



Culture Change Working Group Meeting #1

November 8, 2017

Justice Implementation Task Force

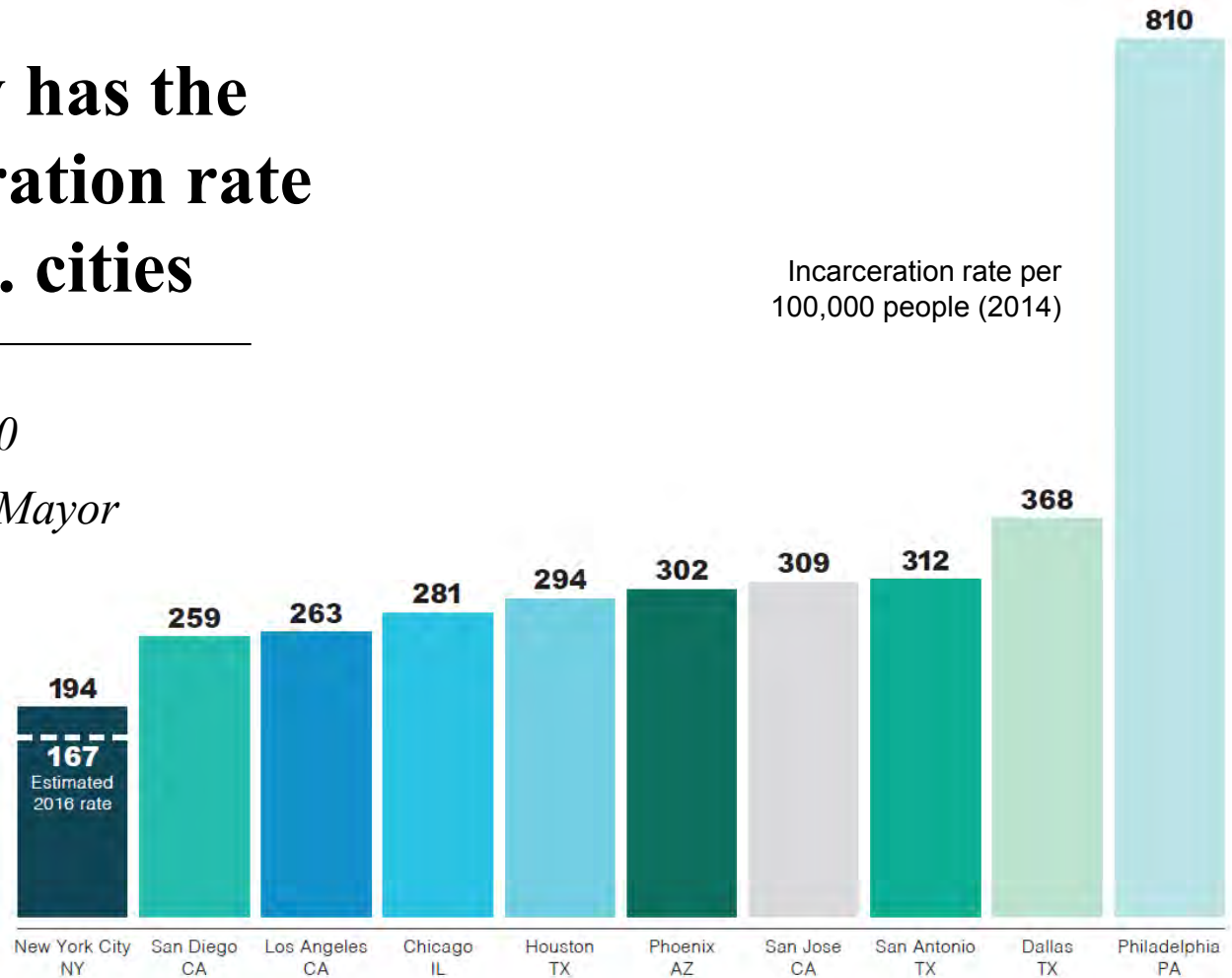
Agenda

1. **Our charge (10 minutes)**
 - a) **Structure of the Justice Implementation Task Force**
 - b) **How we're working together**
2. Presentation: overview of Rikers today (30 minutes)
3. Discussion (40 minutes)
4. Closing and next steps (10 minutes)

Context

New York City has the lowest incarceration rate of all large U.S. cities

- Down 50% since 1990
- Down 18% since the Mayor took office

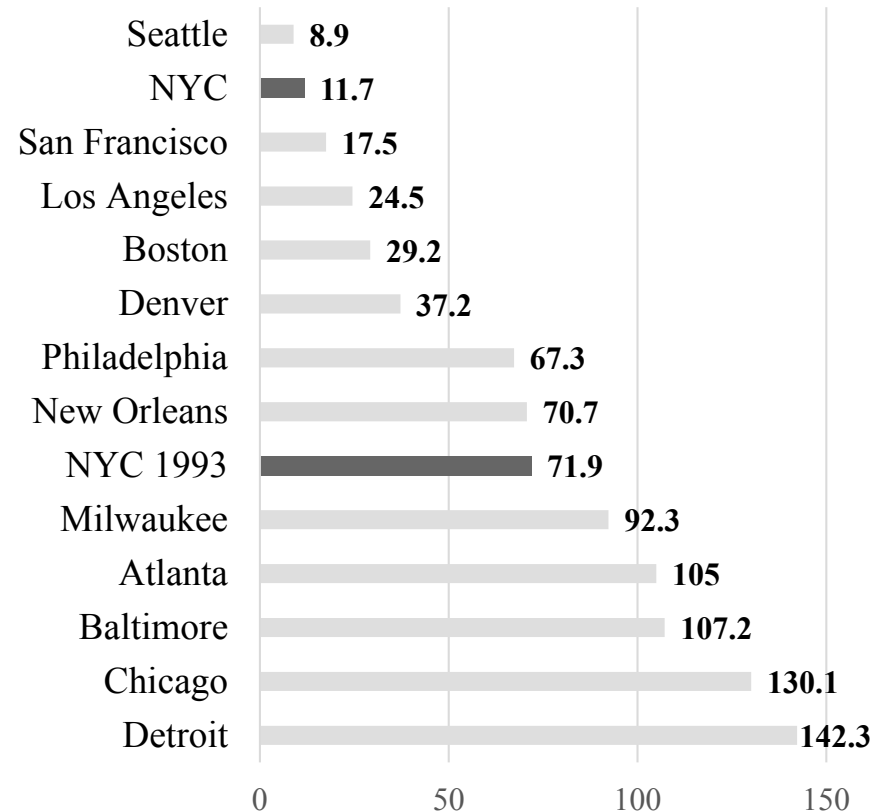


Context

The size of the jail population has fallen alongside dramatic declines in crime

- Major crime down 76% since 1993, down 9% since Mayor took office
- 2016 was the safest year in CompStat history, with homicides down 5%, shootings down 12%, and burglaries down 15% from 2015

Non-fatal shootings (2016)
(Rate per 100,000 residents)



Task Force background

The *Justice Implementation Task Force* combines existing efforts across the city, both inside and outside government, into one centralized body that shapes strategy and ensures effective implementation.

Smaller

Goal

Safely reduce the size of the jail population by 25% in the next five years

Baseline

18% decline in last three years
~\$50 million investment from the city in strategies to reduce jail use

Fairer

Goal

Change the culture and purpose of jail so staff and incarcerated individuals are treated with dignity and provided with opportunity

Baseline

City has already invested over \$90 million in support for corrections officers and programming for incarcerated individuals

Safer

Goal

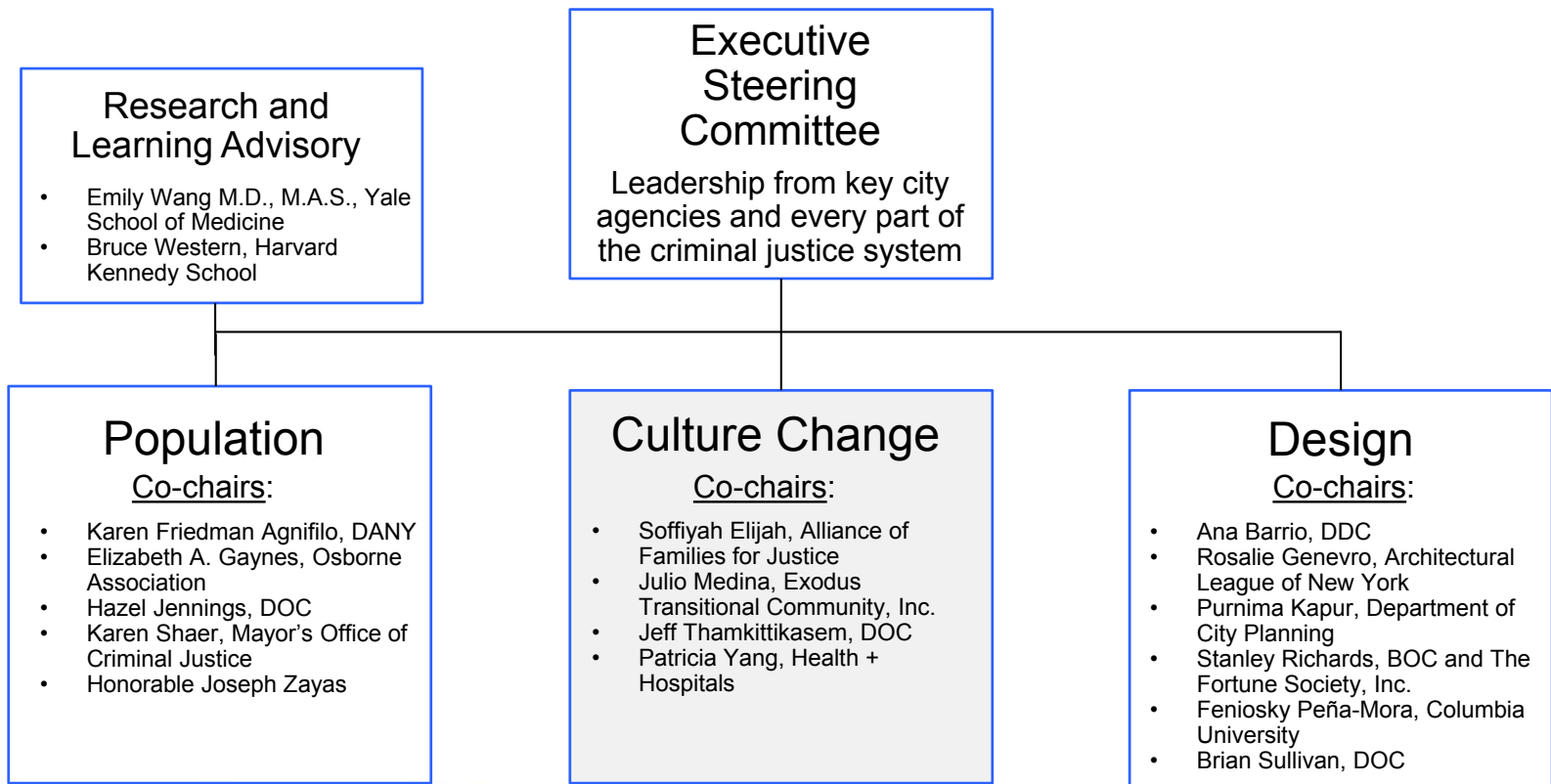
Ensure that everyone who works, visits, and is incarcerated in city jails is in a **safe, modernized, and humane facility** as quickly as possible

Baseline

City has already invested \$1.2 billion to improve conditions in city jails

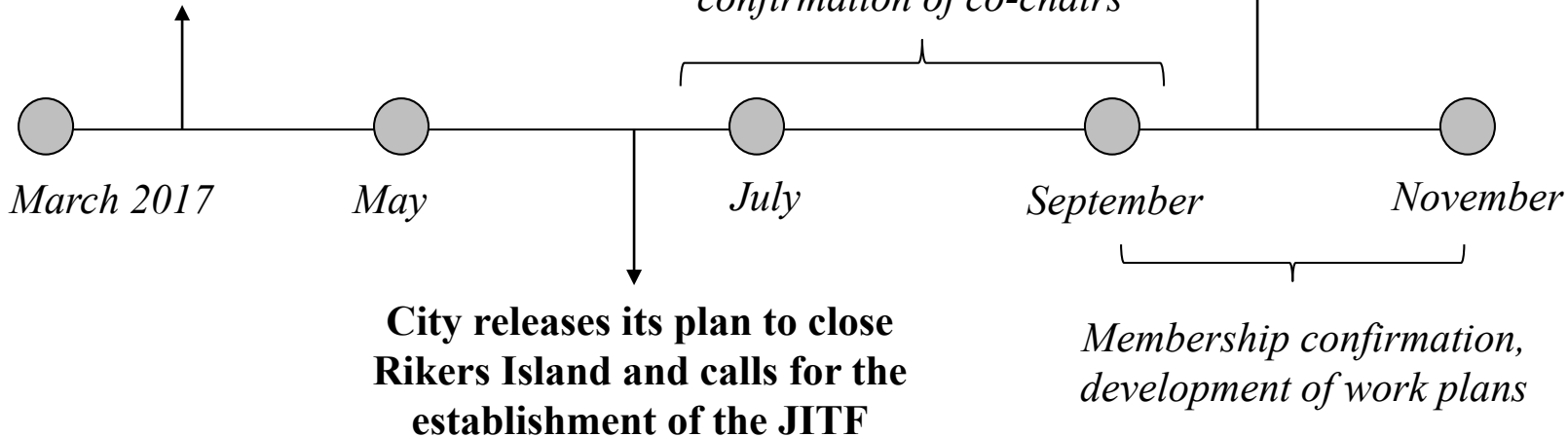
Task Force structure

Task Force Co-Chairs: Elizabeth Glazer, Zachary Carter



Task Force timeline

**Mayor de Blasio announces
the City's goal to close Rikers
Island in the next 10 years**



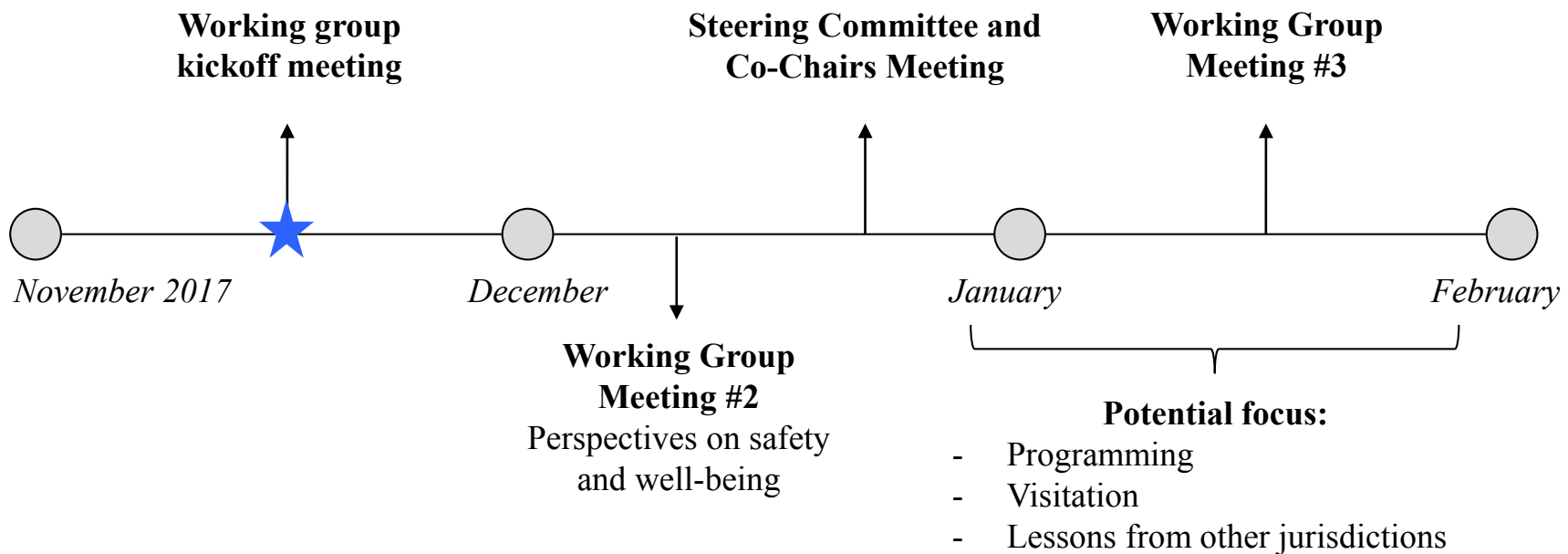
Plan for working together

1. Each working group will be staffed by robust teams that leverage subject matter expertise, analytic capacity, and project management acumen to push the work forward.
2. Working Group participants can expect:
 - Detailed work plans;
 - Routine meeting times and reliable scheduling;
 - Advance agendas and materials;
 - Research and analytics to inform discussion and decision-making; and
 - Swift documentation of decisions and action items.
3. Each meeting will involve a “now” and “future” component—to balance the implementation of changes on Rikers Island right now with a focus on innovation and planning for the future.

Charge: Culture Change

The Culture Change Working Group will advise the City on policies to create a jail system in which all who spend time in the City's jails – including DOC employees, medical staff, service providers, incarcerated people, volunteers, and visitors – interact in a safe and respectful environment.

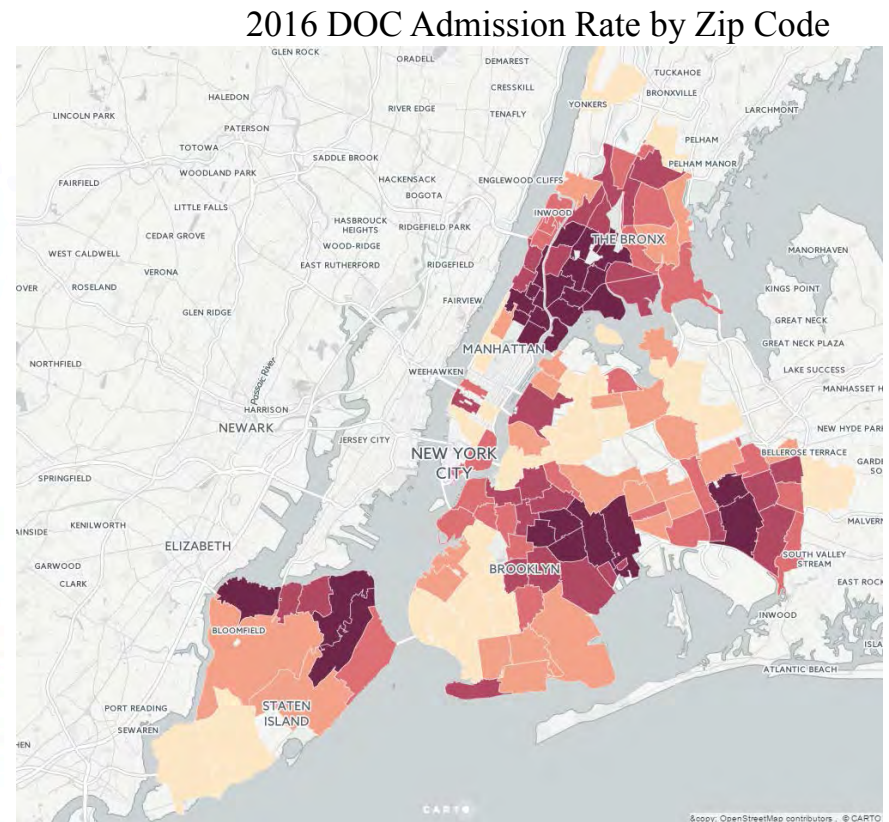
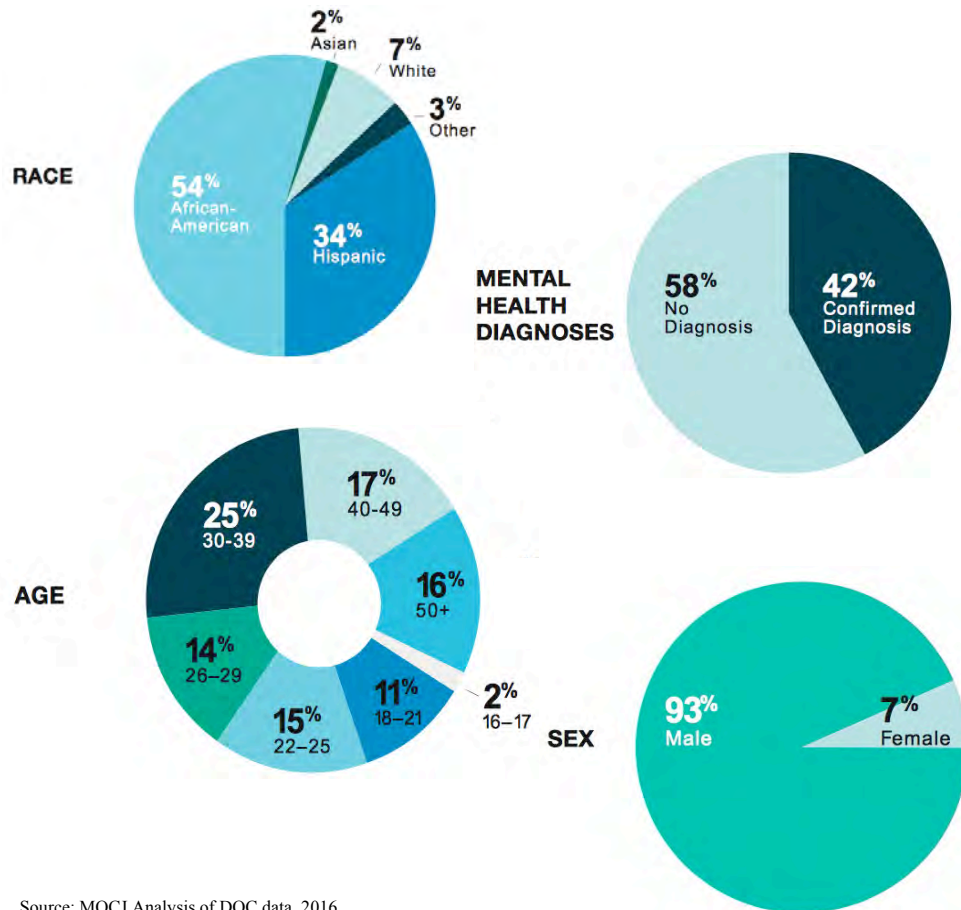
Anticipated meeting schedule



Agenda

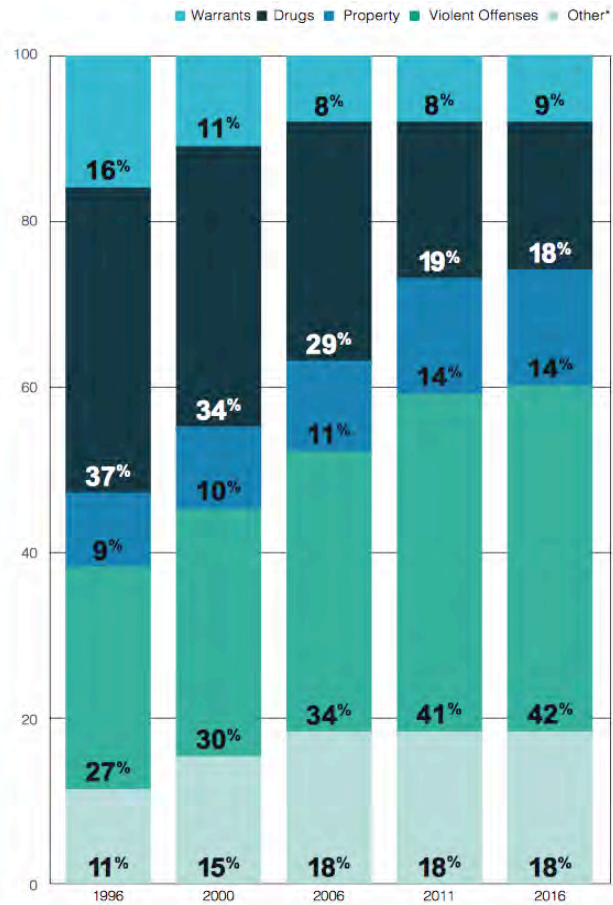
1. Our charge (10 minutes)
2. **Presentation: overview of Rikers today (30 minutes)**
 1. **Brief jail population overview (MOCJ)**
 2. **Strategies in the “Smaller, Safer, Fairer” report**
 3. **Overview of workforce and population**
3. Discussion (40 minutes)
4. Closing and next steps (10 minutes)

The majority of those in jail are Black and/or Hispanic, male, under age 40, and from the Bronx or Brooklyn



Source: MOCJ Analysis of DOC data, 2016

Fewer people are in jail for drugs, but more are in for violent offenses



Mirroring the pattern of arrests, the number of people held on drug charges has fallen by 51% since 1996.



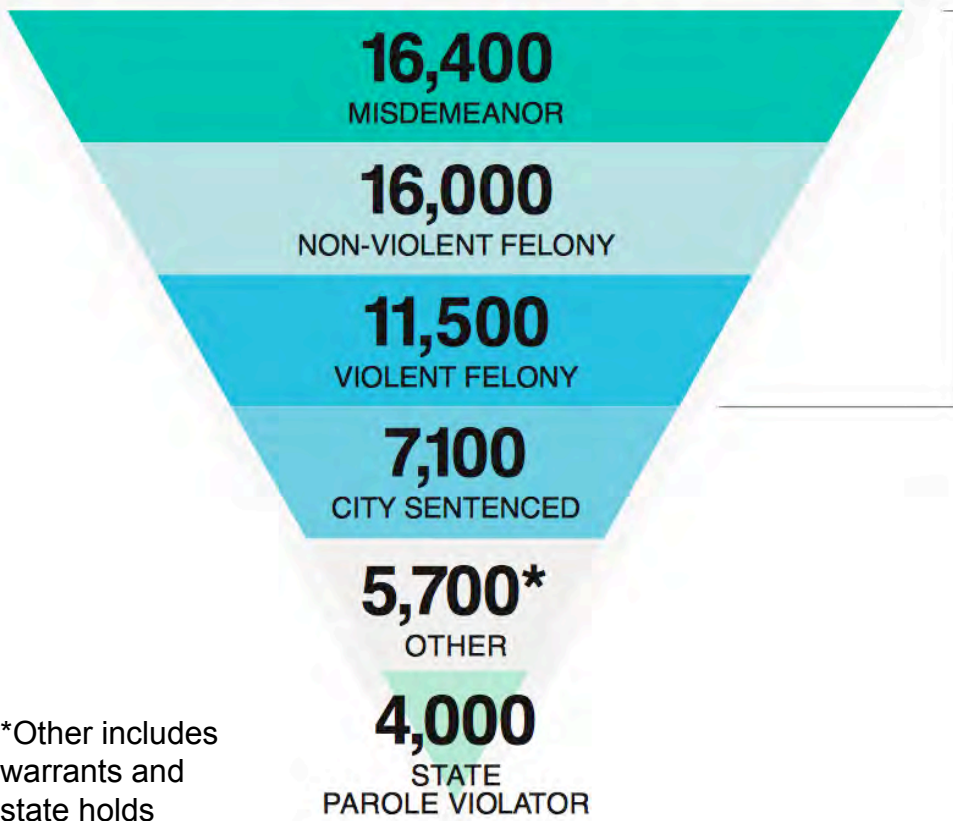
Over the same period, the proportion of people held on violent charges has increased by 56%.

69% of today's jail population is at medium or high risk of missing future court appearances.

Source: MOCJ Analysis of DOC data, 2016

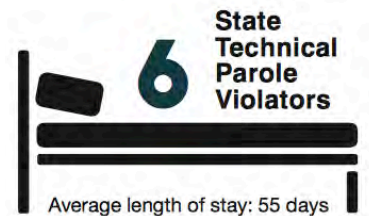
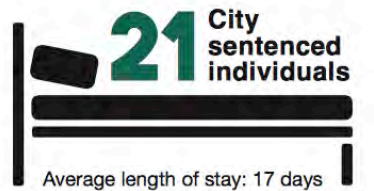
Bed savings occur when fewer people stay in DOC custody for shorter amounts of time

There were approximately **61,000 admissions** to New York City Jails in 2016



Pretrial

To save 1 bed annually, the system would need to divert or release, on average:



Interventions and target populations

DOC Pop. before interventions: 9,400 After 5-year interventions: 7000



Source: MOCJ Analysis of DOC data, 2016

Interventions are projected to result in an ADP of 7,000 by 2022

Diverting Admissions	Projected Daily Population Reduction
1. Revised Risk Assessments	710
2. Bail Reform	200
3. Expanded Pre-Trial Diversion	500
4. Alternatives to Jail Sentences	300
5. Behavioral Health Interventions	50
6. Women-Specific Interventions	20
Shortening Length of Stay	
7. Case Processing for Technical Parole Violators	170
8. Case Processing for Pretrial Detainees	450
Total Projected 5-year Reduction	2,400

Culture Change

Culture Change Strategies (“Fairer”)

Strategy	Status
Prevent returns to jail by laying a foundation for future sustainability a. Offer everyone in city custody 5 hours per day of education, vocational, and therapeutic programming b. Offer everyone in city custody dedicated reentry planning before discharge and support in the community (re-entry network, launch jails to jobs) c. Implement a new technology tool (case management system)	In progress
Foster connections to families and community by improving visits a. Create expedited transportation to Rikers Island b. Renovate the Central Visits facility	In planning
Continue to create alternatives to punitive segregation	In planning
Expand supportive services for correctional officers	In planning

Overview of workforce and population



Overview of workforce and population

<i>Employees on Rikers</i>	<i>Avg. daily population</i>
DOC employees (uniformed)	10,495
DOC employees (civilian)	1,775
DOC program providers	152
DOE staff (East River Academy)	118

<i>Health + Hospitals Employees (average daily population on Rikers)</i>	
H+H employees for all jails	1,069
H+H employees for Rikers	936
H+H employees for borough facilities (3)	133

<i>Visitors</i>	
Total visitors to city jails on Rikers Island in FY 18 (July-September)	33,990
Average daily visitors to Rikers Island (FY 17)	1,019

Facilities

<i>Facility</i>	<i>Specific functions and populations</i>
AMKC	Detox Unit, Mental Health Center
RNDC	All 16- and 17-year-olds
EMTC	Sentences of less than 1 year
GMDC	50 separate housing areas
GRVC	Includes Punitive Segregation Unit
NIC	Infirmary; special pops by end of year
OBCC	Includes Enhanced Supervision Housing
RMSC	Women’s only facility
West Facility	Contagious Disease Unit and special pops
<i>Boroughs</i>	
BKDC	Most undergoing intake process or facing trial in Kings/Richmond County
MDC	North and South Towers—most undergoing intake process or facing trial in New York County. Includes special populations.
VCBC	Detention facility for intake processing for both Bronx and Queens
QDC	Only the court facility is operating

Sources: DOC website, DOC census report, 11/2/17

Agenda

1. Our charge (10 minutes)
2. Presentation: overview of Rikers today (30 minutes)
5. **Discussion (40 minutes)**
6. Closing and next steps (10 minutes)

Discussion and next steps

Discussion questions

- What are the most pressing issues around the culture of jails in NYC?
- What do we want to know more about in the coming months? Where do we need additional research or data analytics?
- What should we focus on first?

Next meeting (December 1, 2017)

- Proposed focus: perspectives on well-being
 - What do we know about the perspectives of all those who spend time in the city's jails? What are the most important issues from the various perspectives?
 - How can we achieve culture change while maintaining security?