



Department of Corrections

DOC (FL)

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 that will assist them to constructively re-integrate into the community.

SUMMARY OF SERVICES

The DOC operates the Central Detention Facility (CDF) and houses inmates at the Correctional Treatment Facility (CTF) through a contract with the Corrections Corporation of America. The DOC provides a number of rehabilitative programs and services to inmates, including comprehensive health services through a partnership with Unity Health Care. The department has contracts with four private and independently operated halfway houses: Efforts for Ex-Convicts, Extended House, Inc., Fairview, and Hope Village. The halfway houses, which may be used as an alternative to incarceration, offer education, employment, and other services. Like other municipal jails, 65 to 70 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. Although 90 percent of DOC's inmates are male, DOC also houses female inmates and a small number of juveniles charged as adults.

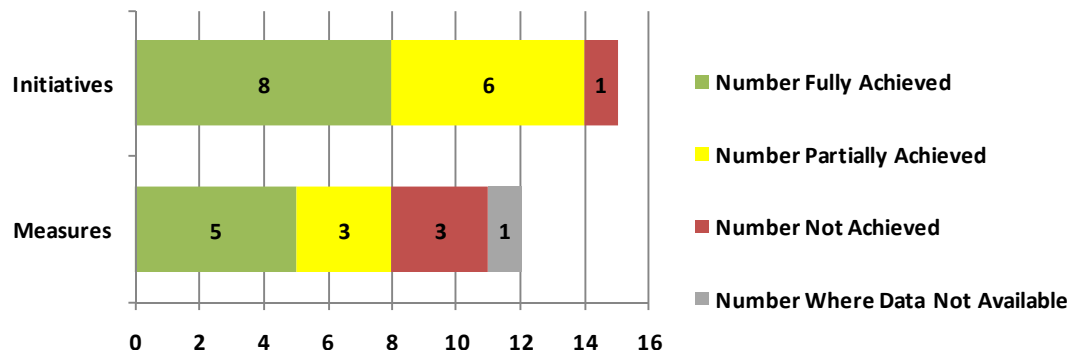
AGENCY OBJECTIVES

1. Foster an environment that promotes safety for inmates, staff, visitors and the community at large.
2. Provide comprehensive services to inmates focusing on health care, behavioral restructuring, and post-release linkages to community-based resources.
3. Improve economy, efficiency and effectiveness of agency operations.

3 KEY ACCOMPLISHMENTS

- ✓ Re-instituted drug rehabilitation program with capacity of 60 inmates and 94% utilization for the year.
- ✓ Reduced agency overtime costs by more than 40%.
- ✓ Implemented new inmate GED program with over 250 inmates participating during the year. Twenty inmates took the exam in the first testing session on August 18-19, 2008 and eight passed.


OVERVIEW OF AGENCY PERFORMANCE










Performance Initiatives – Assessment Details



Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

OBJECTIVE 1: Foster an environment that promotes safety for inmates, staff, visitors and the community at large.

-  **INITIATIVE 1.1: Improve control over inmates and their movements in the CDF through implementation of RFID.**
Partially Achieved. Contract was not awarded until summer of 2008. Approximately one third of RFID project was completed at close of FY08.
-  **INITIATIVE 1.2: Establish a Correctional Surveillance Center incorporating expanded Closed Circuit TV capabilities, telephone monitoring, RFID and intelligence analysis to monitor inmate movement and communications.**
Partially Achieved. Approximately 85% of Correctional Surveillance Center project completed by close of FY08.
-  **INITIATIVE 1.3: Strive to fill at least 98% of authorized correctional officer positions.**
Not Achieved. Agency put in place a special recruitment team to close its vacancy gap. Fill rate decreased from 94% with 657 of 696 positions filled at close of FY07 to 93% with 673 of 721 positions filled at the close of FY08.
-  **INITIATIVE 1.4: Work collaboratively with public safety partners to explore feasibility of creating a uniform job classification series and overlapping training curriculum to foster recruiting and cross-service work assignments.**
Partially Achieved. Inter-agency collaboration shifted to exploration of a Public Safety High School. DOC organized a site visit by DCPS and public safety partner agencies to New York City's High School for Law Enforcement and Public Safety. Responsibility for school-based initiative was shifted to DCPS. Other agencies were assigned the tasks of exploring an expanded cadet program, joint training academy and uniform job classification series.
-  **INITIATIVE 1.5: Expand internal investigations capability.**
Fully Achieved. Agency increased its internal investigations staff from 3 to 7 FTEs.

OBJECTIVE 2: Provide comprehensive services to inmates focusing on health care, behavioral restructuring, and post-release linkages to community-based resources.

-  **INITIATIVE 2.1: Provide medical, HIV, and mental health services which meet or exceed national standards within required timeframes.**
Fully Achieved. DOC received both NCCHC and ACA accreditation in June 2008 for medical care. Also received NCCHC award for excellence in this area.
-  **INITIATIVE 2.2: Assess the use of locally available health services by chronically ill inmates released to the community.**
Fully Achieved. A first draft of John Jay study delivered July 2008. Additional analysis and revision are expected in FY 2009.



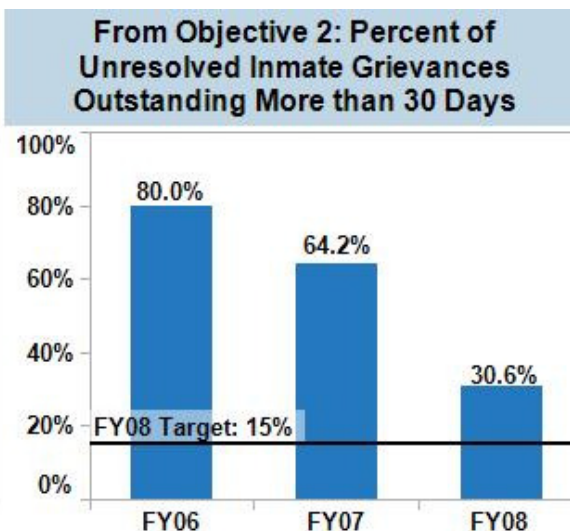
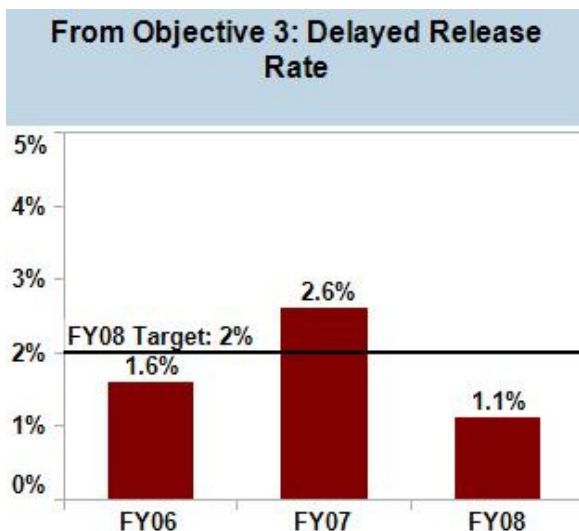
- **INITIATIVE 2.3: Re-Institute drug rehabilitation program with expanded service capacity and procedures which employ contemporary, best treatment practices.**
Fully Achieved. Program was fully implemented in December 2007. By the end of FY 2008, the utilization rate was 94%.
- **INITIATIVE 2.4: Expand inmate educational opportunities including areas of special and general education programs for juveniles and adult basic education.**
Fully Achieved. Agency established GED and ABE services in partnership with DCPS and OSSE. In addition to meeting all of the requirements of the J.C. vs Vance suit regarding access to services for school-age special education students, the department enrolled 250 students in its general population GED program. In August 2008, 20 inmates took the GED and 8 passed.
- **INITIATIVE 2.5: Expand volunteer services to address unmet inmate needs.**
Fully Achieved. Agency expanded its offerings from 27 programs in FY 2007 to 94 in FY 2008. These included 8 training and instruction programs for youth and general population, 14 re-entry unit programs, 17 RSAT programs and 55 religious programs.
- **INITIATIVE 2.6: Expand inmate work release program.**
Fully Achieved. Work release program expanded to multiple sites for Office of Property Management as well as discussions for expansion with Department of Parks and Recreation, Office of the Chief Technology Officer, and Department of Public Works.

OBJECTIVE 3: Improve economy, efficiency and effectiveness of agency operations.

- **INITIATIVE 3.1: Propose additional language in the Federal Appropriations Act to benefit the District of Columbia in maximizing the collection of reimbursements for Federal inmates.**
Fully Achieved. Language was inserted into new appropriations bill to re-open negotiations with DOC but the legislation has not yet passed. Medical transport and security costs for Federal inmates are now tracked and invoices are sent to Bureau of Prisons.
- **INITIATIVE 3.2: Improve facility maintenance services. Facility maintenance services will be fully staffed beginning in FY08 and service requests will show improvement in response time and repair work quality.**
Partially Achieved. Contract processing complexities as well as increased maintenance responsibilities delayed program implementation and improvements in maintenance performance. Contract was put in place during FY 2008, but the agency saw no improvement from FY 2007 to FY 2008. Its rate of Priority 1 maintenance and repair completion within 8 hours decreased from 84% at the end of FY 2007 to 70% at the end of FY 2008.
- **INITIATIVE 3.3: Improve document control and staff accountability associated with inmate records processing.**
Partially Achieved. Comprehensive Records Office operations review was started in FY 2008 but system modernization has not been completed. Agency filled records staff vacancies and conducted training.
- **INITIATIVE 3.4: Design a state-of-the-art Inmate Processing Center.**
Partially Achieved. Design phase began in FY 2008 with the goal of completing design in September 2009 and beginning construction in early FY 2010.



Key Performance Indicators – Highlights




FULLY ACHIEVED



NOT ACHIEVED


More About These Indicators:

How did the agency's actions affect this indicator?

- Delayed release rates were reduced in FY2008 due to increased attention directed towards improving DOC Records office (i.e. increased training and level of supervision).
- Installed TV monitors in Records office to visually track in real time inmate progress through release process.
- Categorize each delayed release and analyze reasons for feedback on delay drivers.

What external factors influenced this indicator?

- DOC release processes are still heavily reliant on US Marshal and judicial processes and paperwork.
- Timely processing depends on availability of external IT systems, in particular Court View.

How did the agency's actions affect this indicator?

- Agency tracked and identified high level of unresolved grievances at the beginning of the fiscal year.
- Focused increased oversight on this measure during second half of year with permanently assigned officer, resulting in greater efficiency and rapidity in the closing of grievances.

What external factors influenced this indicator?

- None.



Key Performance Indicators – Details

Performance Assessment Key:

- Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported

	FY06 Actual	FY07 Actual	FY08 Target	FY08 Actual	FY09 Projection
OBJECTIVE 1: Foster an environment that promotes safety for inmates, staff, visitors and the community at large.					
● Inmate on Inmate Assault Rate (Assaults per 10,000 inmate-days)	0.104	0.070	0.160	0.636	0.140
● Inmate on Staff Assault Rate (Assaults per 10,000 inmate days)	1.230	0.980	0.950	1.527	0.900
● Average Daily Population	3,543	3,305	N/A	2,991	N/A
OBJECTIVE 2: Provide comprehensive services to inmates focusing on health care, behavioral restructuring, and post-release linkages to community-based resources.					
● Inmates Released to Community with Necessary Medications	N/A	89.0%	90.0%	94.3%	95.0%
● Inmates Released to the Community with Medical Treatment Plan or Health Assessment (when no treatment is necessary)	N/A	N/A	95.0%	96.6%	97.0%
● Percent of Halfway House Misdemeanants Gainfully Employed at Time of Release	N/A	N/A	50.0%	42.7%	55.0%
● Percent of Unresolved Inmate Grievances Outstanding more than 30 days	80.0%	64.2%	15.0%	30.6%	10.0%
● Percent of Drug Treatment Slots Utilized	N/A	N/A	97.0%	94.0%	98.0%
OBJECTIVE 3: Improve economy, efficiency and effectiveness of agency operations.					
● Federal Reimbursement Rate (Dollars Reimbursed divided by Dollars Billed)	92.4%	96.9%	95.0%	97.0%	95.0%
● Delayed Release Rate (100 x Delayed Releases to Community per Total Release Type Transactions)	1.6%	2.6%	2.0%	1.1%	0.5%
● Erroneous Release Rate (100 x Erroneous Releases to Community divided by Total Release Type Transactions)	0.06%	0.07%	0.06%	0.04%	0.05%
● Priority One Maintenance and Repair Rate (Percent of priority 1 maintenance and repair requests completed within 8 hours)	86.9%	83.7%	90.0%	70.0%	95.0%