



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. The Department operates 14 correctional facilities, including 10 jails on Rikers Island, four borough houses of detention (Brooklyn, the Bronx, Queens and Manhattan), court pens in each of the five boroughs, and two hospital prison wards; processes nearly 68,000 admissions and releases annually; and manages an average daily inmate population of approximately 10,200 individuals.

FOCUS ON EQUITY

The Department of Correction is committed to enhancing safety, improving jail conditions and promoting better outcomes for inmates, which advances equity for all New Yorkers. DOC has embarked upon a 14-point Anti-Violence Reform Agenda to reduce jail violence, increase safety for staff and inmates and ultimately change the culture to better address the needs of staff and inmates and improve long-term inmate outcomes. New initiatives have been launched to support adolescent and young adult populations and inmates with mental illness. Initiatives include: revising punitive segregation policies; increasing staff-to-inmate ratios; and improving and expanding educational programming, substance abuse treatment and discharge planning. In Fiscal 2015 DOC successfully piloted its Accelerated Program Unit (APU) in eight housing units in the George Motchan Detention Center (GMDC). Employing best correctional practices, the model creates more stable housing units by applying an advanced inmate risk level classification system, improving staff training, increasing staff levels and expanding programming for inmates. DOC expanded the model to the George R. Vierno Center (GRVC) facility. Also, in August 2015 NYC Health + Hospitals assumed operation of health and mental health services in the jails, collaborating with DOC to provide discharge planning for inmates with a mental health diagnosis, enhance in-custody care and improve continuity of care. DOC is also a partner in Mayor Bill de Blasio's Task Force on Behavioral Health and the Criminal Justice System, which is developing strategies to improve mental health services for people involved in the justice system.

OUR SERVICES AND GOALS

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.

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.

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

- Goal 3a Provide timely notifications to crime victims.

HOW WE PERFORMED

- In-custody Average Daily Population (ADP) continued to decline, dropping to 9,694 from July to October of Fiscal 2016. This marks a 10 percent decrease in ADP from the same time period in the previous fiscal year. In order to enhance safety for both inmates and staff, DOC has continued to roll out reforms and staff trainings towards improved crisis management and de-escalation as well as appropriate use of force. These measures have been particularly effective in reducing inmate assaults on uniformed and civilian staff by five percent and 46 percent, respectively. Total assaults on staff declined by 9.5 percent, from 377 to 341. While the rate of serious injuries to staff as a result of inmate assaults (per 1,000 ADP) increased from 0.23 to 0.31, the number of incidents changed slightly, from 10 to 12.
- With improved staff structure and staff-inmate relations in the APU, these units in both GMDC and GRVC did not experience any assaults on a staff member during the reporting period. In addition, they had no slashings or stabbings and experienced significantly lower levels of incidents compared to DOC overall. Inmates in these units have reported feeling safer and motivated to improve their behavior in order to take advantage of the programming opportunities available in APU.
- DOC is working to improve safety for inmates through the identification, classification and appropriate housing of inmates according to specific risks and needs. Two populations that are involved in disproportionately more violent incidents—inmates in Security Risk Groups (SRGs) and inmates with a mental health diagnosis—both grew in Fiscal 2016. Inmates in SRGs represented 12.4 percent of the population between July and October, increasing by one-half of one percentage point from the same time period in the prior year. Inmates with a mental health diagnosis increased by two percentage points, to 42 percent.
- Compared to the same time last year, the number of slashings and stabbings increased by 66 percent, from 32 to 53 incidents. In addition, inmate on inmate fights rose by 25 percent, leading to a 40 percent increase in the overall rate of violent incidents per 1,000 ADP, from 34.5 to 48.2 per 1,000 ADP. These incidents resulted in an eight percent increase in serious injuries from inmate on inmate altercations, up to 108 from 100 last year. In response to the increase in inmate on inmate violence, the Department is continuing to develop and expand its special housing areas which have been shown to successfully decrease violent incidents, including Enhanced Supervision Housing (ESH) for inmates at the highest risk for causing violence; the APU which applies an advanced classification, housing, and staffing approach; as well as the Program to Accelerate Clinical Effectiveness (PACE) and Clinical Alternative to Punitive Segregation (CAPS), offering clinical therapeutic services to inmates with mental illnesses.
- Since the implementation of the Department's anti-violence reform agenda, there has been a focus on staff training in de-escalation and better response protocols that focus on immediate engagement and avoiding prolonged physical altercation. Where force is warranted, the Department uses the least restrictive means possible to achieve compliance, notably, handheld chemical agents. While use of force incidents increased by 18 percent from July through October compared to the same time period last year, the rate of uses of force resulting in serious injury declined from 1.06 to 0.77. During the reporting period, 98 percent of the 1,718 uses of force did not require treatment beyond over the counter first aid—57 percent resulted in no injury while 41 percent resulted in a minor injury. Staffing ratios, training and consistent postings contributed to a particularly low use of force rate in the APU units at 12.01 per 1,000 ADP, compared to 24.68 per 1,000 ADP for the general population. During this time period, DOC also worked on new use of force policies and trainings developed in line with Department of Justice recommendations, which will be rolled out next year.
- Since Fiscal 2011 the Department has experienced a steady increase in the percentage of inmates with a mental health diagnosis. Currently comprising 42 percent of DOC's population, this group requires more access to health services and often, in the case of those with a serious diagnosis (10.9 percent), special housing. As mentioned above, DOC, in collaboration with NYC Health + Hospitals and DOHMH, has improved mental health services by creating and expanding clinical housing options such as PACE and CAPS; ensuring inmates with a mental illness are provided with preventive and therapeutic care to proactively reduce incidents related to violent behavior. At the same time, the effective communication and collaboration between DOC and healthcare staff has improved access to the health clinic. While there was a slight increase (0.5 percent) in clinic visits from July through October of Fiscal 2016 in comparison to the same period last year, there was simultaneously a decrease in average clinic waiting times from 34 to 33 minutes.

- Timely transport of inmates to courts continued to be a challenge for the Department during the reporting period. The percentage of inmates delivered to court on time declined to 87.6 percent, compared to 92 percent during the same time last year. This decline is attributed partially to an increase in the number of inmates falling within specialized subpopulations including mental health designations, enhanced restraints and separations, which results in the need for more extensive search procedures prior to transit in an effort to curtail violence. DOC notifies judges any time it is anticipated that an inmate will be late for a scheduled court appearance to allow for other business to proceed before the inmate arrives. In an effort to improve on-time court arrivals, DOC enacted a management plan during the reporting period, which increased staffing of both officers and drivers in the unit with the goal of staging inmates earlier, ensuring buses depart on schedule and deploying additional buses when necessary to transport inmates outside of the existing schedule. With these improved measures, DOC expects to achieve more timely transport in the coming months.
- DOC recognizes the importance of education, vocational training and mental health services in the reduction of violence within its facilities as well as for successful reentry to the community. As such, the Department, in collaboration with the Fortune Society and Osborne Association, has continued to expand the reach of the Individual Correction Achievement Network (I-CAN). Introduced in February 2013, I-CAN is a jail-based community re-entry program designed to reduce recidivism through targeted discharge planning that supports inmates in obtaining high school equivalency, finding employment and treating substance abuse issues. The program, which originally served those at the highest risk for readmission, expanded in early 2015 to serve those at medium risk as well. I-CAN's referrals grew by five percent, its enrollments by 24 percent and its workshops by 124 percent during the reporting period, compared to the same timeframe last year.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Admissions	81,758	77,141	67,672	*	*	24,892	22,081
Average daily population	11,827	11,408	10,240	*	*	10,817	9,694
Average daily population - adolescent inmates	681	489	216	*	*	252	181
Inmates in security risk group (% ADP)	9.9%	8.2%	11.8%	*	*	11.9%	12.4%
Fight/assault infractions	7,622	8,827	9,424	*	*	2,846	3,562
Jail-based arrests of inmates	798	995	795	*	*	385	468
Searches	247,868	251,343	255,776	*	*	85,863	85,060
Weapons recovered	2,162	2,348	2,240	*	*	696	1,055
★ Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	27.2	32.9	37.8	↓	↓	34.5	48.2
★ Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	1.4	1.8	2.5	↓	↓	2.3	2.8
★ Inmate assault on staff (monthly rate per 1,000 ADP)	4.7	5.9	8.6	↓	↓	8.7	8.8
★ Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.20	0.39	0.35	↓	↓	0.23	0.31
★ Escapes	1	0	0	↓	↓	0	0
★ Non-natural deaths of inmates in custody	3	2	0	↓	↓	0	0

★ Critical Indicator "NA" – means Not Available in this report * No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Incidents of use of force - total	2,977	3,779	4,409	*	*	1,454	1,718
Incidents of use of force - adolescent inmates	715	624	378	*	*	72	189
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	0.92	1.18	1.14	↓	↓	1.06	0.77
Department use of force incidents with minor injury (rate per 1,000 ADP)	10.95	13.23	15.59	*	*	14.93	18.29
Department use of force incidents with no injury (rate per 1,000 ADP)	9.11	13.19	19.14	*	*	17.61	25.25
Incidents and allegations of use of force	3,413	4,221	4,822	*	*	1,599	1,872

★ Critical Indicator "NA" – means Not Available in this report * No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Inmates with a mental health diagnosis (% ADP)	37.0%	38.0%	41.0%	*	*	40.0%	42.0%
Inmates with a serious mental health diagnosis (% ADP)	9.5%	10.2%	11.1%	*	*	11.0%	10.9%
Inmate health clinic visits	75,664	77,825	81,873	*	*	27,942	28,084
★ - Average clinic waiting time (minutes)	35	41	34	*	*	34	33

★ Critical Indicator "NA" – means Not Available in this report * No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Jail-cells unavailable (short-term repair) (%)	3.1%	2.8%	2.3%	1.0%	1.0%	1.6%	2.7%
★ Population as percent of capacity (%)	89%	86%	80%	96%	96%	84%	77%

★ Critical Indicator "NA" – means Not Available in this report * No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ On-trial inmates delivered to court on-time (%)	94.9%	94.2%	90.9%	95.0%	95.0%	92.0%	87.6%

★ Critical Indicator "NA" – means Not Available in this report * No Target ↓↑ shows desired direction

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
I-CAN Referrals	1,420	4,117	3,588	*	*	1,298	1,363
★ I-CAN Enrollments	634	2,408	2,321	*	*	821	1,019
I-CAN Workshops	333	1,580	2,065	*	*	678	1,522

★ Critical Indicator "NA" – means Not Available in this report * No Target ↕ shows desired direction

Goal 2b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Average daily number of inmates in vocational skills training programs	204	216	256	*	*	276	239
Average daily attendance in school programs	693	526	330	*	*	250	255
★ Inmates participating in skills-building activities/discharge planning (%)	10.9%	10.3%	10.5%	10.0%	10.0%	NA	NA

★ Critical Indicator "NA" – means Not Available in this report * No Target ↕ shows desired direction

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	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Victim Identification Notification Everyday (VINE) system registrations	14,929	15,291	15,159	*	*	5,072	4,899
VINE confirmed notifications	17,396	18,445	19,330	*	*	6,828	6,710

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AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Collisions involving City vehicles	60	104	103	*	*	28	29
Workplace injuries reported	2,545	3,599	2,417	*	*	1,108	722
Accidents involving inmates	43	38	44	*	*	12	16

"NA" – means Not Available in this report * No Target

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Letters responded to in 14 days (%)	82.7%	99.6%	99.4%	*	*	98.6%	98.1%
E-mails responded to in 14 days (%)	99.9%	100.0%	100.0%	*	*	100.0%	100.0%

"NA" – means Not Available in this report * No Target

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 ¹	FY17 ¹	FY15	FY16
Expenditures (\$000,000) ²	\$1,090.9	\$1,103.1	\$1,162.1	\$1,222.5	\$1,315.4	\$1,307.7	\$352.9	\$430.6
Revenues (\$000,000)	\$22.5	\$21.8	\$20.8	\$21.7	\$21.7	\$21.7	\$6.4	\$7.4
Personnel (uniformed)	8,991	8,922	8,756	9,653	10,195	10,220	8,711	9,057
Personnel (civilian)	1,394	1,397	1,491	1,933	2,191	2,191	1,384	1,499
Overtime paid (\$000,000)	\$154.6	\$139.1	\$196.3	\$86.7	\$184.8	\$131.1	\$46.4	\$83.1
Capital commitments (\$000,000)	\$104.2	\$124.8	\$153.6	\$469.3	\$568.6	\$158.7	\$25.5	\$7.6

¹January 2016 Financial Plan ²Expenditures include all funds "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DOC revised previously reported 4-month Fiscal 2015 data for the indicator 'Inmates in security risk group (% ADP) .'

ADDITIONAL RESOURCES

- Select annual indicators:
http://www.nyc.gov/html/doc/html/stats/doc_stats.shtml

For more information on the agency, please visit: www.nyc.gov/doc .