



Department of Corrections DOC (FLO)

MISSION

The mission of the Department of Corrections (DOC) is to provide a safe, secure, orderly, and humane environment for the confinement of pretrial detainees and sentenced inmates, while offering those in custody meaningful rehabilitative opportunities that will assist them with constructive re-integration into the community.

SUMMARY OF SERVICES

The DOC operates the Central Detention Facility (CDF) and houses inmates in the Correctional Treatment Facility (CTF) through a contract with the Corrections Corporation of America; both facilities are accredited by the American Correctional Association (ACA). The department has contracts with four private halfway houses: Efforts for Ex-Convicts; Extended House, Inc.; Fairview; and Hope Village; these are often used as alternatives to incarceration. Like other municipal jails, 75 to 85 percent of inmates in DOC's custody have one or more outstanding legal matters that require detention, and median lengths of stay for released inmates are 31 days or less. Ninety percent of DOC's inmates are male. DOC also houses female inmates and a small number of juveniles charged as adults at the CTF. Each facility offers inmates a number of programs and services that support successful community re-entry. These include:

- Residential Substance Abuse Treatment (RSAT);
- Re-entry preparation (Re-Entry);
- Institutional Work Details and Community Work Squads;

Special Education (through the District of Columbia Public Schools (DCPS)); and, Adult Education and GED Preparation provided by DOC. American Correctional Association (ACA) and National Commission on Correctional Health Care (NCCHC) accredited comprehensive health and mental health services are provided through Unity Health Care (contractual) and the D.C. Department of Mental Health. In addition, facilities provide inmate personal adjustment and support services, such as food services, laundry, visitation, law library, inmate grievance process, etc. DOC facilities operate twenty-four hours a day, 365 days a year.

ACCOMPLISHMENTS

- ✓ DOC is proud to have developed and overseen the creation of the health care clinic in the Central Cell Block. Arrestees requesting care for symptoms or medication needs may now be seen by a Nurse Practitioner who staffs the clinic 12 hours a day, 7 days a week. As a result, arrestees no longer need to be transported out of the CCB for the overwhelming majority of their health care needs while in DOC custody at the CCB. The number of transports has been drastically reduced from over forty (40) transports per month prior to the opening of the CCBC to approximately 5 visits per month at this time. The Metropolitan Police Department reported 4906 hospital details (requiring 2 officers per arrestee) in the 9 month period between October 2012 and June 2013; annualized, this represents 6541 hospital details. Assuming \$30 per hour and 8 hours per detail and



one officer per detail; conservatively estimated savings were \$240 per detail or \$1.57 million per year.

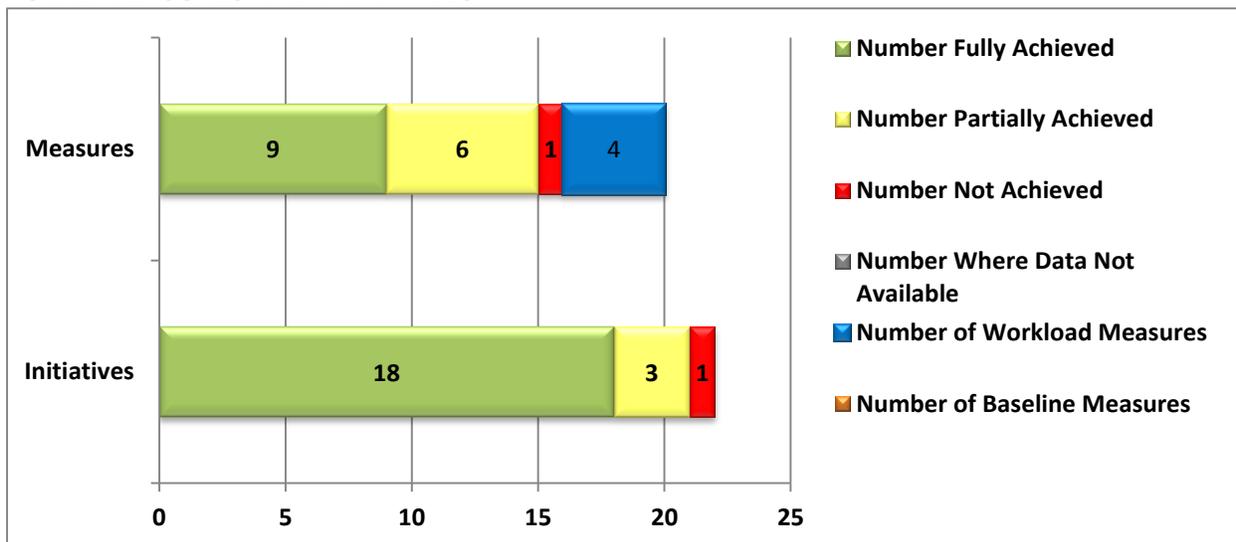
At a cost of approximately \$436 K in FY 2014, the CCBC has served an average of 146 arrestees on a monthly basis since opening in December 2013. The number of hospital details from the CCB was reduced by nearly 90% as a result of this initiative, thereby, reducing the demand on Emergency Room staff and making more MPD officers available for the community, where they were available to improve public safety through increased police presence. This resulted in reduced rates of intake at both the CCB and CDF and lower average daily population at DOC. Associated savings due to significantly reduced EMS costs to the District were conservatively estimated at \$1.5 million (based on \$750 per transport).

- ✓ Mayor Gray dedicated the Carolyn Cross Inmate Reception Center on September 26, 2014 in anticipation of commencement of operations by September 30, 2015.
- ✓ DOC successfully piloted 2 community based video-visitation centers at Deanwood Recreation Center and Martin Luther King Jr. Library. Based upon highly positive public feedback and demand, DOC is expanding community based visitation services two additional community locations in Ward 8. The Anacostia Neighborhood Library will commence operation on April 11, 2015. DOC is working with the Department of Parks and Recreation to establish the date of commencement of services at the Bald Eagle Recreation Center.

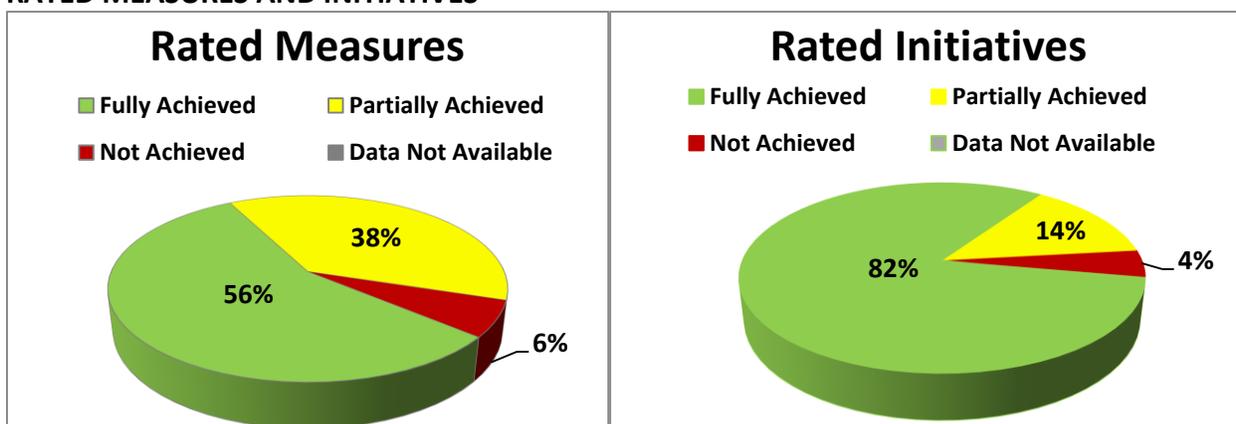


OVERALL OF AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES



RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

Agency Management Services

OBJECTIVE 1: Improve Economy, Efficiency and Effectiveness of Agency Operations

INITIATIVE 1.1: Implement Electronic Roster Management (In-Time)

-  **Not achieved.** DOC has not yet completed systems integration, data validation, and user acceptance testing for integration between the Biometric Time and Attendance application, TimeClock Plus, and PeopleSoft. The final integration with PeopleSoft has not yet occurred and must be renegotiated with OCTO. DOC continues to work to improve user acceptance while awaiting input from OCTO regarding integration with PeopleSoft. DOC anticipates reevaluating project completion date by July 1, 2015.

INITIATIVE 1.2: Re-Negotiate Federal Reimbursement Per-Diem

-  **Fully achieved.** DOC had been granted access to the e-IGA system before September 30, 2014, and is on track to submit a new request for a per-diem increase by February 28, 2015 so that it may receive notification of USMS decision before September 30, 2015. The initiative is on track and considered fully completed for FY 2014.

INITIATIVE 1.3: Negotiate Reformed Federal Billing Protocols.

-  **Fully achieved.** DOC intends to discontinue this initiative at this time. This initiative is considered fully completed for FY 2014.

INITIATIVE 1.5: Implement Inmate Processing Center.

-  **Partially Achieved.** The Carolyn Cross Inmate Reception Center was dedicated by Mayor Gray on September 26, 2014. DOC anticipates full functionality of CCTV camera implementation to enable commencement of operations before the end of Q3 FY 2015.

OBJECTIVE 2: Upgrade Workforce

INITIATIVE 2.1: Upgrade Positions and Pay for Legal Instrument Examiners:

-  **Fully achieved.** Career ladder promotions for Legal Instrument Examiners were provided within DOC's FY 2015 budget.

INITIATIVE 2.2: ReEngineer DOC Training Requirements, Curriculum and Delivery System

-  **Fully achieved.** DOC obtained an NIC multi-year technical assistance grant for management development in FY 2014, to be continued in FY 2015 and FY 2016. This initiative is considered fully completed and will not be carried forward in future agency performance plans.



Inmate Custody

OBJECTIVE 1: Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.

INITIATIVE 1.1: Upgrade Surveillance Center Staffing

- **Fully achieved.** Surveillance center staffing was increased in FY 2014. The initiative is considered fully completed for FY 2014.

INITIATIVE 1.2: Establish Mutual Aid Agreements with Council of Government (COG) Member Jurisdictions for Jail Emergencies.

- **Partially achieved.** Mutual Aid Agreements were developed and signed by eight of ten COG jurisdictions by September 30, 2014, with signatures from Montgomery County and Frederick County, MD yet to be received. The initiative is considered partially complete for FY 2014.

INITIATIVE 1.3: Implement Interoperable Radio Network.

- **Fully achieved.** DOC worked with OUC to procure radios so that DOC officers can effectively communicate with other District Public Safety agencies in the event of a jail or District emergency. This initiative is on track and considered fully completed for FY 2014.

INITIATIVE 1.5: Expand Video Visitation.

- **Fully achieved.** DOC received highly positive public feedback of the pilot community visitation centers at MLK Public Library and Deanwood Recreation Center and requests from the public for expansion of service. DOC is working with DC Public Libraries and DC Parks and Recreation to expand video visitation services to an additional library and a recreation center. DOC is exploring remote visitation with inmates via internet using personal workstations and laptops for future implementation. This initiative was fully completed.

INITIATIVE 1.6: Implement OMS Upgrade

- **Fully achieved.** This project is currently on track for completion by September 30, 2015. During FY 2014 several business processes were mapped, requirements were gathered, and progress was made both on developing user environments for the new application as well as refining the scripts to ensure accurate data conversion of existing data. Almost a third of existing custom reports have been converted to date. DOC is on track to commence training end-users and transition to the new system and retire the use of the existing system by September 30, 2015. FY 2014 objectives were complete.

OBJECTIVE 2: Provide Timely and Accurate Inmate Documents and Risk Assessments.

INITIATIVE 2.1: Train Staff to Conduct ReEntry Supportive Assessments

- **Fully achieved-** COMPAS has been implemented at both CDF and CTF. This initiative was fully completed.

INITIATIVE 2.2: Train Records Staff in Records Operations, Systems and Computations.

- **Fully achieved-** All staff received some training in efficient processing and use of automated tools for computing sentences in FY 2014. This initiative was fully completed.

INITIATIVE 2.3: Enhance Capability to Positively ID Inmates.

- **Fully achieved-** IRIS scan has been fully operational as of December 2013. This initiative was fully completed.



INITIATIVE 2.4: PREA Standards Implementation Assessment

- **Fully achieved-** The third party audit review was conducted in August 2014. CDF was certified 100% in compliance with all PREA standards on December 10, 2014. This initiative was fully completed.

INITIATIVE 2.5: Assume Full Operations of Central Cell Block.

- **Fully achieved.** DOC assumed full operations of CCB in October 2013, assumed operation of an on-site clinic in December 2013 and provided on-site services to 1472 arrestees since Clinic operations commenced. In FY 2014 a total of 84 arrestees were transported from the CCB to hospitals; the majority of these transports, 63, occurred during hours when the CCB clinic was not staffed. DOC has since provided security for any hospitalized arrestees within 2 hours of notification. This initiative was fully completed.

Inmate Services

OBJECTIVE 1: Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration

INITIATIVE 1.1 Develop DOC Strategic ReEntry Plan.

- **Fully achieved.** Although a strategic reentry plan was developed for the misdemeanor population it has not been published in deference to publication of the Districtwide ReEntry plan. This initiative is considered fully achieved. It has been discontinued for the time being and will be revisited at a later date.

INITIATIVE 1.2 Conduct Comprehensive Evaluations of Inmate Programs.

- **Fully achieved.** DOC is discontinuing this initiative for future fiscal years based upon the agency's current priorities and resources; the FY 2014 milestones were completed.

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OBJECTIVE 2: Maintain/Improve Inmate Physical and Mental Health

INITIATIVE 2.1: Secure New Contract for Inmate Health Services.

- This initiative was partially completed.

OBJECTIVE 3: Improve Daily Living Conditions

INITIATIVE 3.1: Establish Formal Facilities Maintenance Inspection Program

- **Fully achieved-** DOC established an additional position to identify and monitor a preventative maintenance program. The initiative is considered fully completed for FY 2014.

INITIATIVE 3.2: Provide a Higher Proportion of Local Foods as a Part of Meals Served. (Sustainable DC #FD3.6)

- **Fully achieved.** DOC completed its FY 2014 milestone and the initiative is considered fully completed for FY 2014.



Key Performance Indicators – Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported
 ● Workload Measure

	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
Agency Management								
	●	1.1 Intake Transactions Processed	11,468	Target Not Required		11,245	Workload Measure Not Rated	Agency Management
	●	1.2 Release Transactions Processed	11,651	Target Not Required		11,577	Workload Measure Not Rated	Agency Management
	●	1.3 Average Daily Population	2,311	Target Not Required		2,041	Workload Measure Not Rated	Agency Management
	●	1.4 Median Length of Stay	28	Target Not Required		23	Workload Measure Not Rated	Agency Management
Inmate Custody								
	●	1.1 Inmate on Inmate Assault Rate	1.13	1		1.21	82.75%	INMATE CUSTODY
	●	1.2 Inmate on Staff Assault Rate	0.27	1		0.43	233.87%	INMATE CUSTODY
	●	1.3 Percent of Disciplinary Reports Adjudicated as Charged	72.9%	85%		30.08%	35.39%	INMATE CUSTODY
	●	1.4 Percent of Inmate on Staff Assaults Resulting in Requests for Criminal Prosecution Annually	77%	65%		62.37%	95.95%	INMATE CUSTODY
	●	1.5 Percent of Contraband Seizures Resulting in Requests for Criminal Prosecution Annually	47%	40%		53.33%	133.33%	INMATE CUSTODY
	●	1.6 Delayed Release Rate	0.01	0.35		0.03%	1063.12%	INMATE CUSTODY
	●	1.7 Erroneous Release Rate	0.02	0.08		0%	>100%	INMATE CUSTODY
	●	1.8 Percent of Inmates Served by Video-Visitation	49.18%	50%		49.60%	99.20%	INMATE CUSTODY



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
Agency Management Services								
●	1.1	Federal Revenue Reimbursement Rate	99.79%	85%		94.34%	110.99%	AGENCY MANAGEMENT PROGRAMS
●	1.2	Priority 1 Maintenance and Repair Completion Rate	75.89%	80%		86.67%	108.34%	AGENCY MANAGEMENT PROGRAMS
Inmate Services								
●	1.1	Inmates Served by Re-entry Program ¹	182	200		191	95.50%	INMATE SERVICES
●	1.2	Percent of Inmates who Passed GED Exams	53.57%	55%		62.50%	113.64%	INMATE SERVICES
●	1.3	Number Inmates Served by DCPS	NA	17		20	117.65%	INMATE SERVICES
●	2.1	Percent of Inmates Released to Community with Required Medications	90.36%	90%		90.94%	101.05%	INMATE SERVICES
●	2.2	Inmates Served by Substance Abuse Treatment Program (RSAT)	904	300	210	293	97.67%	INMATE SERVICES
●	2.3	Unresolved Inmate Grievances Outstanding Over 30 Days	238	200		266	75.19%	INMATE SERVICES

¹ The population of inmates eligible to be served by the ReEntry Program declined in FY 2014 beyond the projected level of decline and this contributed to the inability to achieve the target.