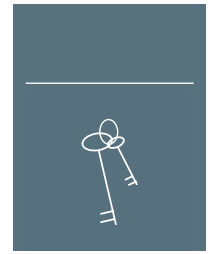


DEPARTMENT OF CORRECTION

Lynelle Maginley-Liddie, Commissioner



WHAT WE DO

The Department of Correction (DOC) is dedicated to creating safe and humane jails that provide individuals in custody 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 eight jail facilities housing people in custody, all 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.

Guided by correctional best practices and collaboration with criminal justice stakeholders, the Department continues to implement substantive reforms. With the goal of improving safety for staff and individuals in DOC custody, the Department is focused on increasing accountability for staff and people in custody; improving staffing ratios; modernizing operations; improving data tracking and transparency; developing holistic approaches to behavior management and enhancing programs and services for those in custody to reduce idleness and promote skills development.

FOCUS ON EQUITY

The Department is committed to maintaining jails that serve the public interest in a manner that fosters the public's trust. Fundamental to this commitment is the belief that the City's jails should be safe and humane, which is a guiding principle in all areas of operation, as well as the reforms that the Department undertakes.

DOC staff are committed public servants focused on creating a culture of compassion, care, and accountability for each other and those entrusted to the Department's care. Everyone benefits when people in the Department's custody are given the tools they need to have less adverse contact with the justice system in the future. So, while the Department does not determine who comes into custody or how long an individual stays in a jail facility, DOC works hard to ensure that individuals in custody are provided with resources that support a safer environment in the jails and successful reentry into the community. DOC offers a range of programming and services to meet an individual's unique needs and challenges, such as anger management, parenting skills, workforce development and vocational training, social services, as well as access to education, medical and mental health treatment, and substances misuse services offered by partner agencies. Individuals in need of a higher level of support, such as the young adult population and those in restrictive housing settings, are offered enhanced, targeted programming designed to support meaningful behavioral change and more constructive responses to violent conflict. In addition, DOC continues to enhance its infrastructure by repairing outdated equipment and fixtures, investing in new technologies, and implementing innovative solutions to complex challenges.

The Department maintains a public data dashboard of data related to jail operations, which is updated on a regular basis, with the goal of transparency and sharing of information and outcomes with impacted communities and other external stakeholders.

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.

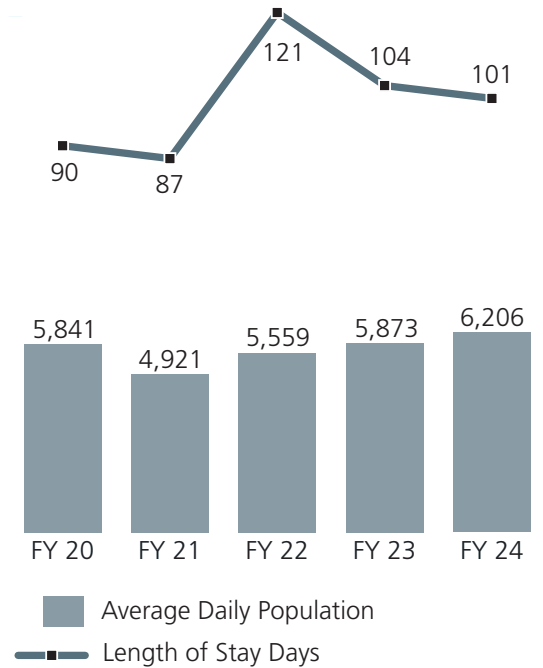
HOW WE PERFORMED IN FISCAL 2024

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 jail population has changed and grown over the years and become more challenging to manage. These trends are due to criminal justice policy changes such as arrest rates increasing in line with public safety goals, and bail reform meaning that a higher proportion of the incarcerated population has been charged with violent offenses. The incarcerated population has grown year-over-year since Fiscal 2021. The average daily population (ADP) in Fiscal 2024 was 6,206, an increase of nearly six percent from Fiscal 2023. New admissions increased by six percent in Fiscal 2024 to 23,035, and long case processing times in the court system have caused many individuals to remain in DOC custody for longer than they otherwise would have. While the average length of stay decreased from a high of 121 days in Fiscal 2022 to 101 days in Fiscal 2024, it remains substantially higher than pre-pandemic lengths of stay. Nearly 21 percent of the population has been in custody for more than a year, with some having been in custody for three years or more. Data shows that the longer an individual remains in custody, the greater the likelihood that they will be involved in a violent incident. Also on average, approximately 68 percent of individuals held in the Department's custody throughout Fiscal 2024 were awaiting trial for a violent felony offense, and nearly 11 percent are affirmed to be affiliated with a security risk group (SRG), or gang. It's likely that a much higher percentage of the population is SRG affiliated, however, the Department only reports SRG affiliation if the individual has affirmed their affiliation, regardless of other affirmative credible intelligence that may be available. These factors contribute to a population that is larger than had been anticipated when allocating resources to DOC in line with the initial Borough-Based Jails plan, spending longer in custody than in the past, and at greater risk for committing serious acts of violence and engaging in disruptive behavior while in custody.

Individual(s) in Custody Population and Length of Stay



Despite these risk factors as well as outdated jail infrastructure and limited staff resources due to uniformed staff attrition outpacing recruitment, the Department has seen a sustained decline in rates of violence, as a result of a multi-pronged approach to better managing the jails. Despite a small increase in the rate of violent incidents between individuals in custody, stabbings and slashings decreased by four percent, down to 370 compared to 387. Correspondingly, serious injury to individuals in custody as a result of violent incidents among individuals in custody decreased by 21 percent, at 12.1 per 1,000 ADP per month compared to 15.4 in Fiscal 2023, and serious injury to staff as a result of assault on staff by individuals in custody decreased by 40 percent, at .24 per 1,000 ADP per month compared to .40 in Fiscal 2023. Assault on staff by individuals in custody decreased by 22 percent. All violent incidents require a post-incident search to recover any contraband weapons. Fewer violent incidents contributed, in part, to a 27 percent decrease in searches conducted, at 123,158 searches compared to 169,119 in Fiscal 2023, and a 62 percent decrease in contraband weapons recovered, at 1,407 compared to 3,651 in Fiscal 2023, although routine sweeps are still conducted. Additionally, there were 11 percent fewer jail-based arrests of individuals in custody, at 341 in Fiscal 2024 compared to 384 in Fiscal 2023. Increased safety and security within the jails allowed for continued stabilization of a number of operations and improved access to important programs and services throughout the fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
● Admissions	23,317	16,179	17,803	21,691	23,035	*	*	Up	*
● Average daily population	5,841	4,961	5,559	5,873	6,206	*	*	Up	Down
Individuals in custody in Security Risk Group (% ADP)	18.5%	22.6%	18.9%	14.2%	10.9%	*	*	Down	Down
Fight/assault infractions	11,191	11,214	9,248	8,503	7,812	*	*	Down	Down
Jail-based arrests of individuals in custody	258	145	234	384	341	*	*	Up	Down
Searches	282,048	268,579	223,310	169,119	123,158	*	*	Down	*
Weapons recovered	2,439	2,159	5,022	3,651	1,407	*	*	Neutral	*
★ Violent incidents among individuals in custody (monthly rate per 1,000 ADP)	80.1	98.1	87.0	90.4	94.9	↓	↓	Up	Down
★ Serious injury to individuals in custody as a result of violent incidents among individuals in custody (monthly rate per 1,000 ADP)	9.6	13.0	18.9	15.4	12.1	↓	↓	Up	Down
★ Assault on staff by individual in custody (monthly rate per 1,000 ADP)	15.8	19.6	15.8	12.3	9.5	↓	↓	Down	Down
★ Serious injury to staff as a result of assault on staff by individual in custody (monthly rate per 1,000 ADP)	0.65	0.52	0.45	0.40	0.24	↓	↓	Down	Down
★ Escapes	2	1	3	1	2	↓	↓	Neutral	Down
★ Non-natural deaths of individuals in custody	0	5	9	8	4	↓	↓	Up	Down
Stabbings and slashings	123	247	491	387	370	*	*	Up	Down
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None									

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

The Department is intensely focused on providing members of service with the training and supervision they need to apply use of force in line with DOC policy and correctional best practices. Despite an increase in population, overall use of force incidents remained neutral.

In Fiscal 2021 and Fiscal 2022, use of force incidents with serious injury and use of force incidents with minor injury were classified differently and included a higher number of incidents. During this time, any use of force incident that recorded a serious or minor injury was categorized as a use of force with serious or minor injury, respectively, regardless of whether the injury occurred as a result of the use of force or from the events that precipitated the use of force (e.g., violent incidents among individuals in custody). In Fiscal 2023, the Department realigned with previous practice and now only categorizes an incident as a use of force with serious or minor injury if the injury was a result of the use of force. Serious injuries that occurred as a result of the precipitating incident are now appropriately recorded separately. This realignment explains, in part, the 77 and 64 percent decrease in use of force incidents with serious injuries and with minor injuries, respectively, between Fiscal 2023 and Fiscal 2024. Each use of force incident is closely reviewed to identify any incident in which force was misused and impose discipline appropriately. The Department continues its efforts to reduce unnecessary use of force and the situations that may give rise to a use of force.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Incidents of use of force - total	6,806	7,506	7,080	7,000	7,064	*	*	Neutral	Down
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	2.63	5.31	6.50	4.13	0.97	↓	↓	Down	Down
Department use of force incidents with minor injury (rate per 1,000 ADP)	17.79	17.51	12.06	8.73	3.07	*	*	Down	Down
Department use of force incidents with no injury (rate per 1,000 ADP)	77.95	102.29	87.23	86.64	90.85	*	*	Neutral	Down
Incidents and allegations of use of force	7,047	7,743	7,302	7,195	7,265	*	*	Neutral	Down
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None									

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

NYC Health + Hospitals' Correctional Health Services (CHS) provides medical and mental health services for individuals in DOC custody. In Fiscal 2024, the percent of individuals in custody with a serious mental health diagnosis as determined by CHS increased for the third year in a row, and is now at 20.3 percent of the average daily population.

Individuals seeking the medical care provided by CHS for non-emergency medical complaints request to do so by making requests to DOC staff or calling the Health Triage Line. CHS determines whether an individual requires a scheduled medical encounter and schedules an appointment for the individual. Individuals can refuse an appointment at any time and individuals declining to attend their clinic appointment is, by far, the largest category for non-production. The Department works in close collaboration with CHS to produce as many individuals as possible to the clinic on a given day, while taking into account any separation orders or other safety concerns, as well as the size and capacity of the clinics. In Fiscal 2024, the Department produced the person in custody for their scheduled appointment 75 percent of the time, out of a total of 617,375 scheduled appointments. Both of these indicators are reported for the first time in the Fiscal 2024 Mayor's Management Report.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Individuals in custody eligible for specialized mental health discharge procedures (% ADP)	46%	53%	50%	51%	54%	*	*	Up	*
Individuals in custody with a serious mental health diagnosis (% ADP)	14.8%	16.5%	16.2%	18.9%	20.3%	*	*	Up	*
★ Average clinic waiting time (minutes)	17	7	11	14	10	↓	↓	Down	Down
Scheduled clinic encounters	NA	NA	NA	NA	617,375	*	*	NA	*
Scheduled clinic encounters produced (%)	NA	NA	NA	NA	75%	*	*	NA	Up
★ 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 from 79 percent in Fiscal 2023 to 87 percent in Fiscal 2024. This increase is largely due to the Department consolidating operations by closing outdated facilities and reopening or relocating facilities following renovation. The Otis Bantum Correctional Center was renovated over the course of Fiscal 2023 and reopened in Fiscal 2024, and Enhanced Supervision Housing was relocated to a fully renovated area as a standalone facility. Incarcerated individuals were relocated from the Vernon C. Bain Center (VCBC) in the Bronx and the Anna M. Kross Center (AMKC) on Rikers Island to other facilities throughout Rikers Island. VCBC was closed per the State Correction Commission and AMKC is no longer used to house individuals in custody due to its poor condition, though certain essential support operations continue at the facility. Although AMKC contained a majority of mental health housing, the Department created additional mental health beds throughout Rikers Island, resulting in a net gain of mental health beds, to support the growing population of individuals in need of a higher level of care while in custody. These strategic infrastructure decisions and the subsequent rehousing of individuals in custody supported more effective management of sub populations with unique needs, such as those in restrictive housing programs and those in need of a higher level of care due to a mental health diagnosis.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Jail-cells unavailable due to short-term repair (%)	4.3%	3.7%	4.3%	2.9%	1.4%	1.0%	1.0%	Down	Down
★ Population as percent of capacity (%)	63%	65%	75%	79%	87%	96%	96%	Up	*
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None									

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

The Department’s court production rate remains at 98 percent, and DOC continues to work with stakeholders throughout the criminal justice system to address case processing, to ensure people can move through the justice process expeditiously and do not linger in the jails.

Scheduled teleconference court appearances have decreased substantially in Fiscal 2024, down to 1,826 from 3,681 in Fiscal 2023. This is due to the scheduling needs of the court system, which are determined by the Office of Court Administration; DOC does not determine whether a court appearance is in person or via teleconference.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Scheduled on-site court appearances	NA	NA	NA	94,606	90,849	*	*	NA	*
★ Scheduled on-site court appearances produced (%)	NA	NA	NA	91.5%	98.2%	↑	↑	NA	Up
Scheduled teleconference court appearances	NA	NA	NA	3,681	1,826	*	*	NA	*
★ Scheduled teleconference court appearances produced (%)	NA	NA	NA	88.9%	87.3%	↑	↑	NA	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.

Individuals in the Department’s custody can access an array of robust services to meet their goals and needs. In Fiscal 2024, the Department discontinued the Target Approach to Jail Services contract, under which contracted providers ran group-based services, and instead insourced these services. Services such as anger management, parenting classes, job readiness, recreation, and fine and performing arts are offered in group settings. The number of group-based sessions remained relatively steady as the fiscal year progressed, with a 4.4 percent decrease in Fiscal 2024. One-on-one sessions include services such as individual counseling, transition planning, and social services. In order to accomplish the steady consistency of group-based sessions during the transition to insourcing, staff that formerly provided one-on-one sessions were tasked with affording group programs. Additionally, beginning in the fall of 2023 and through early spring of 2024, staff attrition among the staff offering group-based and one-on-one services contributed to the 40 percent decrease in one-on-one sessions. The Department has been focused on backfilling vacant positions and, starting in the spring of 2024, began onboarding staff to provide both group and individual programs. This influx of staff will stabilize the provision of group and one-on-one services in Fiscal 2025.

DOC also offers workforce development programs to provide career and technical education through an array of courses, such as automotive, barbering, barista, carpentry, cosmetology, culinary arts, digital literacy, driving, make-up artistry, music engineering, small business, welding, and certifications on areas such as CPR, flagging/scaffolding, and construction worksite safety. In addition, the Department of Education provides education in school sites and on select housing units within the jails. The average daily attendance in school programs increased by 23 percent (from 67 to 82 individuals) between Fiscal 2023 and Fiscal 2024. This is in part due to new classrooms that opened in Fiscal 2024, as well as to the Department’s commitment to operating new “school houses.” School houses afford the entire housing area within the jail with the opportunity to attend school together, ensuring dedicated uniformed staff are available to escort individuals in custody to school sites, and provide certain incentives to those in the housing areas to encourage continued engagement with school services. Lastly, between Fiscal 2023 and Fiscal 2024, the number of individuals participating in post-secondary education programs increased from 39 to 450. This is due to the Department partnering with an additional provider for these services, enabling more individuals in custody to participate. The Department seeks feedback from people in custody on an ongoing basis to ensure programs, services, and enrichment activities are aligned with their interests and revises its offerings accordingly.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Individuals in custody participating in programs, services, and activities (%)	NA	NA	7.2%	18.2%	23.1%	10.0%	10.0%	NA	Up
Average daily attendance in school programs	60	11	32	67	82	*	*	Up	*
Enrollments in workforce development programs	NA	NA	NA	4,275	4,045	*	*	NA	*
Group facilitation sessions provided to individuals in custody	NA	NA	NA	42,299	40,422	*	*	NA	*
One-on-one sessions provided to individuals in custody	NA	NA	NA	32,961	19,733	*	*	NA	*
Individuals in custody participating in post-secondary education programs	NA	NA	NA	39	450	*	*	NA	*
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None									

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Workplace injuries reported	4,301	3,911	2,207	1,822	910	*	*	Down	Down
Accidents involving individuals in custody	241	270	283	252	225	*	*	Neutral	Down
Payout (\$000)	NA	NA	NA	\$48,676	\$235,226	*	*	NA	Down
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	100.0%	0.0%	91.7%	100.0%	100.0%	*	*	Up	Up
E-mails responded to in 14 days (%)	100.0%	0.0%	72.8%	78.0%	72.1%	*	*	Up	Up
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None									

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	
Expenditures (\$000,000) ³	\$1,287.2	\$1,259.3	\$1,391.8	\$1,357.4	\$1,244.8	\$1,210.9	\$1,049.8	Neutral
Revenues (\$000,000)	\$12.6	\$11.4	\$11.8	\$11.7	\$11.5	\$11.8	\$11.8	Neutral
Personnel (uniformed)	9,237	8,388	7,068	6,299	5,954	7,060	7,060	Down
Personnel (civilian)	1,803	1,661	1,559	1,552	1,537	1,792	1,791	Down
Overtime paid (\$000,000)	\$146.6	\$153.2	\$262.9	\$294.6	\$274.3	\$235.7	\$134.9	Up
Capital commitments (\$000,000)	\$42.2	\$62.0	\$499.3	\$774.8	\$448.9	\$1,835.5	\$2,871.7	Up

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 FY23 ¹ (\$000,000)	Modified Budget FY24 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$1,128.1	\$1,073.8	
001 - Administration	\$113.2	\$107.5	All
002 - Operations	\$1,014.9	\$631.3	All
005 - Jail Operations ⁴	NA	\$328.6	All
006 - Health and Programs ⁴	NA	\$6.3	All
Other Than Personal Services - Total	\$229.3	\$171.0	
003 - Operations	\$201.6	\$77.9	All
004 - Administration	\$27.7	\$14.5	All
007 - Jail Operations ⁴	NA	\$52.5	All
008 - Health and Programs ⁴	NA	\$26.1	All
Agency Total	\$1,357.4	\$1,244.8	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2023. Includes all funds. ²City of New York Adopted Budget for Fiscal 2024, as of June 2024. Includes all funds. ³Refer to agency goals listed at front of chapter. ⁴This UA originated in Fiscal 2024. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Individuals in custody with a mental health diagnosis (% ADP)' was renamed to 'Individuals in custody eligible for specialized mental health discharge procedures (% ADP)' to more accurately reflect the data that has been already reported. DOC does not collect the number of individuals with mental health diagnoses; rather, the Department collects the number of individuals who are legally mandated to be offered specialized procedures, which are nearly always individuals with mental health needs.
- The indicator 'Individual in custody health clinic visits' was removed and replaced with 'Scheduled clinic encounters' and 'Scheduled clinic encounters produced (%)'. The previous indicator was a longstanding indicator that captured only visits to clinics through "sick call," once the main way that individuals in custody accessed clinics and now just one of several ways. The new indicators capture all scheduled clinic visits and the percent of clinic visits for which DOC produces the individual scheduled.
- Preceding the Fiscal 2024 Mayor's Management Report, the Mayor's Office of Operations continued implementation of updated standards for indicator names. Minimal stylistic changes, such as the use of em-dashes, percent symbols and acronyms, were made to the names of previously published indicators here within.

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.

You can view the DOC Data Dashboard by visiting: www.nyc.gov/site/doc/about/doc-data-dashboard.page