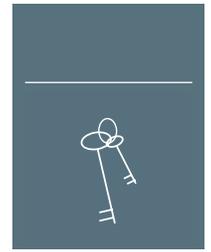


DEPARTMENT OF CORRECTION

Vincent Schiraldi, Commissioner



WHAT WE DO

The Department of Correction (DOC) is dedicated to creating a safe and supportive environment while providing 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 9 facilities housing people in custody, 8 of which are located on Rikers Island. The Department also operates court holding facilities in each of the five boroughs, and two hospital prison wards. In Fiscal 2021, the Department processed 16,179 admissions and managed a combined daily population (ADP) of approximately 5,000 individuals.

Guided by its #NewDayDOC plan, as well as ongoing work with the Nunez Federal Monitor, the Department has implemented substantive reforms informed by, and contributing to, correctional best practice. With a focus on improving safety for staff and individuals in DOC custody, the Department is working to implement the use of a new Risk Management Accountability System that will eliminate the use of punitive segregation; develop of holistic approaches to behavior management; improve staffing ratios; enhance staff training in Mental Health First Aid, Safe Crisis Management and de-escalation; and expand programming for those in custody that is designed to reduce idleness and promote skills development towards post-release success. The goal is to make sure that anyone would feel safe knowing that their son, daughter, or loved one either works or is incarcerated in DOC facilities.

FOCUS ON EQUITY

The Department believes that the community at large benefits when we support those in our custody with the programs and services they need for successful reentry to their community. That is why we work to make sure each individual in our custody is equipped with resources that will provide them with the opportunity for a better life. To achieve that goal, we offer programming targeted to an individual's needs such as vocational training, access to education, mental health treatment, and substance abuse services among other assistance to keep people focused on their futures. We also partner with community organizations who can provide continuity of care services to people while in custody and upon community reintegration.

The Department is focused on becoming an institution that changes people for the better to improve the overall safety of our community. DOC aims to transform the lives of individuals before they leave our custody so that they are equipped with the opportunities to better themselves upon returning to their communities. With that goal in mind, the Department is committed to improving the conditions of our facilities and quality of our care. Although many programs and services were paused due to the COVID-19 pandemic, in June of 2021, DOC resumed the provision of in-person visits and in-person services in a modified manner. Visits and services are handled safely with appropriate sanitization, PPE, and social distancing protocols in place. We are also focusing on population reduction plans that will lower the overall population on Rikers Island to assist in implementing the borough-based jail system. To that end, in July of 2021, we began transferring property to the Department of Citywide Administrative Services in accordance with the Renewable Rikers Act. However, while we are still on Rikers Island, we are doing everything in our power to repair outdated equipment and fixtures; improve conditions within our facilities for people in our custody; and provide programming that will engage and support incarcerated individuals.

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 IN FISCAL 2021

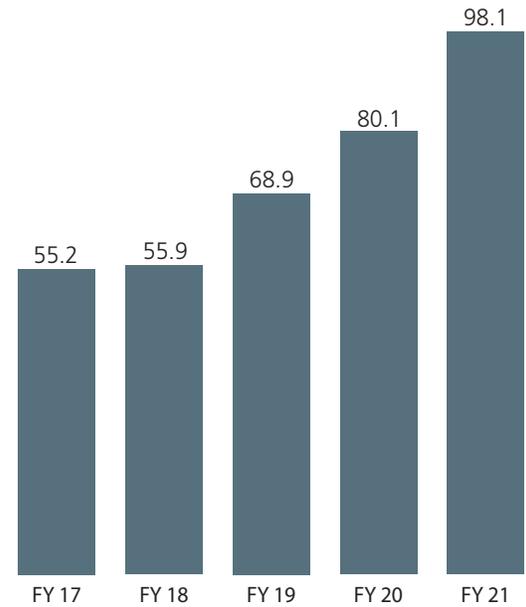
SERVICE 1 Provide a safe and secure environment for individuals in custody, staff and host communities.

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

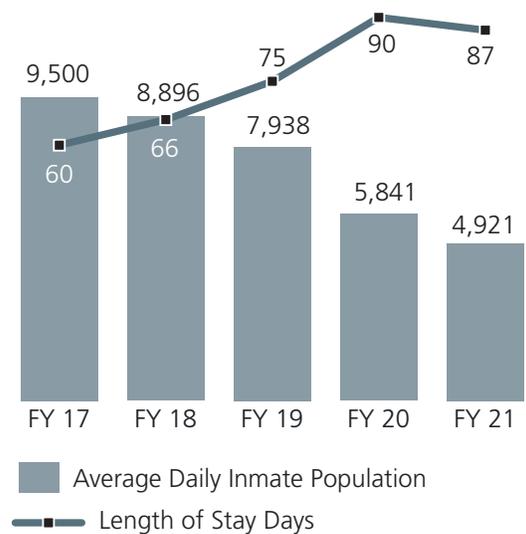
DOC is committed to ensuring the safety and security of its facilities. The Department continues to embrace a hands-on, holistic approach in managing our jails, and driving down Uses of Force and violence while increasing a global understanding of effective techniques to accomplish those goals. However, managing a population of incarcerated violent offenders is always a challenge. A recent increase of those in custody being affiliated with security risk groups has enhanced this challenge. Roughly 70 percent of individuals admitted into custody throughout Fiscal 2021 were awaiting trial for a violent felony offense. Additionally, in January 2021, 23 percent of individuals in custody were known members of a security risk group, or gangs, as compared to 17 percent of the population in custody in January 2020 and an increase from 14.7 percent in Fiscal 2017. Further, the incarcerated population has also steadily risen despite an initial decrease at the start of the COVID-19 pandemic. The backlog in the court system has caused many individuals to linger in DOC custody for substantially longer than they otherwise would have. Data shows that the longer one remains in custody, the likelihood increases that they will be involved in a violent incident. Violent incidents among individuals in custody (monthly rate per 1,000 ADP) increased from 80.1 in Fiscal 2020, to 98.1 in Fiscal 2021, a 22.5 percent increase.

With this in mind, the Department's #NewDayDOC plan is aimed at increasing safety within our jail facilities. For instance, DOC has accelerated the repair of cell doors in young adult housing, focusing on the facility that that houses a population that has historically been more prone to violence. Also focusing on young adults, the Department is implementing a plan that will safely and thoughtfully break up the housing of gang members. We have also realigned our Central Intelligence Bureau by adding staff and working closely with District Attorneys' Offices to ensure there are meaningful consequences for serious violent actions. Additionally, with the relaxation of many COVID-19-related restrictions, the Department has begun rolling out in-person visitation, programming, religious services, and barbering/hairstyling. These efforts will productively occupy individuals in custody, lead to fewer violent incidents, fewer uses of force, and ultimately a safer Department.

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



Individual(s) in Custody Population and Length of Stay



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
● Admissions	58,226	49,455	39,420	23,317	16,179	*	*	Down	*
● Average daily population	9,500	8,896	7,938	5,841	4,961	*	*	Down	Down
Individuals in custody in Security Risk Group (% ADP)	14.7%	15.4%	16.4%	18.5%	22.6%	*	*	Up	Down
Fight/assault infractions	12,650	12,047	12,008	11,191	11,214	*	*	Down	Down
Jail-based arrests of individuals in custody	1,126	742	490	258	145	*	*	Down	Down
Searches	246,822	308,063	328,750	282,048	268,579	*	*	Neutral	*
Weapons recovered	3,976	3,676	2,882	2,439	2,159	*	*	Down	*
★ Violent incidents among individuals in custody (monthly rate per 1,000 ADP)	55.2	55.9	68.9	80.1	98.1	↓	↓	Up	Down
★ Serious injury to individuals in custody as a result of violent incidents among individuals in custody (monthly rate per 1,000 ADP)	2.7	2.0	2.5	9.6	13.0	↓	↓	Up	Down
★ Assault on staff by individual in custody (monthly rate per 1,000 ADP)	8.4	9.2	12.5	15.8	19.6	↓	↓	Up	Down
★ Serious injury to staff as a result of assault on staff by individual in custody (monthly rate per 1,000 ADP)	0.24	0.42	0.49	0.65	0.52	↓	↓	Up	Down
★ Escapes	0	1	1	2	1	↓	↓	Up	Down
★ Non-natural deaths of individuals in custody	1	1	2	0	2	↓	↓	Up	Down
Stabbings and Slashings	165	96	106	123	247	*	*	Up	Down
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None									

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

Throughout the COVID-19 pandemic, the Department observed a decrease in total use of force rates and a flattening of assault-on-staff rates. However, both rates began to climb once the courts reopened and the jail population began to steadily increase. Although the overall population in DOC facilities has decreased over the past year due to this crisis, the population that remains present a significant challenge to our staff. Notwithstanding an increase in the total incidents of use of force in the reporting period, the Department continues its efforts to reduce unnecessary use of force and the situations that may give rise to force.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Incidents of use of force - total	4,673	5,175	6,670	6,806	7,506	*	*	Up	Down
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	0.75	1.52	1.56	2.63	5.31	↓	↓	Up	Down
Department use of force incidents with minor injury (rate per 1,000 ADP)	14.75	17.43	19.51	17.79	17.51	*	*	Up	Down
Department use of force incidents with no injury (rate per 1,000 ADP)	25.47	29.57	49.03	77.95	102.29	*	*	Up	Down
Incidents and allegations of use of force	5,070	5,589	7,064	7,047	7,743	*	*	Up	Down
★ Critical Indicator ● Equity 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 decreased by 68 percent. However, as compared to the previous fiscal year, average clinic wait time decreased by 10 minutes. Although the Department aims to produce as many individuals to the clinic as possible, the current staffing shortages contribute to the increase in overall non-production numbers. Further, DOC is working to address any fears about attending clinics due to concerns regarding COVID-19 through weekly flyers distributed to all incarcerated individuals containing the latest information on the virus.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Individuals in custody with a mental health diagnosis (% ADP)	42%	43%	45%	46%	53%	*	*	Up	*
Individuals in custody with a serious mental health diagnosis (% ADP)	10.3%	14.3%	16.8%	14.8%	16.5%	*	*	Up	*
Individual in custody health clinic visits	79,844	76,856	81,405	52,146	16,884	*	*	Down	*
★ – Average clinic waiting time (minutes)	22	21	18	17	7	↓	↓	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 to 65 percent, up from 63 percent in Fiscal 2020. As stated above, this increase is likely attributable in large part to the backlog in the court system, causing individuals to remain in DOC custody for additional time.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Jail-cells unavailable (short-term repair) (%)	2.6%	3.7%	3.7%	4.3%	3.7%	1.0%	1.0%	Up	Down
★ Population as percent of capacity (%)	81%	77%	72%	63%	65%	96%	96%	Down	*
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None									

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

On-time court delivery remained high at nearly 95 percent. Although the Department faced challenges due to the COVID-19 pandemic, once in-person court appearances resumed, DOC continued practices such as surveillance and monitoring of on-trial incarcerated individuals, 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	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ ● On-trial individuals in custody delivered to court on-time (%)	98.4%	97.7%	97.2%	96.7%	94.6%	95.0%	95.0%	Neutral	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.

Due to the COVID-19 pandemic, many program providers that offered group-based programming, discharge planning, and post-release assistance paused their in-person services. However, several program providers returned to in-person services in May of 2021. Many of our providers continue to support people in custody by providing self-guided materials that included reentry resources, engaging activities, and inspirational content; establishing discharge planning service hotlines that people in custody could use to contact providers to discuss their reentry needs; and supporting people after their release to the community. Additionally, the Programs Division offers a wide range of other educational and engaging programming, including self-guided activity packets, tablets, books, and more.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ I-CAN Enrollments	7,569	7,685	4,703	3,050	0	*	*	Down	*
I-CAN Workshops	12,002	12,799	11,051	7,673	0	*	*	Down	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕ Directional Target	* None					

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

In addition to discharge planning, the Department understands the critical importance of job readiness in the reentry process. During the past fiscal year, the percentage of individuals in custody participating in skills-building activities/discharge planning dropped significantly because we paused in-person services in order to prevent the spread of COVID-19. During that time, reentry providers continued to support people in custody by 1) providing self-guided materials that included reentry resources, engaging activities, and inspirational content, 2) establishing hotlines that people in custody could use to contact providers to discuss their reentry needs, and 3) supporting people after their release to the community. In addition, the Programs Division offered a variety of other educational and engaging resources, including self-guided activity packets, tablets, books, and more. In the summer of 2021, DOC resumed in-person programming, allowing the gradual return to offering a wide range of in-person skill-building and discharge planning services. The Department's #NewDayDOC plan specifically envisions keeping incarcerated individuals engaged to prevent idleness and promote wellness. We are expanding the tablet program, allowing all incarcerated people to use them. We are also concentrating on the young adult population where violence—and hope for the future—is highest, collaborating with the young adult task force to create the most supportive environment possible.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Average daily number of individuals in custody in vocational skills training programs	419	482	418	287	73	*	*	Down	Up
Average daily attendance in school programs	203	169	77	60	11	*	*	Down	*
★ Individuals in custody participating in skills-building activities/discharge planning (%)	14.0%	23.8%	20.9%	20.9%	0.9%	10.0%	10.0%	Down	Up
★ 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.

Victim Identification Notification Everyday (VINE) system registrations decreased by 14 percent in Fiscal 2021. 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 incarcerated individual is still incarcerated.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Victim Identification Notification Everyday (VINE) system registrations	17,288	22,668	23,728	18,843	16,113	*	*	Down	Up
VINE confirmed notifications	25,250	32,856	43,092	29,484	26,303	*	*	Neutral	Up
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None									

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Collisions involving City vehicles	110	114	125	119	81	*	*	Down	Down
Workplace injuries reported	3,435	3,491	4,291	4,301	3,911	*	*	Up	Down
Accidents involving individuals in custody	35	36	27	241	270	*	*	Up	Down
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	100.0%	100.0%	100.0%	100.0%	0.0%	*	*	Down	Up
E-mails responded to in 14 days (%)	100.0%	100.0%	100.0%	100.0%	0.0%	*	*	Down	Up
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None									

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) ³	\$1,368.6	\$1,400.2	\$1,374.5	\$1,287.2	\$1,251.5	\$1,140.3	\$1,177.0	Neutral
Revenues (\$000,000)	\$22.7	\$21.3	\$19.9	\$12.6	\$11.4	\$10.2	\$15.5	Down
Personnel (uniformed)	10,862	10,653	10,189	9,237	8,388	7,219	7,460	Down
Personnel (civilian)	1,830	1,886	1,857	1,803	1,661	1,742	1,911	Neutral
Overtime paid (\$000,000)	\$266.7	\$221.7	\$180.1	\$146.6	\$150.2	\$94.2	\$87.7	Down
Capital commitments (\$000,000)	\$60.6	\$34.4	\$57.9	\$42.2	\$62.0	\$404.5	785.66	Neutral

¹Actual 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. ²Authorized Budget Level ³Expenditures 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 FY20 ¹ (\$000,000)	Modified Budget FY21 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$1,112.1	\$1,091.4	
001 - Administration	\$113.4	\$110.1	All
002 - Operations	\$998.7	\$981.3	All
Other Than Personal Services - Total	\$175.1	\$160.1	
003 - Operations	\$159.2	\$143.6	All
004 - Administration	\$16.0	\$16.5	All
Agency Total	\$1,287.2	\$1,251.5	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. ²City of New York Adopted Budget for Fiscal 2021, as of June 2021. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Equity NYC indicators are identified with a burst (✶). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

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.