



## Department of Corrections DOC (FLO)

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### 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

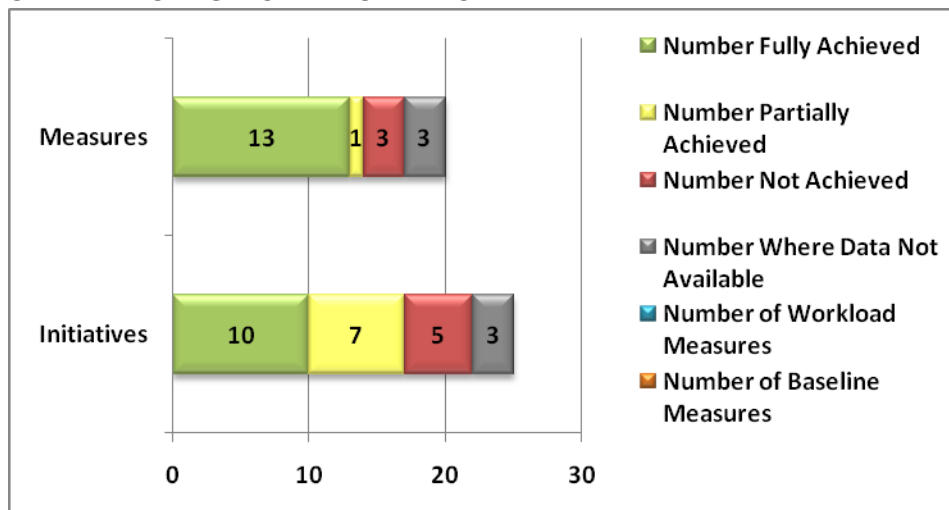
The DOC operates the Central Detention Facility (CDF) and houses inmates in the Correctional Treatment Facility (CTF) through a contract with the Corrections Corporation of America; both facilities are accredited by the American Correctional Association (ACA). The department has contracts with four private and independently operated halfway houses.

Each facility offers inmates a number of programs and services that support successful community re-entry. In addition, facilities provide inmate adjustment and support services, such as food services, laundry, visitation, law library, inmate grievance process, etc. The DOC operates twenty-four hours a day, 365 days a year.

### ACCOMPLISHMENTS

- ✓ 43% of DOC staff were ACA certified at the appropriate level from Executives to front line correctional officers, and specialized certifications for Health Services Staff. The DC DOC currently has the highest number of ACA certified personnel of any institution.
- ✓ The Inmate Work Release Program was a smashing success both in terms of hours of service delivered and the cost benefit to the District. Over \$88,000 dollars of cost savings were achieved through delivery of 25,688 hours of work for District Agencies such as DPW and DPR.
- ✓ Womens programs were expanded at the CTF and over 1000 women were served through FY 2010 program offerings in various areas.

### OVERVIEW OF AGENCY PERFORMANCE





## Performance Initiatives – Assessment Details

### Performance Assessment Key:

-  Fully achieved     Partially achieved     Not achieved     Data not reported

### Agency Management Services Division

#### OBJECTIVE 1: IMPROVE ECONOMY, EFFICIENCY AND EFFECTIVENESS OF AGENCY OPERATIONS.

- INITIATIVE 1.1: Formulate strategic facilities plan for effective physical infrastructure**  
A strategic plan was developed in FY2010. This plan included bringing maintenance in house, as well as planning for cell door replacement and construction of the inmate processing center.
- INITIATIVE 1.2: Implement a comprehensive facility maintenance program**  
DOC brought maintenance in house in FY 2010. As critical vacancies were filled, maintenance performance has steadily improved through the year. Some critical maintenance vacancies persist and will not be filled in FY 2010. A number of large scale projects are underway: cell door replacements, chiller repairs, HVAC balancing, IPC construction commencement among these. Consequently the Facilities Management staff has been engaged in day-to-day maintenance and repair work as well as significantly reducing the backlog of work accrued during the time the positions were being advertised and were vacant. Thus there has not been adequate time to devote to administration. DOC will provide a written comprehensive preventative maintenance plan for the CDF before September 30, 2010, however, DOC's ability to implement the plan is contingent upon critical positions being approved for hire and sufficient funding to support the proposed plan's initiatives.
- INITIATIVE 1.3: Commence construction of state-of-the-art Inmate Processing Center**  
This initiative has been delayed. Extensive redesign specified by DOC resulted in project delays. The redesign was completed and construction is scheduled to commence in May 2011.
- INITIATIVE 1.4: Implement supply management system**  
This initiative has been discontinued until adequate staff and resources are available to complete the project. The as-is process was documented and to-be process was proposed in concordance with the February 1, 2010 timeline, but not reviewed or approved for implementation. DOC eliminated all but one Industrial Engineer position (now vacant) during the conversion of contract services to in-house services. Consequently the project did not commence on April 1, 2010 and was discontinued due to lack of personnel and resources.

#### OBJECTIVE 2: UPGRADE WORKFORCE

- INITIATIVE 2.1: Enhance recruitment program**  
DOC successfully completed this initiative and has experienced a reduction in separation rate among new recruits from 22% to 16% (data correct as of June 2010).
- INITIATIVE 2.2: Modernize in-service training programs**  
Through a combination of on-line, CWD in-class, and Training Academy offered courses, DOC successfully completed this initiative for FY 2010. CWD was offered to all DOC staff through the training academy. 69 MSS FTE and several other DOC FTE took a total of 607 courses on-line.



during FY 2010.

- **INITIATIVE 2.3: Implement paperless training record, scheduling ,and administration system.**  
This initiative has been discontinued until adequate staff and resources are available to complete the project. The as-is process was documented and to-be process was proposed in concordance with the September 30, 2010 timeline, and a COTS application was selected based upon user requirements. DOC eliminated all but one Industrial Engineer position (now vacant) during the conversion of contract services to in-house services and eliminated the budget that would have been needed to support procurement and implementation. Consequently, the project was discontinued due to lack of personnel and resources.
- **INITIATIVE 2.4: Achieve 35% American Correctional Association (ACA) certification of front-line correctional officer workforce**  
This was completed as scheduled. Over 40% of DOC's front line correctional officer workforce is appropriately ACA certified as of 9/30/2010. DOC has the most ACA certified staff among all ACA certified Adult Detention Facilities or DOCs at this time.

## **INMATE SERVICES DIVISION**

### **OBJECTIVE 1: IMPROVE INMATE EDUCATION AND JOB SKILL LEVELS AND FACILITATE SUCCESSFUL COMMUNITY RE-INTEGRATION**

- **INITIATIVE 1.1: Establish document printing and scanning center**  
Equipment has been purchased. DOC is awaiting issuance of a purchase order for Scanning Center buildout.
- **INITIATIVE 1.2: Expand inmate work release programs**  
This was a smashing success; in part due to the depressed economy and in part due to aggressive marketing efforts and an excellent work record inmate work details were much in demand through Q3 and Q4 2010 and DOC was able to well exceed the targets for expanding the work release programs. Two hundred and fifty-seven inmates participated in FY 2010 work release programs (as of Sept 15, 2010).
- **INITIATIVE 1.3: Expand programs available to female inmates and increase participation by 10%**  
The following programs were implemented in FY 2010 Legal Clinics Domestic Violence Awareness and Prevention- Our Place Adjusting Our Attitude Training Program Customer Service Health and Wellness Approximately 1150 women were served through the enhanced programs.
- **INITIATIVE 1.4: Expand higher education and apprenticeship programs**  
A customer service apprenticeship program was established in collaboration with UDC to serve inmates. Inmates are currently being served through this program.
- **INITIATIVE 1.5: Expand one-stop referral program to offer additional post-release services linkages**  
The One-Stop referral program was expanded to include linkages to legal services (ULS), CFSA services, IMA benefits, and VA benefits in addition to DMH linkages for the mentally ill and linkages to post-release health care.



## **OBJECTIVE 2: MAINTAIN/IMPROVE INMATE PHYSICAL AND MENTAL HEALTH**

- **INITIATIVE 2.1: Assess use of locally available health services by chronically ill inmates released to the community**  
This initiative has been deferred until adequate staff and resources are available to complete the initiative.
- **INITIATIVE 2.2: Restructure health delivery system and re-compete inmate health services contract.**  
Major ground work for re-bidding the contract was completed in FY10. The RFP will be issued in Q1 FY11.
- **INITIATIVE 2.3: Pilot test telemedicine.**  
This initiative was partially completed in FY 2010. A collaboration was established with local medical faculty who have a great deal of experience in tele-medicine implementation, DOC inmate population health characteristics were analyzed and specialties identified which would be suitable for the pilot test, equipment and peripherals were specified and procured.
- **INITIATIVE 2.4: Evaluate inmate prescription dispensing practices.**  
Exploratory analysis regarding automated pharmacy processes were initiated.

## **OBJECTIVE 3: IMPROVE DAILY LIVING CONDITIONS**

- **INITIATIVE 3.1: Explore transition to in-house culinary services.**  
DOC plans to bring inmate culinary services in-house as soon as suitable staff can be found to operate culinary services. This project is scheduled to be brought on-line by Q2 FY 2011.
- **INITIATIVE 3.2: Contract out for laundry services.**  
DOC is on track to have a laundry contract in place by June 2011. The project timeline is tied to the construction schedule for the IPC and was pushed back coincident with the IPC construction timeline because offsite laundry service will not be required before the IPC construction commences (the delay in implementing the offsite contract will save the District money). This project is scheduled to be brought on-line by Q2 FY 2011.
- **INITIATIVE 3.3: Install video visitation.**  
Video Visitation was installed in N1 and S1 housing units, and became fully operational by April 1, 2010.

## **INMATE CUSTODY DIVISION**

### **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 Radio Frequency Identification (RFID)**  
The status of the project is as follows: (1) Broken Hardware has been identified and cataloged



and is being repaired. (2) Software requirements have been specified which will improve user friendliness and are being implemented. (3) Re-designed inmate bracelets are expected on-site by August 30, 2010. Once available, full scale deployment will occur. Currently all staff have been trained, and deployment of inmate bracelets (old-design) is underway in several housing units. (4) DOC has identified the need to specify and implement business rules to aid in alert triggers and monitoring and has submitted a proposal to OJGA requesting funds for this purpose.

- **INITIATIVE 1.2: Expand Closed Circuit Television (CCTV) monitoring system**

This initiative is now linked to the IPC project (i.e., a Capital Project) and has been delayed until the end of Q2 FY 2011 at the very least.

- **INITIATIVE 1.3: Reduce drug use and improve contraband detection and recovery**

This initiative has been completed. Randomized generation of inmate lists for drug testing and cells for cell searches have been implemented; canine patrols expanded, shakedowns (both at the facility and single housing unit level) have been implemented. Recovered contraband is cataloged and reported monthly. Contraband recovery levels have been base-lined.

- **INITIATIVE 1.4: Upgrade inmate phone system**

This initiative was completed in Q3 FY 2010.

- **INITIATIVE 1.5: Replace cell doors**

Cell doors were replaced/repared in critical areas of the CDF in Q2 FY 2010, the replacement of cell doors in all 18 housing units of the CDF is set to commence in October 2010. Materials are already arriving on site in anticipation of the commencement of construction.

## **OBJECTIVE 1: PROVIDE TIMELY AND ACCURATE INMATE DOCUMENTS AND RISK ASSESSMENTS**

- **INITIATIVE 2.1: Improve records office efficiency through an automated, paper-less processing system.**

This initiative has been incorporated into the IPC project (is now funded as a Capital Project) and is delayed until the IPC construction is nearly complete.



## Key Performance Indicators – Details

### Performance Assessment Key:

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

	Measure Name	FY2009 YE Actual	FY2010 YE Target	FY2010 YE Actual	FY2010 YE Rating	Budget Program
<b>AGENCY MANAGEMENT SERVICES DIVISION</b>						
●	1.1 Priority 1 Maintenance and Repair Completion Rate	74.86	85	54.81%	64.48%	
●	1.2 Federal Revenue Reimbursement Rate (Dollars Reimbursed divided by Dollars Billed)	99.18	95	99.86%	105.12%	AGENCY FINANCIAL OPERATIONS
<b>INMATE SERVICES DIVISION</b>						
●	1.1 Percent of eligible inmates taking advantage of One-Stop services	0	5	2.64%	52.80%	INMATE ADJUSTMENT/DEVELOPMENTAL SUPPORT
●	1.2 Inmates served by re-entry program or One Stop services	0	500	1061*	105.12%	INMATE ADJUSTMENT/DEVELOPMENTAL SUPPORT
●	1.3 Inmates served by educational programs or receiving educational counseling services	0	500	1680**		INMATE ADJUSTMENT/DEVELOPMENTAL SUPPORT
●	2.1 Percent of inmates released to community with required medications	96.58	95	94.24%	99.20%	INMATE HEALTH SERVICES
●	2.2 Inmates served by substance abuse treatment program	0	400	466***	116.50%	INMATE HEALTH SERVICES
●	2.3 Hours of community service from inmate work release program	0	12500	25658	205.26%	COMMUNITY CORRECTIONS
●	2.4 Cost savings achieved through inmate work release program	0	87000	\$88,101	101.27%	COMMUNITY CORRECTIONS



2.5	Benefit from Good Time Credit program (days per ADP) †	0	5			
3.1	Inmates served by video-visitation program	0	5	26.73%	534.61%	INMATE ADJUSTMENT/DEVELOPMENTAL SUPPORT
3.2	Number of unresolved inmate grievances outstanding more than 30 days	214	5	0		INMATE ADJUSTMENT/DEVELOPMENTAL SUPPORT
<b>INMATE CUSTODY DIVISION</b>						
1.1	Inmate on Inmate Assault Rate (Assaults per 10,000 inmate-days)	2.39	2.4	0.81	296%	INMATE CUSTODY
1.2	Inmate on Staff Assault Rate (Assaults per 10,000 inmate-days)	2.3	2.3	1.47	156.15%	INMATE CUSTODY
1.3	Percent of Disciplinary Reports Adjudicated as Charged	0	75	93.75%	124.99%	INMATE CUSTODY
1.4	Percent of Inmate on Staff Assaults resulting in papered charges††	0	5	68.65%		INMATE CUSTODY
1.5	Percent of Contraband Seizures resulting in papered charges	0	25	50%	200%	INMATE CUSTODY
1.6	Average Staff Hours to Close Investigation of Institutional Incident as Initially Classified	0	160	96.88	165.16%	INMATE CUSTODY
2.1	Delayed Release Rate	0.5	0.5	0.43%	115.41%	INMATE CUSTODY
2.2	Erroneous Release Rate	0.02	0.04	0.04%	110.79%	INMATE CUSTODY

\* (294 unduplicated individuals were served by Residential Substance Abuse Treatment Program (Progress Towards Empowerment) ; some over the period of more than one month.)

\*\* (483 unduplicated individuals were served by ReEntry or OneStop (195 of the 483); some over the period of more than one month.)

\*\*\* (365 unduplicated individuals were served by educational programs or received educational counselling; some some over the period of more than one month.)

† (Legislation and regulation has not yet been approved by Council so the Good Time Credits are pending implementation.)



†† ( This is a measure of the outcome of the office of investigative services work. Not every inmate on staff assault is investigated by this office. The measure indicates the papering rate based upon those assaults investigated.)