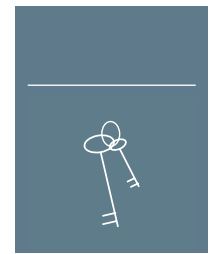


DEPARTMENT OF CORRECTION

Cynthia Brann, Commissioner



WHAT WE DO

The Department of Correction (DOC) provides for the care, custody and control for those in the Department's custody, including individuals 16 years of age and older who are accused of crimes and are awaiting trial, who have been convicted and sentenced to one year or less 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 11 correctional facilities, court holding facilities in each of the five boroughs and two hospital prison wards. The Department processes over 39,400 admissions annually and manages a combined average daily population of approximately 7,900 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 staffing 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

The Department is committed to operating a system that is safe, humane and produces positive outcomes for those in DOC's custody. Utilizing a multi-pronged approach to improve safety for staff, individuals in our custody and the public, the Department is continuing to work to reduce violence, create targeted management approaches for the diverse populations in its care and offer opportunities that promote positive reentry outcomes. In addition, the Department is working to refine, expand and sustain the policies and programs that have demonstrated a positive impact for all everyone living and working in its facilities.

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, families and support networks. In Fiscal 2019 the Department continued its free visitor shuttle service from Harlem and Brooklyn to Rikers Island, which provided visitors over 75,000 free rides in its first year of service. The Department expanded programs to connect children to incarcerated parents and help foster healthy relationships, including the Crafting Family Connections program which provides monthly two-hour visits to incarcerated mothers and their children at the Children's Museum of Manhattan. The Department has also worked to reduce the financial impact of incarceration by eliminating fees from all domestic calls made by individuals in custody and making it easier to pay bail through the successful implementation of an online bail pay system. In addition, the Department has also focused significantly on building partnerships with programs that provide job skills and reentry services for those in custody in order to prepare them for a successful return to the community.

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 to courts throughout the City.

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

- Goal 2a Prepare as many individuals 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 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 IN FISCAL 2019

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

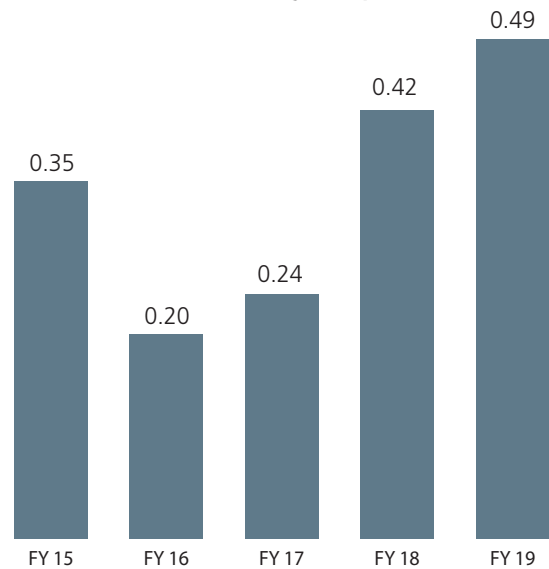
Goal 1a Ensure the security and safety of individuals in DOC custody.

The City's efforts to reduce incarceration continued in Fiscal 2018. For the first time since 1980, the average daily population (ADP) dropped below 8,000. The ADP in Fiscal 2019 was 10.8 percent lower than it had been in Fiscal 2018, a difference of more than 950 people per day. The adolescent population has been reduced to an average of 71 each day, down from 121 in the prior fiscal year, as the City successfully moved this population off of Rikers Island by the October 1, 2018 deadline required by Raise the Age law.

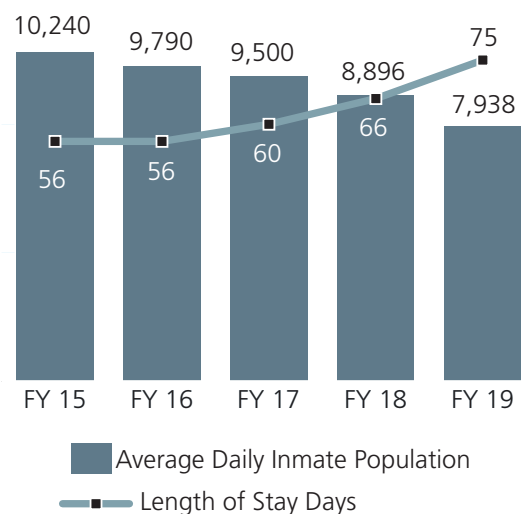
DOC is committed to ensuring the safety and security of its facilities. As the Department's overall population has declined, DOC is managing a population made up of individuals with more serious offenses. From Fiscal 2018 to Fiscal 2019, the percentage of the population with confirmed gang affiliation rose from 15.4 percent to 16.4 percent. Slashing and stabbings increased by 10.4 percent in Fiscal 2019, though the total number of such incidents remains the second lowest total in the past five fiscal years. The rate of violent incidents among individuals in custody rose by 24.5 percent, and the rate of serious injury to individuals in custody as a result of these incidents rose by nearly 24 percent. The Department is working to improve jail safety by providing additional staff training in de-escalation, conflict resolution, and conflict mediation. The Department also continues to provide individuals in custody with programs to address problematic behavior, including counseling, anger management and community meetings. The rate of assault on staff rose by 3.4 percent and the rate of serious injury as a result of such an incident rose by 37 percent. Safety is the Department's highest priority, and DOC is committed to addressing the root causes of assaults on staff. DOC's active duty staff receives Special Tactics and Responsible Techniques (START) training. This training consists of one training on the Use of Force policy as well as three days of interactive Defensive Tactics training. START training reinforces the continuum of force options and the necessity of proportional responses to incidents.

DOC continues to prioritize the elimination of contraband from its facilities. Searches increased by 6.7 percent in Fiscal 2019 and the Department continued to monitor its facilities through the use of approximately 14,000 cameras and the work of a Special Search Unit to enhance routine and event-driven searches throughout the Department. There were 21.6 percent fewer weapons recovered in Fiscal 2019 when compared to Fiscal 2018. The detection of small blades, non-metallic objects, and other hard-to-find weapons has been a persistent challenge as these weapons can best be discovered through the use of body scanner technology. In Fiscal 2019, legislation permitting the use of such scanners was enacted and the Department purchased body scanner technology. DOC will begin to use these machines in July 2019 and anticipates they will have a significant impact on contraband recovery in its facilities.

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



Inmate Population and Length of Stay



Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Admissions	67,672	63,758	58,226	49,455	39,420	*	*	Down	*
Average daily population	10,240	9,790	9,500	8,896	7,938	*	*	Down	Down
Average daily population - adolescent inmates	216	187	167	121	71	*	*	Down	Down
Inmates in Security Risk Group (% ADP)	11.8%	13.3%	14.7%	15.4%	16.4%	*	*	Up	Down
Fight/assault infractions	9,424	11,240	12,650	12,047	12,008	*	*	Up	Down
Jail-based arrests of inmates	795	1,538	1,126	742	490	*	*	Down	Down
Searches	255,776	237,757	246,822	308,060	328,750	*	*	Up	*
Weapons recovered	2,240	3,396	3,976	3,676	2,882	*	*	Up	*
★ Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	37.8	47.8	55.2	55.8	69.5	↓	↓	Up	Down
★ Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	2.5	2.5	2.7	2.0	2.5	↓	↓	Neutral	Down
★ Inmate assault on staff (monthly rate per 1,000 ADP)	8.6	7.9	8.4	9.2	12.6	↓	↓	Up	Down
★ Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.35	0.20	0.24	0.42	0.49	↓	↓	Up	Down
★ Escapes	0	0	0	1	1	↓	↓	Up	Down
★ Non-natural deaths of inmates in custody	2	2	1	1	2	↓	↓	Down	Down
Stabbings and Slashings	108	131	165	96	106	*	*	Down	Down
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target			* None				

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

There was a 28.9 percent increase in use of force incidents in Fiscal 2019. At the same time, the rate of serious injury associated with the use of force declined by 4.6 percent and uses of force with no injury to either party increased to nearly 67.7 percent of all use of force incidents. Although the Department has experienced an overall rise in uses of force, the increase has primarily been with uses of force with no injury to staff or individuals in custody, which comprised more than two-thirds of incidents in Fiscal 2019. 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 to reduce instances of use of force and improve use of force practices. By implementing Department-wide solutions like the Video Monitoring Unit and the Compliance and Safety Center, central staff can now monitor what is going on around the Department and offer assistance where needed.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Incidents of use of force - total	4,409	4,756	4,673	5,175	6,670	*	*	Up	Down
Incidents of use of force - adolescent inmates	378	594	531	478	571	*	*	Up	Down
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	1.14	0.68	0.75	1.52	1.45	↓	↓	Up	Down
Department use of force incidents with minor injury (rate per 1,000 ADP)	15.59	15.39	14.70	17.31	19.44	*	*	Up	Down
Department use of force incidents with no injury (rate per 1,000 ADP)	19.14	24.41	25.52	29.65	49.71	*	*	Up	Down
Incidents and allegations of use of force	4,822	5,269	5,070	5,589	7,064	*	*	Up	Down
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target			* None				

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

During the reporting period, the number of health clinic visits increased by 5.9 percent. This increase is likely attributable to increased collaboration between DOC and Health + Hospitals (H+H), such as the ongoing practice of daily clinic staff huddles and the opening of an additional mini clinic. As compared to the previous fiscal year, average clinic wait time decreased by 3 minutes.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Inmates with a mental health diagnosis (% ADP)	41%	42%	42%	43%	45%	*	*	Neutral	*
Inmates with a serious mental health diagnosis (% ADP)	11.1%	11.0%	10.3%	14.3%	16.8%	*	*	Up	*
Inmate health clinic visits	81,873	78,499	79,844	76,856	81,405	*	*	Neutral	*
★ – Average clinic waiting time (minutes)	34	28	22	21	18	↓	↓	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 continue to decline, the jail population as a percent of capacity declined to 72 percent.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Jail-cells unavailable (short-term repair) (%)	2.3%	2.3%	2.6%	3.7%	3.7%	1.0%	1.0%	Up	Down
★ Population as percent of capacity (%)	80%	80%	81%	77%	72%	96%	96%	Neutral	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

On-time court delivery remained essentially stable at over 97 percent, exceeding the Department's target of 95 percent. DOC continued practices such as surveillance and monitoring of on-trial individuals, ongoing communication between the Transportation Division and facility managers and multiple daily bus departures to maintain timeliness.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ On-trial inmates delivered to court on-time (%)	90.9%	84.0%	98.4%	97.7%	97.2%	95.0%	95.0%	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

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

I-CAN is one of several reentry service programs afforded to individuals in the Department's care. Between Fiscal 2018 and Fiscal 2019 enrollments in the I-CAN program dropped by 38 percent. This decrease is attributable to two primary factors. In Fiscal 2019 the Department eliminated the weekly stipend for I-CAN participants, resulting in a decline in participation

and enrollments. Additionally, between Fiscal 2018 and Fiscal 2019, I-CAN covered on average 10 fewer housing units per month than in the previous year. Enrollment in this reentry service is only afforded to individuals in housing units covered by the I-CAN program. At the same time, the number of I-CAN workshops held declined by nearly 14 percent, from 12,700 to 11,051 as providers prioritized offering soft skills and cognitive behavioral therapy programs.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ I-CAN Enrollments	2,321	4,278	7,569	7,685	4,703	*	*	Up	*
I-CAN Workshops	2,065	6,505	12,002	12,799	11,051	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

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

Engaging programming aids in violence reduction by providing opportunities for individuals to focus on their futures. Idleness reduction is a key component of DOC’s 14-Point Anti-Violence Agenda. Nearly 21 percent of individuals in the Department’s custody participated in skills-building activities or discharge planning activities, down slightly from 23.8 percent in the previous fiscal year. Idleness reduction plays a significant role in minimizing violence and the Department is committed to diverse and engaging programming to the individuals in its care. The Department remains committed to meeting its mandate to provide five hours of programming for the general population.

The average daily attendance in school programs decreased 54.5 percent, due to the decline in the overall number of school-eligible individuals in DOC’s custody. As previously mentioned, in Fiscal 2018, adolescents, who are mandated to attend school through state law, were transitioned to an ACS facility as part of the Raise the Age mandate. Further, the young adult population steeply declined between Fiscal 2018 and Fiscal 2019. The Department will continue to work closely with the Department of Education to strengthen education for youth during the 2019-2020 school year.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Average daily number of inmates in vocational skills training programs	256	226	419	482	418	*	*	Up	Up
Average daily attendance in school programs	330	256	203	169	77	*	*	Down	*
★ Inmates participating in skills-building activities/discharge planning (%)	10.5%	8.7%	14.0%	23.8%	20.9%	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 increased by 4.5 percent in Fiscal 2019, rising to 23,728 from 22,668 in the prior year. In the same period, VINE notifications rose by 24 percent. The New York City Victim Information & Notification Everyday (VINE) program offers crime victims easier access to important custody information about whether a particular individual is still incarcerated.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Victim Identification Notification Everyday (VINE) system registrations	15,159	15,440	17,288	22,668	23,728	*	*	Up	Up
VINE confirmed notifications	19,330	21,993	25,250	32,856	43,092	*	*	Up	Up
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Collisions involving City vehicles	103	107	110	114	125	*	*	Up	Down
Workplace injuries reported	2,417	2,222	3,435	3,491	4,291	*	*	Up	Down
Accidents involving inmates	44	43	35	36	27	*	*	Down	Down
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target				* None			

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	99.4%	99.3%	100.0%	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 ¹					Plan ²		5yr Trend
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	
Expenditures (\$000,000) ³	\$1,162.1	\$1,307.6	\$1,368.6	\$1,400.2	\$1,380.7	\$1,380.3	\$1,359.4	Up
Revenues (\$000,000)	\$20.8	\$22.9	\$22.7	\$21.3	\$19.0	\$21.0	\$15.5	Neutral
Personnel (uniformed)	8,756	9,832	10,862	10,653	10,189	10,226	9,789	Up
Personnel (civilian)	1,491	1,676	1,830	1,886	1,857	2,362	2,109	Up
Overtime paid (\$000,000)	\$196.3	\$275.2	\$266.7	\$221.7	\$157.4	\$157.4	\$157.7	Down
Capital commitments (\$000,000)	\$153.6	\$81.5	\$60.6	\$34.4	\$58.3	\$597.5	\$729.5	Down
¹ 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 nyc.gov/mmr for details. ² Authorized Budget Level ³ 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 FY18 ¹ (\$000,000)	Modified Budget FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$1,204.3	\$1,185.8	
001 - Administration	\$104.7	\$114.7	All
002 - Operations	\$1,099.6	\$1,071.1	All
Other Than Personal Services - Total	\$195.9	\$195.0	
003 - Operations	\$178.0	\$178.6	All
004 - Administration	\$17.9	\$16.3	All
Agency Total	\$1,400.2	\$1,380.7	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. ² City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Going forward, this report will move away from using the terminology “inmate” in favor of other, more humanizing language such as “detained individual,” “incarcerated persons,” or “people in custody.” This will be reflected in the 2020 Preliminary Mayor’s Management Report and future MMRs.

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 .

