



FY 2014 PERFORMANCE PLAN Department of Corrections

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 them meaningful rehabilitative opportunities for effective 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, 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.

PERFORMANCE PLAN DIVISION

- Agency Management Services
- Inmate Custody
- Inmate Services

AGENCY WORKLOAD MEASURES

Measure	FY 2012 Actual	FY 2013 Actual
# of intakes	14,699	11,468
# of releases	15,319	11,651
Average daily population	2,589	2,311
Median length of stay	27 days	28 days



Agency Management Services

SUMMARY OF SERVICES

Agency management services provide and maintain physical and technology infrastructure; planning, logistics, property management, transportation and operations support; administrative records keeping; human resources management, including recruitment and training; risk management; investigative services; accreditation process management; and the executive direction and legal support required to guide DOC operations.

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, conducting data validation and testing user acceptance by September 30, 2014. Full user acceptance, training, and operational implementation is expected to be completed by **September 30, 2015**.

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**.

INITIATIVE 1.3: Negotiate Reformed Federal Billing Protocols.

Renegotiate MOU to reform billing protocol to include several categories of inmates currently not billable. In addition, protocols to allow billing for sentenced felons from the date of first felony sentence and parole violators from the date of commitment to the date of removal will be negotiated. DOC will work with District authorities and Federal partners to establish a new IGA by **October 1, 2016**.

INITIATIVE 1.4: Implement Inmate Processing Center.

DOC will improve the effectiveness of intake and release processing as well as jail operations by re-engineering its intake, booking, transfer and release processing while complying with Bynum case court order by implementing its long awaited Inmate Processing Center. DOC anticipates consolidating many functional areas and completing the transition to the IPC by **September 30, 2014**.



OBJECTIVE 2: Upgrade Workforce.

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

DOC will update position requirements for Legal Instrument Examiners to reflect the skill sets required to properly perform expected job functions. A funding proposal and package will be submitted **by December 16, 2013** for consideration during the FY 2015 budget cycle. Subject to funding, DOC expects the project to take an additional 24 months to complete.

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

DOC will work to establish a long-term technical assistance grant with National Institute of Corrections (NIC), as part of an agency culture change in how staff training is developed and delivered. A 2-3 year partnership agreement with NIC is anticipated. Particular areas of assessment and redesign would be management development, to include key competencies for managers, common vision, and common values for managers, along with national certifications. DOC will assess every aspect of training, including requirements by job category, curriculum and delivery options to achieve maximum performance, along with specialized training areas. Management development for the future is a critical need, along with staff who have up to date skills and knowledge and engage in best practices in corrections as well as their areas of responsibility. A blueprint to accomplish this, along with obtaining a NIC technical assistance grant, will be completed by **September 30, 2014**. Requests to fund the approved recommendations from blueprint will be submitted for consideration in the FY 2016 budget.

KEY PERFORMANCE INDICATORS — *Agency Management Services*

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Federal Revenue Reimbursement Rate (Dollars Reimbursed divided by Dollars Billed)	80.62%	80%	99.79%	85%	85%	85%
Priority 1 Maintenance and Repair Completion Rate (Percent of priority 1 maintenance and repair requests completed within 8 hours)	62.92%	70%	75.89%	80%	80%	80%



Inmate Custody

SUMMARY OF SERVICES

Inmate Custody - detains pretrial defendants and sentenced inmates safely and securely in an orderly manner and in accordance with constitutional requirements. This division performs the following three activities: 1. Institutional Security and Control - provides effective management of inmate population within a safe, secure and orderly environment. 2. Ancillary Security and Control - provides transportation of inmates in safe, secure and cost effective manner. 3. Community Corrections - provides oversight and facilitates community support and involvement for pretrial inmates awaiting adjudication of charges and sentenced inmates re-entering the community.

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, and the full scale implementation of RFID, additional storage capacity for surveillance feeds has been procured to ensure proper archiving of surveillance to support investigations. 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 2015 budget by **December 16, 2013**. Upon allocation of funds, this project will take 12 months to implement.

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

A comprehensive emergency response and evacuation plan for DOC operations will be developed. Establishing written mutual aid request agreements will be developed with surrounding Council of Government (COG) jurisdictions for jail emergencies and natural disasters. This will be completed by **September 30, 2014**.

INITIATIVE 1.3: Implement Interoperable Radio Network.

Install repeater network in all 18 housing units of the Central Detention Facility, beginning with the six special management units to support fully interoperable radios. Work 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. Expand scope of project to include Central Cell Block operations. Project is expected to cost approximately \$4.5 million. Project completion is anticipated before **September 30, 2015**.



INITIATIVE 1.4: Expand Video Visitation.

DOC will have piloted two satellite visitation centers in a recreation center and a public library in 2013 with the cooperation of DPR and DCPL. Based upon the feedback from these pilots, DOC may expand video visitation to additional community locations.

DOC will explore increasing visitation center hours of operation. DOC will also explore the potential to provide remote visits with inmates via internet using personal workstations and laptops for future implementation. It will research options and technologies in FY 2014 and submit a proposal for consideration for funding for the FY 2016 budget cycle.

INITIATIVE 1.5: 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. It will map, analyze, and implement business process integration with OMS Evolution. Front end data quality controls will be integrated. Where possible, data elements will be electronically captured and written to back end tables to improve data quality and consistency and reduce transcription errors. DOC will continue its transition from paper based processes to electronic processes where possible. DOC anticipates completing this project by **September 30, 2015**.

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, needs, and skill assessments for local District inmates housed at the CDF and CTF. A functional program will be established by **September 30, 2014**.

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

DOC will train the Inmate Records Office staff in efficient processing of committing documents on all inmates taken into custody. Staff will be trained in the use of the automated tools for computing sentences in FY 2014. All staff will have received some training in each of these areas by **September 30, 2014**.

INITIATIVE 2.3: Enhance Capability to Positively ID Inmates.

DOC will implement dual biometric identification of inmates using LiveScan fingerprinting and IRIS scan technologies. This will result in improved facility security and data-based documentation. This will be completed by **September 30, 2014**.

INITIATIVE 2.4: PREA Standards Implementation Assessment.

A third-party review of DOC policies and operational practices to ensure consistency with US DOJ mandated Prison Rape Elimination Act (PREA) compliance standards is underway. This will support a safe and secure operating environment. This third party review is expected to be completed by **September 30, 2014**.



INITIATIVE 2.5: Assume Full Operations of Central Cell Block.

DOC will fully complete the transition of Central Cell Block operations from MPD. This will include establishing an on-site clinic for arrestees and complete the full transition of agency staff. This is expected to be complete by **September 30, 2014**.

KEY PERFORMANCE INDICATORS — Inmate Custody

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Inmate on Inmate Assault Rate (Assaults per 10,000 inmate-days)	0.77	1.0	1.13	1.0	0.8	0.6
Inmate on Staff Assault Rate (Assaults per 10,000 inmate-days)	1.02	1.0	0.27	1.0	0.75	0.75
Percent of Disciplinary Reports Adjudicated as Charged	83.89%	85%	72.90%	85%	80%	80%
Percent of Inmate on Staff Assaults resulting in papered cases annually ¹	46.43	5%	N/A	N/A	N/A	N/A
Percent of Inmate on Staff Assaults resulting in requests for criminal prosecution annually ²	N/A	N/A	77.00%	65%	65%	65%
Percent of Contraband Seizures resulting in papered cases annually ³	38.1%	30%	N/A	N/A	N/A	N/A
Percent of Contraband Seizures resulting in requests for criminal prosecution annually ⁴	N/A	N/A	47%	40%	42%	45%

¹ DOC is changing the metric to reflect the part of the process controlled by DOC, the referral for prosecution.

² Since the time this metric was first reported the number of incidents have decreased, however the severity of incidents is such that most merit forwarding for prosecution. Successful prosecution tends to damp both incidence and severity of assaults, therefore the projections in out-years have been downward adjusted from FY 2013 actuals.

³ DOC is changing the metric to reflect the part of the process controlled by DOC, the referral for prosecution.

⁴ DOC is changing the metric to reflect the part of the process controlled by DOC, the referral for prosecution.



Measure	FY 2012 Actual	FY 2013 Target	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Delayed Release Rate	0.07%	0.35%	0.01%	0.35%	0.35%	0.35%
Erroneous Release Rate	0.04%	0.08%	0.02%	0.08%	0.06%	0.05%
Inmates served by video-visitation program (CDF)	37.5% ⁵	85.00%	49.18%	50.00%	50.00%	50.00%

⁵ This represents only Q4 FY 2012 data



Inmate Services

SUMMARY OF SERVICES

Inmate Services - provides services necessary to ensure humane, hygienic and constitutionally mandated care of inmates. Division performs following three activities: 1. Inmate Personal Services - provides for inmates personal needs and ensures each service is provided in a timely, accurate and efficient manner. 2. Inmate Adjustment and Development Support - facilitates adjustment to institutional custody and provides inmates with opportunities for personal development. 3. Inmate Health Services – provides inmates American Correctional Association and National Commission on Correctional Healthcare (dually) accredited levels of health and mental health services.

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

INITIATIVE 2.1: Develop DOC Strategic ReEntry Plan.

DOC will publish a Strategic ReEntry Plan by September 30, 2014. This will include an emphasis on measuring recidivism among frequent users of DOC's system, understanding the root causes of this behavior, developing programs, and linking inmates to community supports in an effort to reduce this behavior.

INITIATIVE 2.2: Conduct Comprehensive Evaluation of Inmate Programs.

DOC is conducting both internal and third-party comprehensive assessments of key inmate programs for male, female and juvenile inmates. Evaluations have been conducted of Women's programs. Evaluations for Juvenile programs were completed by September 30, 2013. A proposal to evaluate key programs for male inmates will be developed in **FY 2014** and submitted for consideration for funding in the FY 2016 budget. Subject to the availability of funding, this request will require 12-24 months to complete.

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 **September 30, 2014**.

OBJECTIVE 3: Improve Daily Living Conditions.

INITIATIVE 3.1: Establish Formal Facilities Maintenance Inspection Program.

DOC will request funds for the FY 2015 budget cycle to establish a 2 person facilities maintenance inspection program. This team will be responsible for identifying maintenance deficiencies through inspection, and reporting on status of corrective actions. Facility equipment, life/safety systems, and sanitation is expected to improve as a result of this initiative. The funding will be requested by December 16, 2013.



Subject to the availability of funds and hiring authority, this team will be in place by **April 1, 2015**.

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

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 FY2014, 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, 2014**.

KEY PERFORMANCE INDICATORS — *Inmate Services*

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Inmates served by re-entry program annually	167	200	182	200	200	200
Inmates served by educational programs or receiving educational counseling services	486	500	640	NA	NA	NA ⁶
% of Inmates who passed GED exams ⁷	N/A	N/A	53.57%	55%	60%	60%
Number of Inmates served by DCPS ⁸	N/A	N/A	N/A	17	16	15
Percent of inmates released to community with required medications	89.59	95%	90.36%	90%	90%	90%

⁶ This has been discontinued and is no longer tracked in KPI.

⁷ Projections are slightly higher in out-years based on the assumption that DOC will be authorized for an additional GED instructor.

⁸ The slight downward projection in the out-years reflects declining inmate population.



Measure	FY 2012 Actual	FY 2013 Target	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Inmate Pharmaceuticals Expenditure Variance	0.69%	10%	14%	10%	10%	10%
Inmates served by substance abuse treatment program annually	260	400	904	N/A	N/A	N/A
Inmates served by RSAT annually ⁹	N/A	N/A	200	210	210	210
Number of unresolved inmate grievances outstanding more than 30 days annually	0	5.00	N/A	N/A	N/A	N/A
Number of total unresolved inmate grievances outstanding more than 30 days annually ¹⁰	N/A	N/A	238	200	200	200

⁹ This is being changed to an annual metric that reflects the distinct count of inmates (unique persons) who were served by the Residential Substance Abuse Treatment (RSAT) Program.

¹⁰ In response to inmate advocate requests DOC from FY 2013 forward is reporting total unresolved grievances, both IGP (Inmate Grievance Process), and IRC (Informal Resolution Complaints) outstanding more than 30 days.