reduce case processing time and improve quality of investigations.

Each initiative targets violence reduction in a unique way (3/4)

Initiative

Objective and impact



Design a recruitment, hiring, and staff selection plan

DOC will design a recruitment, hiring, and staff selection plan to ensure that we have sufficient quantity and quality of officers. We will create a hiring process that is rapid, has high yield levels, and produces candidates that are likely to be quality officers while establishing a formal recruiting function that actively sources candidates. Our efforts will ensure that the DOC has the right quantity and quality of staff to establish a safe, controlled jail environment for both inmates and staff.



Design a staff performance management plan

DOC will implement a performance review process for all staff that makes performance standards clear, is fair and transparent, provides a career path through the Department for high performers, and holds low performers accountable. Our efforts will create a safe environment for staff and inmates and ensure that high quality staff members are trained, rewarded, and promoted while minimizing the number of underperforming DOC staff.



Implement operational performance metrics and analysis



DOC will implement an operational performance management process to track metrics across divisions and facilities and create action plans to address priority safety measures, with the goal of increasing transparency and leadership accountability. Our efforts will improve officer and inmate safety by providing transparency into DOC operations to enable faster, more targeted improvements to and focusing on leading indicators of violence.




Create a well-defined supply distribution process









































DOC will evaluate and improve existing inventory practices from the central storehouse through individual units in facilities. We will identify and alleviate pain points and create a sustainable inventory management model to monitor performance at all links in the supply chain. Our efforts will increase jail safety by eliminating false scarcity and shortages of key supplies that lead to inmate violence.

Each initiative targets violence reduction in a unique way (4/4)

Initiative	Objective and impact
 Expand targeted training	DOC will improve core correctional practices (e.g., searches) and capabilities (e.g., interpersonal communications) by enhancing its training curriculum on critical topics. We will increase the quantity and quality of officers trained to serve special populations (e.g., mental health). Our efforts will result in officers that can better manage inmate behavior in special populations that leads to violence in jails and increased dissemination of best safety practices across the Department as trained officers share knowledge.
 Raise Facilities to a state of good repair	DOC will execute its capital improvement plan in order to build new, state-of-the-art facilities, renovate current facilities to better serve our population, and demolish facilities that are beyond economical repair. Our efforts will increase safety as new facilities will be compliant with current best population management practices, and older facilities will be equipped with basic amenities (e.g., heating and cooling) and rid of decaying parts that can be used as weapons (e.g., broken floor tiles).






These initiatives address the themes raised by staff

 Initiative addresses theme



Initiative	Reducing Violence					Supporting the Culture Change at Rikers							Supporting initiatives			
																
Survey theme	Keep weapons and drugs out of Rikers	Create an integrated housing and classification strategy	Comprehensive security camera coverage	Design effective inmate education opportunities and services	Redefine First Line Incident Response	Improve leadership development and culture	Redefine Investigations Division	Design a recruitment, hiring, and staff selection plan	Design a staff performance management plan	Implement operational performance metrics and analysis	Create a well-defined supply distribution process	Improve custody management processes	Expand targeted training	Raise Facilities to a state of good repair	Implement immediate improvements	Improve internal and external communications
1 Serious safety concerns																
2 Widespread confusion																
3 Weak team environment																
4 Motivated, but unprepared, recruits																
5 Poor management and recognition																
6 Strong instincts, weak execution																
7 Outdated equipment and systems																
8 Consistently low outcomes across the Department																

Reform Agenda initiatives build on your voices to improve DOC

Reducing Violence








Initiative	Why are we doing this?
 Keep weapons and drugs out of Rikers	<ul style="list-style-type: none">▪ Confiscate contraband that could lead to violence before it makes its way onto the island
 Create an integrated classification and housing strategy	<ul style="list-style-type: none">▪ House prisoners in a way that violence is less likely, and Use of Force not needed as often
 Comprehensive security camera coverage	<ul style="list-style-type: none">▪ Hold both inmates and staff accountable for their actions and deter violence from occurring
 Design effective inmate education opportunities and services	<ul style="list-style-type: none">▪ Provide skills training and keep inmates busy so they are less likely to act out
 Redefine First Line Incident Response	<ul style="list-style-type: none">▪ Makes sure support gets to COs faster when they are caught in dangerous situations

Supporting the Culture Change at Rikers

 Improve leadership development and culture	<ul style="list-style-type: none">▪ Train leaders and supervisors how to treat each other and COs fairly and make people feel like they are on a team
 Redefine Investigations Division	<ul style="list-style-type: none">▪ Increase speed of information gathering in order to reduce backlog of open investigations

Reform Agenda initiatives build on your voices to improve DOC

Supporting the Culture Change at Rikers (Contd.)

Initiative	Why are we doing this?
 Design a recruitment, hiring, and staff selection plan	<ul style="list-style-type: none">Ensure a steady pipeline of top-quality recruits who can be trained and mentored into quality officers
 Design a staff performance management plan	<ul style="list-style-type: none">Ensure that staff who do not treat each other fairly, are not team players, or underperform face consequences and have to improve or leave the Department
 Implement operational performance metrics and analysis	<ul style="list-style-type: none">Hold staff accountable for actions they commit to and measure our improvement
 Create a well-defined supply distribution process	<ul style="list-style-type: none">Reduce unnecessary shortages which can lead to inmate violence and reduced officer safety
 Improve custody management processes	<ul style="list-style-type: none">Improve safety by resetting expectations of COs and inmates
 Expand targeted training	<ul style="list-style-type: none">Show staff what good looks like, and help them understand how they can be a part of positive change
 Raise Facilities to a state of good repair	<ul style="list-style-type: none">Fix what's broken in facilities and bring them into the 21st century to improve the workplace for staff and reduce 'weaponization'

Immediate improvements are also in progress

Immediate improvements

Description

What people said



Route bus upgrades

New buses, better schedules, **faster ride to work**

“Change route buses, we can never get to our tour on time”



Snack carts

Mobile refreshment brings nutrition and energy when you can't get meal relief


“We get no meal relief. How can someone go 16 hours without food?”



On-island HR facility

More convenient service for simple HR needs – no need to come to Bulova

“Streamline paperwork so staff have more time to deal with work in the jails”



New furniture

New tables and chairs help create **better spaces to work and relax**

“Provide staff with clean work areas and with new desks and chairs”



Pilot facility

GRVC will test improvements to policies, equipment, and procedures for roll out to others

“Look at other facilities and try what they are doing across DOC”