

## WHAT WE DO

The Department of Correction (DOC) provides for the care, custody and control of inmates, persons 16 years of age and older, accused of crimes or convicted and sentenced to one year or less of incarceration and persons held on state parole warrants. The Department operates 11 correctional facilities, including eight jails on Rikers Island and four borough houses of detention (Brooklyn, the Bronx, Queens and Manhattan), as well as court holding facilities in each of the five boroughs, and two hospital prison wards; processes over 58,000 admissions and releases annually; and manages an average daily inmate population of approximately 8,900 individuals.

Guided by its 14-Point Anti-Violence Reform Agenda, as well as ongoing work with the Nunez Federal Monitor, the Department has implemented substantive reforms informed by, and contributing to, correctional best practice. These reforms include significant reduction in the use of punitive segregation and development of holistic approaches to behavior management; improved staff to inmate ratios; enhanced staff training in Mental Health First Aid, Safe Crisis Management, and de-escalation; and expansion of programming for those in custody that is designed to reduce idleness and promote skills development towards post-release success.

## FOCUS ON EQUITY

DOC is committed to enhancing all facets of its role in providing care, custody and control for inmates. Utilizing a multi-pronged approach to improve staff, inmate and public safety, the Department is working to reduce violence, create targeted management approaches for the diverse populations in its care and offer opportunities that promote positive reentry outcomes. As a result, Fiscal 2018 has shown a decrease in serious injury resulting from inmate-on-inmate violence, which represented a challenge for the Department in recent years. The Department will work to refine, expand and sustain those policies and programs that have demonstrated a positive impact for staff and inmates. As the Department looks forward to a community-based jail system, it is already implementing meaningful new programs to better connect those in custody to their friends and families. In Fiscal 2018 the Department started a free visitor shuttle service from Harlem and Brooklyn to Rikers Island, expanded programs to connect children to incarcerated parents and help foster healthy relationships and launched a new online bail payment system to make it easier for people to have their bail paid. The Department has also focused significantly on expanding reentry services for those in custody, to help prepare them to successfully return to the community.

## OUR SERVICES AND GOALS

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

- Goal 1a Ensure the security and safety of inmates in DOC custody.
- Goal 1b Ensure that use of force is authorized and appropriate.
- Goal 1c Provide inmates 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 inmates to courts throughout the City.

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

- Goal 2a Prepare as many inmates 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 inmate participation in mandated and other programs, services and activities.

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

- Goal 3a Provide timely notifications to crime victims.

# HOW WE PERFORMED IN FISCAL 2018

## SERVICE 1 Provide a safe and secure environment for inmates, staff and host communities.

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

The City's efforts to reduce incarceration continued in Fiscal 2018. For the first time in decades, the average daily population (ADP) dropped below 9,000. The ADP in Fiscal 2018 was 6.4 percent lower than it had been in Fiscal 2017, a difference of more than 600 people per day. The adolescent population has been reduced to an average of 121 each day, helping the City prepare to move this population off of Rikers Island by October 1, 2018 to fulfill the requirements of Raise the Age.

DOC is committed to ensuring the safety and security of its facilities. Total inmate fights declined by 4.3 percent compared to last year although the rate of violent inmate-on-inmate incidents increased slightly due to population decreases. Staff training in de-escalation and conflict resolution and efforts to mediate conflicts played a major role, as did inmate programs to address problematic behavior—including counseling, anger management and community meetings.

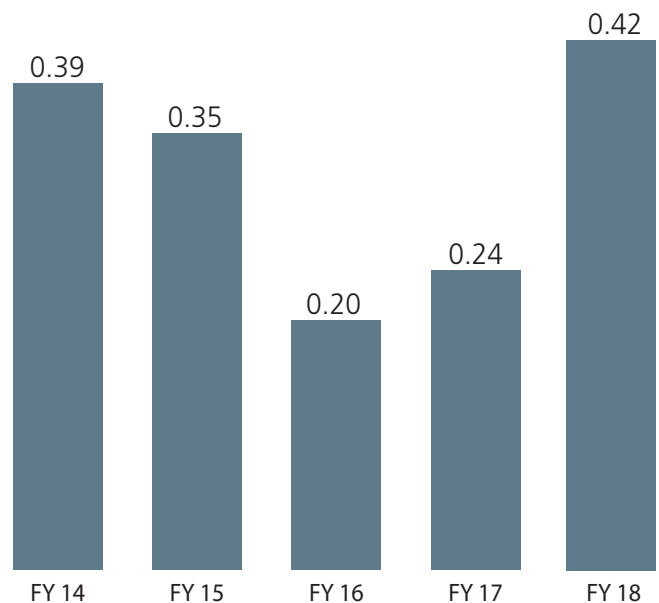
DOC continues to prioritize the elimination of contraband from its facilities, enhancing search tactics through the addition of new surveillance cameras, improved technology and heightened front gate procedures. A 7.5 percent decrease in weapons recovered indicates a possible reduction in the smuggling of contraband into facilities. The detection of small blades and other hard-to-find weapons has been a challenge because this can best be accomplished through modern body scanners. During Fiscal 2018 the State Senate and the Assembly have passed a law that permits the use of these scanners and is awaiting delivery to the Governor for signature.

The Department has continued to refine housing strategies for targeted populations. Collaboration of uniformed, programming and clinical staff in specialized units, focusing on problematic individuals who account for a high percentage of violence, has yielded positive results. There was a 25.9 percent decrease in serious injuries to inmates as a result of inmate-on-inmate incidents (rate per 1,000 ADP) and a 12.3 percent decrease in serious injuries to inmates as a result of assaults or fights.

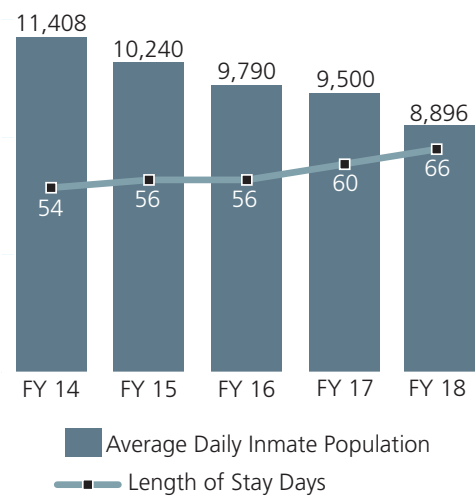
There was a 41.8 percent decrease in stabbings and slashings in Fiscal 2018 compared to Fiscal 2017. Fiscal 2018 saw the fewest stabbings and slashings since Fiscal 2014. In addition to staff training and overall violence reduction measures, this reduction can be attributed to improvements in search methods in the last few years, which deter possession and use of weapons.

Assaults on staff increased by 9.5 percent and serious injuries caused by assaults on staff (per 1,000 ADP) increased by 75 percent. Staff safety is the Department's highest priority, and DOC is committed to addressing the root causes of inmate assaults on staff. DOC's active duty staff has now received Special Tactics and Responsible Techniques (START) training. This training consists of one day training on the new Use of Force policy, and three days of interactive Defensive Tactics training. START training reinforces the continuum of force options and the necessity of proportional responses to inmate

**Serious Injury to Staff as a Result of Inmate Assault on Staff (monthly rate per 1,000 ADP)**



**Inmate Population and Length of Stay**



resistance. A second round of use of force training on Advanced Correctional Techniques, which contains three days of conflict resolution and de-escalation skills training, began this year.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Admissions	77,141	67,672	63,758	58,226	49,455	*	*	Down	*
Average daily population	11,408	10,240	9,790	9,500	8,896	*	*	Down	Down
Average daily population - adolescent inmates	489	216	187	167	121	*	*	Down	Down
Inmates in Security Risk Group (% ADP)	8.2%	11.8%	13.3%	14.7%	15.4%	*	*	Up	Down
Fight/assault infractions	8,827	9,424	11,240	12,650	12,047	*	*	Up	Down
Jail-based arrests of inmates	995	795	1,538	1,126	742	*	*	Neutral	Down
Searches	251,343	255,776	237,757	246,822	308,063	*	*	Up	*
Weapons recovered	2,348	2,240	3,396	3,976	3,676	*	*	Up	*
★ Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	32.9	37.8	47.8	55.2	55.8	↓	↓	Up	Down
★ Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	1.8	2.5	2.5	2.7	2.0	↓	↓	Up	Down
★ Inmate assault on staff (monthly rate per 1,000 ADP)	5.9	8.6	7.9	8.4	9.2	↓	↓	Up	Down
★ Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.39	0.35	0.20	0.24	0.42	↓	↓	Neutral	Down
★ Escapes	0	0	0	0	1	↓	↓	Up	Down
★ Non-natural deaths of inmates in custody	2	2	2	1	1	↓	↓	Down	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

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

There was a 10.7 percent increase in use of force incidents from 4,673 to 5,175 in Fiscal 2018. At the same time, incidents of use of force on adolescent inmates declined by 10 percent from 531 to 478. Despite the overall increase in use of force, only three percent of incidents resulted in serious injury to either the inmate or staff member involved and more than 60 percent of use of force resulted in no injury to either party. Through ongoing work with the Nunez Federal Monitor, the Department continues its efforts to minimize unnecessary and excessive use of force by providing extensive training to staff and updating its policies to better align with best practices. The Department implemented the Use of Force Improvement Action Plan in March 2018. The plan's goals are to reduce instances of use of force and improve of use of force by implementing Department-wide solutions like the Video Monitoring Unit and the Compliance and Safety Center, that allow central staff to monitor what is going on around the Department and offer assistance where needed.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Incidents of use of force - total	3,779	4,409	4,756	4,673	5,175	*	*	Up	Down
Incidents of use of force - adolescent inmates	624	378	594	531	478	*	*	Down	Down
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	1.18	1.14	0.68	0.75	1.52	↓	↓	Up	Down
Department use of force incidents with minor injury (rate per 1,000 ADP)	13.23	15.59	15.39	14.70	17.31	*	*	Up	Down
Department use of force incidents with no injury (rate per 1,000 ADP)	13.19	19.14	24.41	25.52	29.65	*	*	Up	Down
Incidents and allegations of use of force	4,221	4,822	5,269	5,070	5,589	*	*	Up	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

**Goal 1c** Provide inmates with timely access to health services.

During the reporting period, the number of health clinic visits decreased by 3.7 percent. While this decrease is in part attributed to the decreasing in-custody population, improved productivity in connections to medical and mental health services also contributed. DOC and Health + Hospitals (H + H) established the Consolidated List Initiative in August 2017, enabling patients to schedule appointments with multiple specialists during one visit. This has driven down the number of clinic visits, decreased waiting times and improved operational efficiency.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Inmates with a mental health diagnosis (% ADP)	38%	41%	42%	42%	43%	*	*	Up	*
Inmates with a serious mental health diagnosis (% ADP)	10.2%	11.1%	11.0%	10.3%	14.3%	*	*	Up	*
Inmate health clinic visits	77,825	81,873	78,499	79,844	76,856	*	*	Neutral	*
★ – Average clinic waiting time (minutes)	41	34	28	22	21	↓	↓	Down	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

As admissions and average daily population decline, the jail population as a percent of capacity declined to 77 percent.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Jail-cells unavailable (short-term repair) (%)	2.8%	2.3%	2.3%	2.6%	3.7%	1.0%	1.0%	Up	Down
★ Population as percent of capacity (%)	86%	80%	80%	81%	77%	96%	96%	Neutral	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**Goal 1e** Ensure timely transport of inmates to courts throughout the City.

On-time court delivery remained stable at nearly 98 percent, exceeding the Department's target of 95 percent. DOC continued practices such as surveillance and monitoring of on-trial inmates, ongoing communication between the Transportation Division and facility managers and multiple daily bus departures to maintain this level of timely court transportation.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ On-trial inmates delivered to court on-time (%)	94.2%	90.9%	84.0%	98.4%	97.7%	95.0%	95.0%	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**SERVICE 2 Prepare inmates for return to their neighborhoods as civil and contributing members.**

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

The I-CAN program continues to provide comprehensive reentry services including job readiness, hard-skills training and post-release employment assistance. In Fiscal 2018 DOC's adult programming division provided incarcerated individuals with more than 8,000 hard-skills certificates, such as OSHA, electrical and scaffolding. I-CAN enrollment remained stable and the number of I-CAN workshops increased by 6.6 percent in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ I-CAN Enrollments	2,408	2,321	4,278	7,569	7,685	*	*	Up	*
I-CAN Workshops	1,580	2,065	6,505	12,002	12,799	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

### Goal 2b

Reduce idleness by increasing inmate participation in mandated and other programs, services and activities.

The average daily attendance in school programs decreased 16.7 percent. This is partly due to the 25.5 percent drop in the average daily population of adolescent and the 15.4 percent drop in the average daily population of young adults. The Department is working closely with the Department of Education to strengthen education for youth during the 2018-2019 school year. Targeting reduction of violence through the design of effective education opportunities and services for young adults is a critical point of the 14-Point Anti-Violence Reduction Plan.

The percentage of inmates participating in skills-building activities or discharge planning activities increased by nearly ten percentage points to 23.8 percent in Fiscal 2018. Idleness reduction plays a significant role in minimizing violence and the Department is committed to offering five hours of programming for general population inmates by the end of Calendar 2018. To date, most youthful offender houses and adult general population units have achieved this goal.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Average daily number of inmates in vocational skills training programs	216	256	226	419	482	*	*	Up	Up
Average daily attendance in school programs	526	330	256	203	169	*	*	Down	*
★ Inmates participating in skills-building activities/discharge planning (%)	10.3%	10.5%	8.7%	14.0%	23.8%	10.0%	10.0%	Up	Up
★ Critical 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.

Victim Identification Notification Everyday (VINE) system registrations declined by nearly 55 percent to 7,803 in Fiscal 2018. At the same time, VINE confirmed notifications declined by 53 percent to 11,866. The New York City Victim Information & Notification Everyday (VINE) program was created to give crime victims easier access to important custody information about whether a particular inmate is still incarcerated.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Victim Identification Notification Everyday (VINE) system registrations	15,291	15,159	15,440	17,288	7,803	*	*	Down	Up
VINE confirmed notifications	18,445	19,330	21,993	25,250	11,866	*	*	Down	Up
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Collisions involving City vehicles	104	103	107	110	114	*	*	Up	Down
Workplace injuries reported	3,599	2,417	2,222	3,435	3,491	*	*	Up	Down
Accidents involving inmates	38	44	43	35	36	*	*	Down	Down
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target				* None			

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	99.6%	99.4%	99.3%	100.0%	100.0%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100.0%	100.0%	100.0%	100.0%	100.0%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target				* None			

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$1,103.1	\$1,162.1	\$1,307.6	\$1,368.6	\$1,423.3	\$1,449.7	\$1,403.7	Up
Revenues (\$000,000)	\$21.8	\$20.8	\$22.9	\$22.7	\$20.7	\$20.5	\$20.5	Neutral
Personnel (uniformed)	8,922	8,756	9,832	10,862	10,653	10,427	10,226	Up
Personnel (civilian)	1,397	1,491	1,676	1,830	1,886	2,264	2,357	Up
Overtime paid (\$000,000)	\$139.1	\$196.3	\$275.2	\$266.7	\$210.2	\$171.4	\$157.4	Up
Capital commitments (\$000,000)	\$124.8	\$153.6	\$81.5	\$60.6	\$32.7	\$1,739.5	\$543.7	Down
<sup>1</sup> Actual financial amounts for the most 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 <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> 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 FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,182.7	\$1,220.6	
001 - Administration	\$107.7	\$104.7	All
002 - Operations	\$1,075.0	\$1,115.9	All
Other Than Personal Services - Total	\$185.9	\$202.6	
003 - Operations	\$172.1	\$184.2	All
004 - Administration	\$13.9	\$18.4	All
Agency Total	\$1,368.6	\$1,423.3	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

- Select annual indicators:  
<http://www1.nyc.gov/site/doc/about/doc-statistics.page>

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

