



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 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: 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; • Apprenticeship opportunities (Culinary, Industrial Cleaning, Barbering) provided in collaboration with the University of the District of Columbia (UDC); • One-Stop post-release employment and human services center operated by the D.C. Department of Employment Services (DOES); • Special education (through the District of Columbia Public Schools (DCPS)); • Adult education, and GED preparation provided by DOC. 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 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.

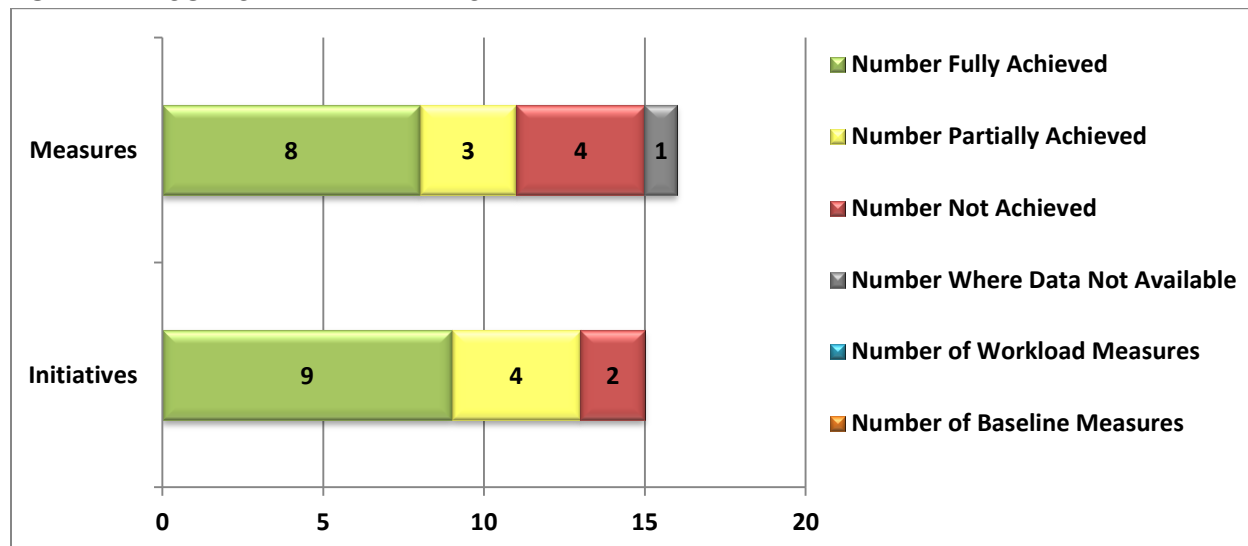
ACCOMPLISHMENTS:

- ✓ Successfully passed 2 ACA Accreditation related Mock Audits, and also received unqualified NCCHC re-accreditation for Health Services.
- ✓ Successfully Implemented Video Visitation.
- ✓ Completed Cell Door Replacement Project at the CDF ahead of time and within budget.

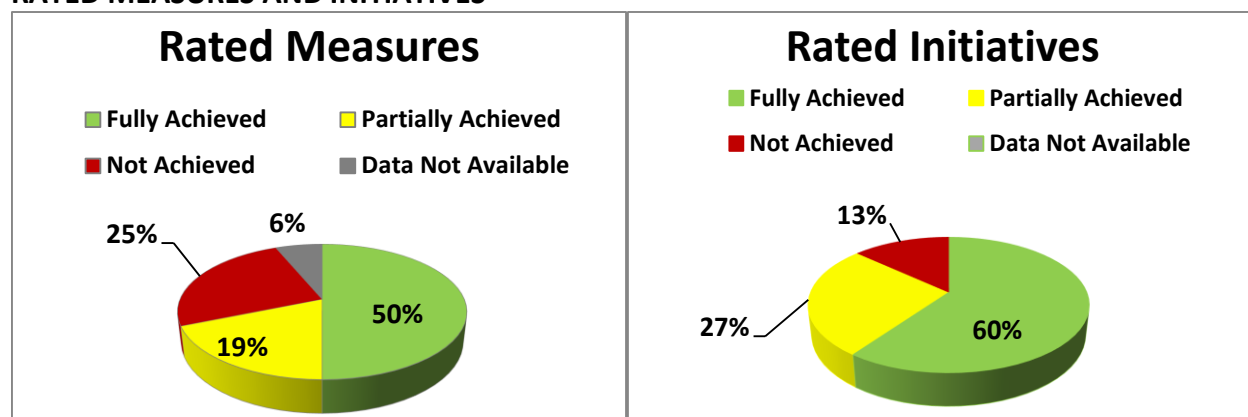


VERALL OF AGENCY PERFORMANCE

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

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

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

DOC will further manage staffing and overtime utilization at the CDF through

- implementing an electronic roster management system to replace the obsolete and ineffective paper based system. Phase I will be completed by September 30, 2012.

Fully Achieved. Phase I was completed in July 2012.

INITIATIVE 1.2: Obtain Procurement Authority for Procurements under \$50,000.

Fully Achieved. DOC obtained a procurement authority of \$100 K in June 2012.

INITIATIVE 1.3: Re-Negotiate Federal Reimbursement Per-Diem.

Partially Achieved. DOC successfully negotiated a reimbursement rate of \$130.99 for housing FBOP short term felons at the CCA, and filed a request for increasing the per-diem (based upon the exact same data that the FBOP reviewed) for all inmates through the e-IGA once the FBOP signed off on the new rate at the CTF in August 2012. USMS is currently reviewing the application and DOC expects a response no later than December 2012.

OBJECTIVE 2: Upgrade Workforce

INITIATIVE 2.1: Implement Proposed Agency Realignment.

Fully Achieved. The DOC realignment was approved by OCA and implemented in May 2012. Key positions have been identified, recruited, and offers made/filled including Warden CDF, Security Officer, Deputy Director for Management Support, Health Services Administrator, Internal Controls and Audit Manager, Risk Manager, Acquisitions Manager, Facilities Manager, Deputy Warden for Programs, ReEntry Manager, Women's Program Manager, and Volunteer Services Coordinator. Other positions are being identified and recruited and DOC expects this initiative to continue well into FY 2013.

INITIATIVE 2.2: Realign workforce composition with agency needs.

Fully Achieved. The agency is now recruiting and hiring individuals according to the agreed upon staffing plan.



Inmate Custody

OBJECTIVE 3: Foster an Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.

INITIATIVE 3.1: Conduct an Evaluation of Options for CTF Operations and Management as the CCA Contract nears completion.

- **Not Achieved.** There has been an incredible backlog of critical DOC procurements at OCP including Food Services, Inmate Health Services and Inmate Pharmacy Services and it was not feasible to process this procurement in FY 2012. An extension was requested of OCA in June/July 2012 and it was agreed that DOC would accomplish this goal in FY 2013 (by April 2013). Most of the delays are on OCP's side at this time

INITIATIVE 3.2: increase Surveillance Center Staffing and Provide Adequate Archive Storage.

- **Partially achieved.** Storage capacity was increased by installing 32 servers to support surveillance operations. Phase II of the camera installation process was completed. Staffing requirements were identified. Due to the hiring freeze in FY 2012 (and the considerable number of other agency positions recruited and hired) and the subsequent hiring freeze in FY 2013 now underway, positions will be requested and once approved will be filled in the FY 2014 budget.

INITIATIVE 3.3: Replace cell doors.

- **Fully Achieved.** This project was fully completed in May 2012 on time and within budget.

INITIATIVE 3.4: Conduct Mock Audit prior to Applying for ACA Recertification at the CDF. Obtain unqualified NCCHC certification.

- **Fully Achieved.** DOC received unqualified NCCHC certification of Inmate Health services in February 2012, and conducted a mock audit for ACA recertification in January 2012. Further update: The ACA recertification audit was scheduled for October 2012 (instead of April 2012), and DOC successfully met 96.5% of 60 mandatory and 323 non-mandatory standards.

OBJECTIVE 4: Provide timely and accurate inmate documents and risk assessments.

INITIATIVE 4.1: Train Staff to conduct Re-Entry Supportive Assessments

- **Partially achieved.** DOC will coordinate programs and services that address the unique criminogenic issues and treatment and reentry needs of women offenders; on August 27, 2012, the DOC hired and assigned a Women's Program Coordinator to the Correctional Treatment Facility. DOC obtained technical assistance and guidance from the National Institute of Corrections for the use of a women's risk needs assessment to guide treatment and reentry planning. DOC is designating a team to review the recommendations in order to pilot and finally to select a women's risk assessment tool that is appropriate for the female offender population and thereafter ensure that admission to key programs is assessment-based. DOC will determine funding in FY 2014 to provide staff training for the



implementation of a risk needs assessment for women inmates housed at the CTF.

Inmate Services

OBJECTIVE 5: Improve inmate education and job skill levels and facilitate successful community re-integration.

INITIATIVE 5.1: Develop Women's Re-Entry Program.

- **Fully Achieved.** A Women's Re-Entry Manager, through a contract with the Moss Group worked from October 2011 through September 2012 and coordinated efforts to train staff in assessing and testing women. A Women's Program Coordinator was hired in August 2012 and a functional program has been established.

OBJECTIVE 6: Maintain/improve inmate physical and mental health.

INITIATIVE 6.1: Conduct an Evaluation of Cost and Effectiveness of Health Services Delivery.

- **Partially achieved.** DOC did contract out for a vendor to conduct an evaluation of the efficiency and effectiveness of the current model of inmate health and mental health service delivery. The vendor came on board in June and is finalizing their report detailing the evaluation. Recommendations are being incorporated into the draft of the RFP to be released. DOC also hired a new health services administrator who is coming up to speed rapidly. As a result of new personnel on board and time to learn the process DOC is slightly behind on the schedule to release the RFP, but anticipates it will be released by 4/17/2013.

INITIATIVE 6.2: Implement a new Inmate Pharmacy System with an electronic Health Record that is integrated with JACCS.

- **Not Achieved:** This initiative is linked to the rebid of the Comprehensive Health Services Contract and will be implemented as a part of that contract. The anticipated implementation date for this initiative is within 18 months of contract award or April 1, 2015.

OBJECTIVE 7: Improve Daily Living Conditions.

INITIATIVE 7.1: Contract laundry services.

- **Full Achieved.** A contract was put in place for laundry services in September 2012.

INITIATIVE 7.2: Implement video visitation at the visitor's center

- **Fully achieved.** The visitors' center was opened to the public at a Mayoral ribbon cutting ceremony on July 25, 2012 and is currently in operation. The build was completed more or less on-time.



Key Performance Indicators – Details

Performance Assessment Key:

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

	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY 2012 YE Rating	Budget Program
Agency Management								
	1.1	Federal Revenue Reimbursement Rate	80.62%	95%		95.5%	101.58%	AGENCY MANAGEMENT PROGRAMS
	1.2	Priority 1 Maintenance and Repair Completion Rate	82.14%	80%		62.92%	78.65%	AGENCY MANAGEMENT PROGRAMS
Inmate Custody								
	3.1	Inmate on Inmate Assault Rate (Assaults per 10,000 inmate-days)	0.71	1		0.86	116.88%	INMATE CUSTODY
	3.2	Inmate on Staff Assault Rate (Assaults per 10,000 inmate-days)	1.05	1		0.8	124.75%	INMATE CUSTODY
	3.3	Percent of Disciplinary Reports Adjudicated as Charged	97.21%	90%		89.03%	98.93%	INMATE CUSTODY
	3.4	Percent of Inmate on Staff Assaults resulting in papered charges	3.35%	5%		50.72%	9.86%	INMATE CUSTODY
	3.5	Percent of Contraband Seizures resulting in papered charges	31.59%	30%		40.26%	134.20%	INMATE CUSTODY
	3.6	Delayed Release Rate	0.38	0.35		0	43143.33%	INMATE CUSTODY



	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY 2012 YE Rating	Budget Program
●	3.7	Early Release Rate	0.5%	0.35%		0	84268.33%	INMATE CUSTODY
Inmate Services								
●	7.1	Inmates served by re-entry program	471	1,000		229	22.90%	INMATE SERVICES
●	7.2	Inmates served by educational programs or receiving educational counseling services	3,621	2,000		663	33.15%	INMATE SERVICES
●	7.3	Percent of inmates released to community with required medications	95%	95%		89.12%	93.81%	INMATE SERVICES
●	7.4	Inmate Pharmaceuticals Expenditure Variance	170	15		0.65	2309.87%	
●	7.5	Inmates served by substance abuse treatment program	360	400		680	170%	INMATE SERVICES
●	7.6	Number of unresolved inmate grievances outstanding more than 30 days	0	5	na	na	na	INMATE SERVICES
●	7.7	Inmates served by video-visitation program	90.47%	85%		31.48%	37.04%	INMATE SERVICES