



FY 2015 Performance Accountability Report Department of Corrections

INTRODUCTION

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

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 affording those in custody meaningful rehabilitative opportunities for successful community reintegration.

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 three private halfway houses: 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-three 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 Behavioral Health. In addition, inmates are provided personal adjustment and support services, such as food services, laundry, visitation, law library, grievance resolution, etc. DOC facilities operate twenty-four hours a day, 365 days a year.

OVERVIEW – AGENCY PERFORMANCE

The following section provides a summary of DOC performance in FY 2015 by listing DOC's top three accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.



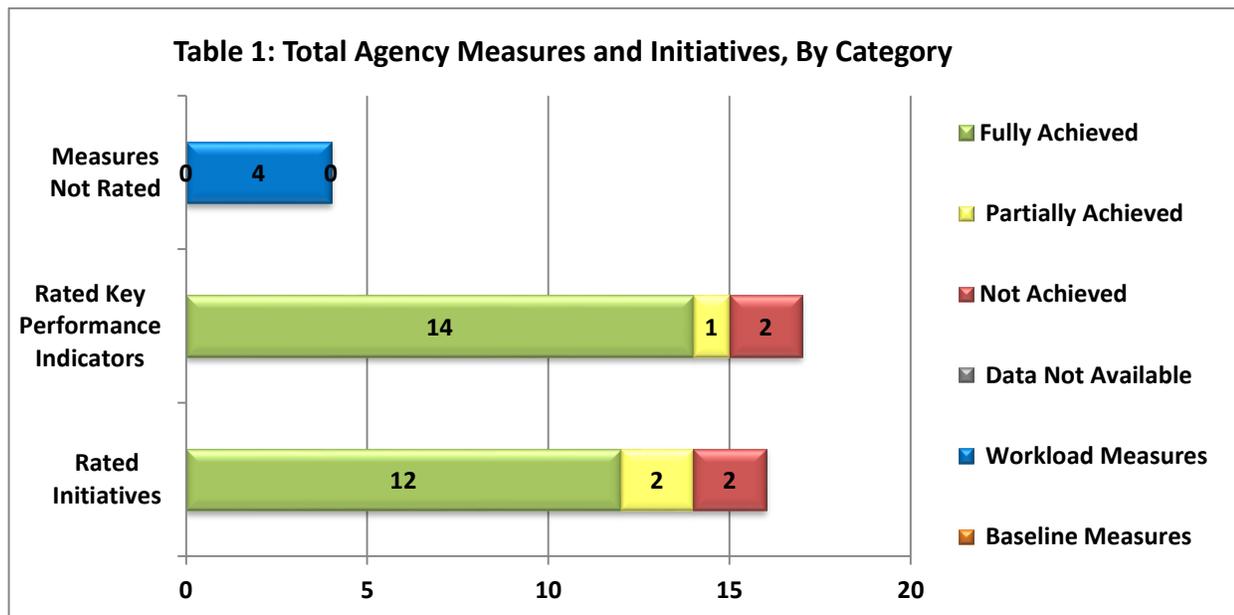
TOP THREE ACCOMPLISHMENTS

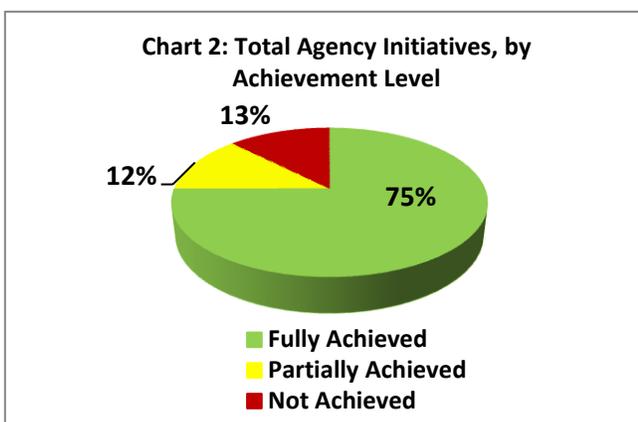
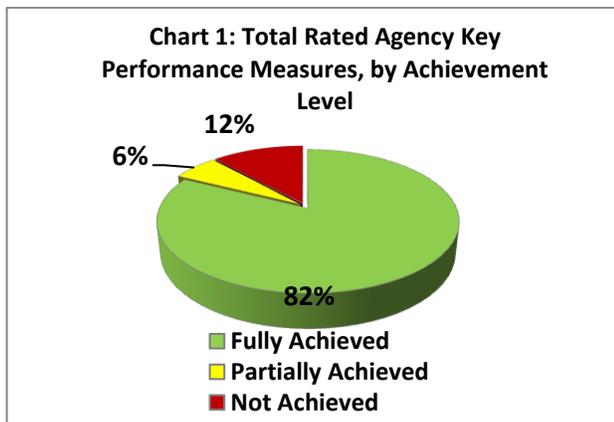
The top three accomplishments of DOC in FY 2015 are as follows:

- ✓ The CDF was certified 100% PREA Compliant in December 2014.
- ✓ Awarded Inmate Health Services contract with significantly stringent data driven structure supporting evidence based practices in July 2015 and achieved NCCHC Re-accreditation of Inmate Health Services in April 2015.
- ✓ Commenced operations at the Carolyn Cross Inmate Reception Center in July 2015.

SUMMARY OF PROGRESS TOWARD COMPLETING FY 2015 INITIATIVES AND PROGRESS ON KEY PERFORMANCE INDICATORS

Table 1 (see below) shows the overall progress the DOC made on completing its initiatives, and how overall progress is being made on achieving the agency’s objectives, as measured by their key performance indicators.





Default KPI Rating:

| | |
|--------------|--------------------|
| $\geq 100\%$ | Fully Achieved |
| 75 - 99.99% | Partially Achieved |
| $< 75\%$ | Not Achieved |

In FY 2015, DOC fully achieved three quarters of its initiatives and over 80 percent of its rated key performance measures. **Table 1** provides a breakdown of the total number of performance metrics DOC uses, including key performance indicators and workload measures, initiatives, and whether or not some of those items were achieved, partially achieved or not achieved. **Chart 1** displays the overall progress being made on achieving DOC objectives, as measured by their rated key performance indicators. Please note that chart 2 contains only rated performance measures. Rated performance measures do not include measures where data is not available, workload measures or baseline measures. **Chart 2** displays the overall progress DOC made on completing its initiatives, by level of achievement.

The next sections provide greater detail on the specific metrics and initiatives for DOC in FY 2015.

PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

Agency Management Services

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

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

DOC will more effectively manage staffing and overtime utilization at the CDF by implementing an electronic roster management system to replace the obsolete and ineffective paper based system. Phase I was completed by September 30, 2012. The system is



currently being used for daily shift scheduling and master roster planning. In Phase II, In-Time will be integrated with the Biometric Time and Attendance application, TimeClock Plus, and PeopleSoft. DOC anticipates completing systems integration, data validation and user acceptance testing by September 30, 2014. Full user acceptance, training, and operational implementation is expected to be completed by **September 30, 2015**.

Performance Assessment Key: Partially Achieved.

- DOC integrated and tested its electronic roster management software, InTime, with its biometric time and attendance (T&A) application and associated biometric timeclock machines. It developed user-reports to monitor and manage T&A compliance. A system upgrade and integration with District's HR application-PeopleSoft is to be re-scheduled per the Office of the Chief Technology Officer's (OCTO's) resource availability in FY16. The Electronic Roster Management System is partially achieved.

INITIATIVE 1.2: Re-Negotiate Federal Reimbursement Per-Diem.

Currently District taxpayers subsidize the housing of federal inmates at the rate of over \$20 per day; or, approximately \$4 million annually. DOC submitted a request for an adjusted per-diem that equitably reimburses the District but was denied an increase by the USMS. DOC will continue to work with federal stakeholders to negotiate a new rate by **September 30, 2015**.

Performance Assessment Key: Fully Achieved.

- For the past several years the District taxpayers have subsidize the housing of federal inmates at the rate of over \$20 per day; or, approximately \$4 million annually. DOC previously submitted a request for an adjusted per-diem that equitably reimburses the District, but was denied an increase by the USMS. DCDOC committed for FY15 to continue to work with federal stakeholders to negotiate a new rate by September 30, 2015. On August 24, 2015, the federal billing per diem was re-negotiated from \$106.62 to a new rate of \$122.28 between the US Marshals and DC Department of Corrections. DOC is awaiting the final executed modification. The initiative is 100% achieved.

INITIATIVE 1.3: Achieve ACA Re-Accreditation of Jail Operations.

DOC will successfully complete the re-accreditation of jail operations audit by ACA by **September 30, 2015** and be awarded ACA re-accreditation by **April 30, 2016**.

Performance Assessment Key: Fully Achieved.

- On October 5-7, 2015, the Central Detention Facility (CDF) welcomed the American Correctional Association (ACA) auditors to conduct the CDF's second re-accreditation audit. Upon completion of the audit, the ACA team provided an overview of their findings that included the score and their recommendation for the CDF to be reaccredited. The auditors complimented DOC for staff professionalism, the inmates' apparent satisfaction with their environment, facility cleanliness, and the low noise level of the facility. They observed that for



a facility of the CDF's size and age it appeared to be well maintained. The ACA auditors provided the DOC with a score of 100% compliance with 59 Mandatory Standards and 97.9% compliance with 281 Non-Mandatory Standards. The official reaccreditation will be awarded after a hearing by the Commission on Accreditation for Corrections at the January Winter Conference scheduled to take place in New Orleans, LA. This initiative was 100% achieved.

OBJECTIVE 2: Upgrade Workforce.

INITIATIVE 2.1: Immerse Staff in Training to Facilitate Positive Culture Change and Staff Development.

DOC is engaged in an initiative to provide staff at all levels the training required to facilitate and sustain a positive change in agency culture at all levels. This includes NIC facilitated basic training for supervisors and staff, training facilitated by the Moss Group in PREA, including compliance and sexual harassment prevention; and, other training as required. The anticipated result of the initiative is to establish culture aligned to DOC's stated values of Pride, Professionalism and Passion, which will enable DOC to achieve its vision of being a benchmark corrections agency. The NIC sponsored phase of training is expected to be completed by **September 30, 2015**.

Performance Assessment Key: Fully Achieved.

- In response to the prevention, detection and investigation of disciplinary sanctioning of harassment, and improving overall workplace environment, DOC has worked with its partners to evaluate and assess current policies, procedures, and practices. This effort has involved assessment and recommendations. This process identified themes and areas of focus. The agency developed and implemented a Communication Plan; the process allowed for stakeholder participation. The variety of meetings provided an opportunity for feedback, sharing, insights and an outlet for asking questions to support the ongoing short and long term planning work around the prevention, detection, and responses to sexual harassment and retaliation within DOC. DOC's Strategic Planning process allowed for the development of a Respectful Workplace Support Team and workgroups formed for the sole focus of focusing on recommendation outlines from the initial assessment report. Based on the data gathered from the assessment report DOC was able to develop targeted training that addressed professional boundaries, effective Supervisory Response, Personal and Professional Pathways, and training on Cultural Diversity and Awareness and Supervising LGBTI Inmates. The agency will continue phase II of this important work in FY16. This initiative is 100% achieved for FY 2015.

KEY PERFORMANCE INDICATORS— Agency Management Services



| | KPI | Measure | FY 2014 YE Actual | FY 2015 YE Target | FY 2015 YE Revised Target | FY 2015 YE Actual | FY 2015 YE Rating | Budget Program |
|--------------|-----|--|-------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|----------------------------|
| | 1.1 | Federal Revenue Reimbursement Rate (Dollars Reimbursed divided by Dollars Billed) | 99.81% | 85% | 85% | 97.48% | 114.68% | AGENCY MANAGEMENT PROGRAMS |
| | 1.2 | Priority 1 Maintenance and Repair Completion Rate (Percent of priority 1 maintenance and repair requests completed within 8 hours) | 91.54% | 80% | 80% | 80.60% | 100.75% | AGENCY MANAGEMENT PROGRAMS |

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.

With installation of an additional 250 plus cameras, thus doubling surveillance capability, additional storage capacity for surveillance feeds has been procured to ensure sufficient archiving of surveillance to support investigations. Additional Surveillance Center staffing will be required to support adequate monitoring of all surveillance feeds. This will create the infrastructure from which to mine and generate actionable intelligence. This is a mission critical initiative. A program enhancement requesting these staff will be submitted for consideration in the FY 2016 budget by **December 13, 2014**. Upon allocation of funds, this project will take 12 months to implement.

Performance Assessment Key: Fully Achieved.



DOC has met 85% of the hiring goal and is now reviewing applicants for the Monitoring Specialist's position with intentions of offering the position before November 30, 2015. The initiative is 100% achieved for FY 2015.

INITIATIVE 1.2: Expand Video Visitation.

DOC has piloted two satellite visitation centers in a recreation center and a public library with the cooperation of DPR and DCPL. Based upon the extremely positive responses from the community that have been received, DOC will establish two additional satellite visitation centers in the community by **April 30, 2015**. These locations will ideally be near residences of inmate families and friends so as to make the visitation experience as convenient as possible.

DOC will also explore the provision of remote visits with inmates via internet using personal workstations and laptops for future implementation. DOC will conduct a pilot test by **September 30, 2016**.

 **Performance Assessment Key: Fully Achieved.**

DOC expanded satellite visitation sites from two to four, with the addition of Anacostia Neighborhood Library and the Bald Eagle Recreation Center. Both new facilities are located in Ward 8. DCPL added a second site at their Anacostia Neighborhood Library where visitation is being offered one day a week to start with a second day planned for the near future. DPR has added a second location at their Bald Eagle Recreation Center. Equipment installation has been completed and visitation schedules set. DOC will revisit pilot testing after it implements an OMS upgrade. This initiative is 100% achieved for FY 2015.

INITIATIVE 1.3: Implement OMS Upgrade.

DOC will upgrade the offender management system (OMS) to the new web based version with expanded capabilities and business process integration at the CDF. DOC will continue its transition from paper based processes to electronic processes where possible. Phase I core modules will be implemented by **June 30, 2015**. DOC anticipates completing this project by **September 30, 2016**.

 **Performance Assessment Key: Not Achieved.**

DOC has a continued desire to upgrade the agency's legacy offender management system (OMS) to a new version with expanded capabilities and business process integration at the CDF. The initiative will provide an information infrastructure and technology backbone that better supports agency business processes on an enterprise level. It will also support the District's desire for green and sustainable processes by providing a platform that better supports electronic documents. DOC originally anticipated that the project would be completed by September 30, 2016. However, due to the cancellation of the original contract, the OMS project is being re-competed and the upgrade is only 10% complete. The initiative is not achieved.



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

INITIATIVE 2.1: Train Staff to Conduct ReEntry Supportive Assessments.

DOC will train staff to conduct gender specific risk and needs assessments; and, develop case plans for local District inmates housed at the CDF and CTF. The pilot phase of the program will be completed by September 30, 2014. A functional program will be established by **September 30, 2015**.

 **Performance Assessment Key: Fully Achieved.**

DOC trained staff to conduct gender specific risk and needs assessments; and, developed case plans for local District inmates housed at the CDF and CTF. The agency’s target implementation date was September 30, 2015. The agency undertook a policy review and update process in preparation for this new initiative. Case Managers and RSAT Clinicians were trained by Northpointe to conduct risk and needs assessments using COMPAS in FY 2014. During FY 2015 case managers at CDF and RSAT clinicians received refresher training on the software as DOC phased in the use of COMPAS as an risk and needs assessment tool. This initiative is 100% achieved.

INITIATIVE 2.2: Implement Electronic Content Management System for Inmate Records.

DOC will implement an electronic content management system to reduce the degree and extent of paper based workflow processes, and enable more rapid and efficient inmate records management by **September 30, 2016**. DOC will successfully award a contract to implement this project by **September 30, 2015**. This is expected to further improve the efficiency and effectiveness of records operations.

 **Performance Assessment Key: Not Achieved.**

The Electronic Content Management (ECM) System for Inmate Records, is “on hold.” This project could not be implemented as specified, because the Offender Management System upgrade that serves as the technology infrastructure for the ECM system was not completed as scheduled. It is expected that the ECM requirements will be incorporated into the recently revised Offender Management System upgrade project. The project is not achieved.

KEY PERFORMANCE INDICATORS— Inmate Custody

|     | KPI | Measure | FY 2014 YE Actual | FY 2015 YE Target | FY 2015 YE Revised Target | FY 2015 YE Actual | FY 2015 YE Rating | Budget Program |
|--|-----|---------|-------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|-------------------|
|--|-----|---------|-------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|-------------------|



| | | | | | | | | |
|---|-----|---|--------|--------|--------|--------|---------|----------------|
| ● | 1.1 | Inmate on Inmate Assault Rate (Assaults per 10,000 inmate-days) | 1.08 | 1.82 | 1.82 | 1.16 | 157.16% | INMATE CUSTODY |
| ● | 1.2 | Inmate on Staff Assault Rate (Assaults per 10,000 inmate-days) | 0.35 | 0.75 | 0.75 | .22% | 345.42% | INMATE CUSTODY |
| ● | 1.3 | Percent of Disciplinary Reports Adjudicated as Charged | 28.80% | 80% | 80% | 53.23% | 66.53% | INMATE CUSTODY |
| ● | 1.4 | Percent of Inmate on Staff Assaults resulting in requests for criminal prosecution annually | 77.00% | 65% | 65% | 76% | 116.92% | INMATE CUSTODY |
| ● | 1.5 | Percent of Contraband Seizures resulting in requests for criminal prosecution annually | 47% | 40% | 40% | 72.73% | 181.82% | INMATE CUSTODY |
| ● | 1.6 | Delayed Release Rate | 0.02% | 0.03% | 0.03% | 0.04% | 83.42% | INMATE CUSTODY |
| ● | 1.7 | Erroneous Release Rate | 0.00% | 0.06% | 0.06% | 0.02% | 333.72% | INMATE CUSTODY |
| ● | 1.8 | Inmates served by video-visitation program (CDF) | 48.71% | 50.00% | 50.00% | 53.12% | 106.23% | INMATE CUSTODY |

Inmate Services



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

INITIATIVE 2.1: Implement Jail Based Mobile Library Program to Serve Inmates.

DOC will work with DCPL and community service providers/volunteers to implement a mobile cart based library program for inmates. DOC will implement a pilot by **April 30, 2015**.

● **Performance Assessment Key: Fully Achieved.**

To enhance learning opportunities for inmates housed at the D.C. Jail, the Department has partnered with the D.C. Public Library (DCPL) to offer access to books and other reading materials via a new mobile library. DOC target implementation date was April 30, 2015. In preparation for the new program, the agency undertook a review and update of applicable policies and procedures. Additionally, the agency conducted pilot studies and town halls meeting with inmates. These processes served as a forum to introduce and gauge the interest of the agency's inmate population to the new program offering. As a department, DOC is very excited about this initiative which serves to strengthen and expand educational resources for the men and women in our custody. The official implementation date was on February 23, 2015 and the initiative is fully achieved.

OBJECTIVE 2: Maintain/Improve Inmate Physical and Mental Health.

INITIATIVE 2.1: Secure New Contract for Inmate Health Services.

The DOC will work with OCP to award a new inmate health services contract by **April 30, 2015** to provide comprehensive health and mental health care services at the CDF, Correctional Treatment Facility (CTF), and Central Cell Block (CCB).

● **Performance Assessment Key: Fully Achieved.**

The DCDOC worked with OCP and the Council of the District of Columbia to successfully award a new comprehensive health and mental health care services contract that is metrics driven and supports evidence based practices. It serves inmates at the Central Detention Facility (CDF), Correctional Treatment Facility (CTF), DOC Halfway House Inmates (through community clinics) and arrestees through the Central Cell Block (CCB) Clinic. A sole source contract was awarded to the incumbent, Unity Health Care for 1 base year with two option years. The current period of performance is from base year, October 1, 2015 through September 30, 2016. The initiative is fully achieved.

INITIATIVE 2.2: Create Additional Suicide Resistant Cells at CDF and CCB.

DOC will retrofit selected cells at both the CDF and the CCB to accommodate housing inmates who have been identified as at risk for suicide in an environment designed to minimize successful suicide attempts. Several prototype cells have already been constructed and piloted. DOC expects to complete 40 cells by **September 30, 2015**.



● **Performance Assessment Key: Fully Achieved.**

DC DOC retrofitted 40 existing cells to create 40 suicide resistant cells in CDF. This was completed by October 30, 2014. The initiative is 100% achieved.

INITIATIVE 2.3 Implement Mental Health Step Down Unit at the CDF.

DOC will work with its Inmate Health Services provider and the Department of Behavioral Services (DBH) to implement a mental health step down unit to better care for persons who would benefit from a treatment community environment before transitioning to appropriate correctional housing. DOC will submit an enhancement proposal for consideration by **December 13, 2014** for the FY 2016 budget. Subject to funding approval, DOC will implement this by **September 30, 2016**.

● **Performance Assessment Key: Fully Achieved.**

Development of the Mental Health Step Down Unit (MHSDU) is currently underway. Inmate Custody, Unity Health Care, OHSA, and Operations will meet the week of November 9th to review proposed mission, concrete goals, and unit placement. DOC would like to open MHSDU in January 2016. This is considered 100% achieved for FY 2015.

INITIATIVE 2.4 Achieve NCCHC Re-Accreditation.

DOC will work with its Inmate Health Services Provider to successfully achieve NCCHC re-accreditation of Inmate Health Services by **April 30, 2015**.

● **Performance Assessment Key: Fully Achieved.**

Both the CDF and CTF successfully received NCCHC re-accreditation in 2015, with 100% compliance of standards. The initiative was fully achieved.

OBJECTIVE 3: Support DC Sustainability Initiatives.

INITIATIVE 3.1: Provide a Higher Proportion of Local Foods as a Part of Meals Served. (Sustainable DC Food Action 3.6).

Pursuant to the Sustainable DC Plan, the District has a goal to develop the local food industry into a strong and viable economic sector. Specifically, by 2032 the District hopes to produce or obtain 25% of food within a 100-mile radius. The Department of Corrections spends approximately \$4.2 million on food services each year. By participating in this program, the DOC has an opportunity to help the local food industry, provide healthy food options for inmates, and meet the District's Sustainable DC goal. In FY2015, DOC will work with the Office of Contracting and Procurement (OCP), Office of Planning (OP), and other District agencies to research best practices and the feasibility of implementing a District program for the procurement of local foods. This groundwork will be completed by **September 30, 2015**.



Performance Assessment Key: Fully Achieved.

The Sustainable DC Food Action 3.6 “local food as part of meals served” is not applicable to the DCDOC at this time because there are no growers/suppliers currently in the District to meet this mandate. DOC’s Food Services provider, Aramark, conducts high volumes of business with suppliers in Maryland and Virginia to partially (75-80%) comply by January 1, 2016. Going forward DOC is on track to contribute to the District’s overall goal of obtaining 25% of food within a 100 mile radius of DOC. This initiative is fully achieved for FY 2015.

INITIATIVE 3.2: Implement Recycling Program at the Central Detention Facility Including Eliminating Use of Styrofoam Food Service and Beverage Containers (Sustainable DC Waste Action 1.3).

Pursuant to the Sustainable DC Plan, the District has enacted legislation to prohibit the use of Styrofoam based food service and beverage containers by September 2016. DOC will work with its Food Services provider to fully implement this initiative to eliminate the use of Styrofoam food service trays and utilize biodegradable food service containers and single use utensils. A phased plan to become fully compliant with the new legislation will be completed by **September 30, 2015**.

Performance Assessment Key: Partially Achieved.

Both the Central Detention Facility and the Correctional Treatment Facility are on track to eliminate Styrofoam by January 1, 2016. The Department is about 80% completed with the implementation plan which is tentatively scheduled to go online December 1, 2015 and fully achieved by January 1, 2016. The initiative was partially completed for FY 2015, but on track for full compliance with the law by January 1, 2015.

KEY PERFORMANCE INDICATORS— Inmate Services

| | KPI | Measure | FY 2014 YE Actual | FY 2015 YE Target | FY 2015 YE Revised Target | FY 2015 YE Actual | FY 2015 YE Rating | Budget Program |
|--|-----|--|-------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|-------------------|
| | 1.1 | Percent of inmates released to community with required medications | 90.84% | 90% | 90% | 90.78% | 100.86% | INMATE SERVICES |
| | 1.2 | Inmates served by substance abuse treatment program annually | 233 | 210 | 180 | 404 | 224.44% | INMATE SERVICES |



| | | | | | | | | |
|---|-----|---|------|-----|-----|--------|----------|-----------------|
| ● | 1.3 | Number of unresolved inmate grievances outstanding more than 30 days | 225 | 200 | 200 | 11 | 1818.18% | INMATE SERVICES |
| ● | 1.4 | Inmates served by DCPS | 15 | 17 | 17 | 36 | 211.76% | INMATE SERVICES |
| ● | 1.5 | Inmate Pharmaceuticals Expenditure Variance | 100% | 10% | 10% | 11.51% | 115.06% | INMATE SERVICES |
| ● | 2.1 | Inmates served by educational programs or receiving educational counseling services | 343 | 300 | 500 | 502 | 100.40% | INMATE SERVICES |
| ● | 2.2 | Percent of Inmates who passed GED exams | 70% | 60% | 60% | 22.22% | 37.04% | INMATE SERVICES |

WORKLOAD MEASURES – APPENDIX

WORKLOAD MEASURES ●

| Measure Name | FY 2013 YE Actual | FY 2014 YE Actual | FY 2015 YE Actual | Budget Program |
|--------------------------|-------------------|-------------------|-------------------|------------------------|
| Number of intakes | 11,468 | 9,128 | 10,076 | OFFICE OF THE DIRECTOR |
| Number of releases | 11,651 | 9,302 | 10,247 | OFFICE OF THE DIRECTOR |
| Average daily population | 2,311 | 2,096 | 1,628 | OFFICE OF THE DIRECTOR |
| Median length of stay | 28 days | 26 days | 22 days | OFFICE OF THE DIRECTOR |