



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 offering those in custody meaningful rehabilitative opportunities that will assist them with constructive 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, facilities provide inmate personal 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.

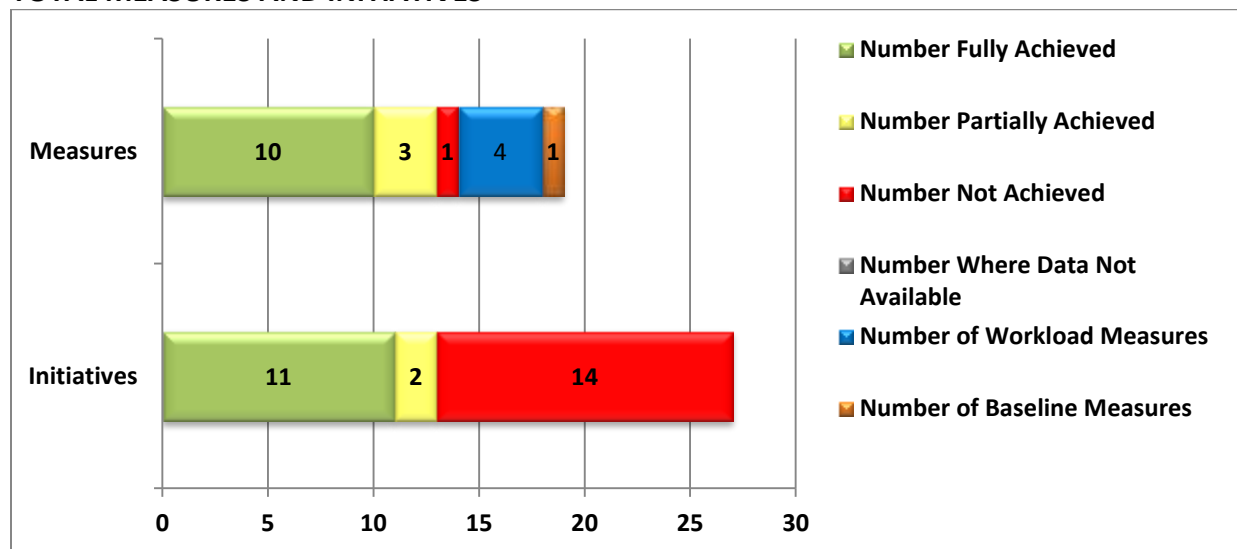
ACCOMPLISHMENTS

- ✓ Achieved ACA Re-Accreditation
- ✓ Effectively Managed Inmate Population
- ✓ Recognized by DC Appleseed and Mayor for Efforts in HIV Education, Testing, Detection, Counseling, and Treatment

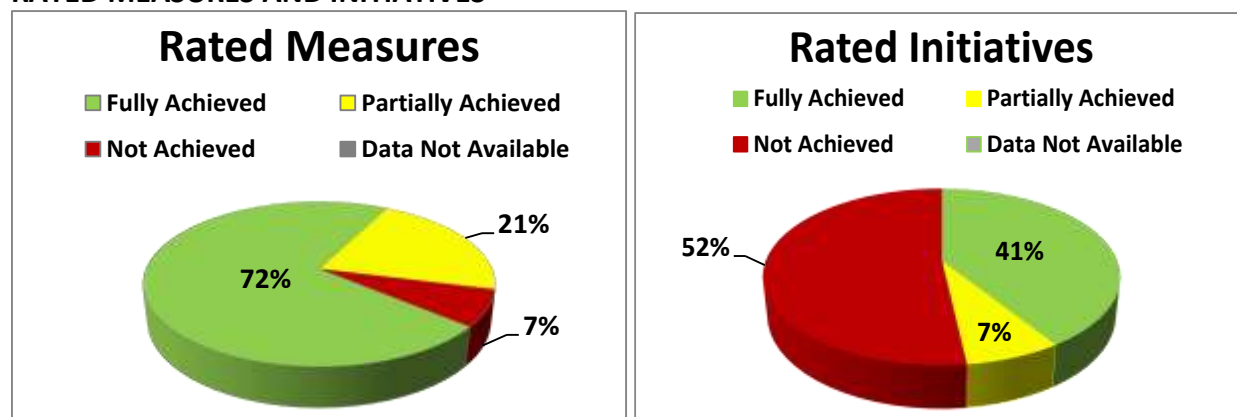


OVERALL OF AGENCY PERFORMANCE

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).

- **Not Achieved** - This project was not completed and has been carried forward into the FY 2014 Performance Plan. Loss of key project staff contributed in large part to the current project status

INITIATIVE 1.2: Develop and Implement Supply Chain Management System.

- **Fully Achieved:** For FY 2013 - DOC mapped and developed a prototype for an internal supply requisition system in May 2013 that would enable it to document actual consumption. Upon review of this prototype in July 2013, the requirements were significantly expanded. In August 2013 DOC received a proposal to implement a system meeting its new requirements. DOC expects to procure such a system in 2014. Concurrently the supply request, requisition and distribution system will be mapped in greater detail. This will enable successful roll out and implementation by September 30, 2015. This initiative was significantly modified resulting in an expanded scope. The project plan for the initial scope was presented on schedule in FY 2013. The modified version has been carried forward into the FY 2014 performance plan.

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

- **Not Achieved**- DOC applied for an increase in per-diem through the e-IGA system with the USMS in August 2012. This was denied in February 2013. However, the DOC was able to successfully negotiate a per-diem of \$130.99 with the FBOP for housing up to 200 Short Term Sentenced Felons (STSF) at the CTF. The new per-diem was based upon the same financial information provided to the USMS. The STSF program commenced in January 2013. The overall initiative was not completed and is carried forward into the FY 2014 performance plan.

INITIATIVE 1.4: Conduct Evaluation of Options for CTF Operations and Management as the CCA Contract Nears Completion.

- **Not Achieved** - This initiative was discontinued due to a change in priorities. This was not completed.

INITIATIVE 1.5: Re-Negotiate CTF Per-Diem.

- **Not Achieved** - This initiative was discontinued due to a change in priorities. This was not completed.

OBJECTIVE 2: Upgrade Workforce.

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

- **Not Achieved** - DOC delayed implementing this due to reorganization and budgetary pressures, and has shifted this project to the FY 2014 performance plan for completion in FY 2016. This project was not completed.



INITIATIVE 2.2: Shift DOC IT positions to IT pay schedule.

- **Not Achieved** - DOC researched this and DOC's HR determined that under District HR regulations it was not possible to do this. The project was, therefore, discontinued.

INITIATIVE 2.3: Update Position Requirements and Reclassify Position Descriptions and Pay for Administrative Assistants.

- **Not Achieved** - This initiative was discontinued due to reorganization and budgetary pressures and not completed.

INITIATIVE 2.4: Assess Case Management and Classification Business Processes and Position Descriptions.

- **Not Achieved** - The staff member tasked with the Case Management Assessment was otherwise committed to helping establish five large information technology capital projects, with a combined budget of more than \$6 million. Due to the budget cycle, it was in DOC's best interest to focus on these more urgent projects than rush to complete an assessment that would not be acted upon for several months. In addition, the Case Management unit has recently transitioned leadership, which makes moving the start date of this assessment back more advantageous to DOC. The initiative was not completed and has been shifted to the FY 2014 performance plan.

INITIATIVE 2.5: Redesign DOC Training Curriculum.

- **Fully Achieved** - Based upon the results of an initial National Institute of Corrections (NIC) assessment conducted in FY 2013, this was significantly redefined and expanded. It has become a major initiative in the FY 2014 performance plan. FY 2013 milestones were met for this initiative as a result of commencement of the NIC program and the initiative is considered completed.

INITIATIVE 2.6: Provide 40 Hours of Specialized Supervisory Training for all MSS staff.

- **Fully Achieved** - This was completed as planned.

INITIATIVE 2.7: Redesign Correctional Officer Evaluations.

- **Not Achieved** - DOC has decided to undertake this initiative at a later time after security staffing and management transition pressures have subsided. It was discontinued in FY 2013 and not completed

Inmate Custody

OBJECTIVE 1: Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.

INITIATIVE 1.1: Increase Surveillance Center Staffing and Provide Adequate Archive Storage.

- **Fully Achieved:** for FY 2013 - DOC procured and installed additional surveillance storage to support increased needs for storage capacity and archiving of surveillance feeds in FY 2013; however, a request for additional staffing was set aside because of higher priority staffing needs in FY 2014. Additional staffing will be requested as a part of the FY 2015 budget process by December 16, 2013. FY 2013 milestones were completed with the expansion of surveillance feed and archive storage capacity.



INITIATIVE 1.2: Replace Obsolete Radios with Interoperable Radios and Network.

Fully Achieved: for FY 2013 - DOC worked with OUC to identify funding for and specify requirements for 300 radios during FY 2013. These are expected to be purchased and installed in FY 2014. This project is on track to meet its September 30, 2014 target date. FY 2013 goals were completed.

INITIATIVE 1.3: Complete RFID Implementation and Achieve Full Functionality.

Not Achieved - At the time DOC proposed timelines for this project, DOC expected to be fully staffed to manage associated activities. DOC was significantly understaffed in this area through most of FY 2013. DOC procured technical and professional services only in Q4 FY 2013. Since that time DOC has made steady progress in project planning. A comprehensive project plan is expected to be approved by November 30, 2013. DOC expects to complete installation and pilot testing by September 30, 2014 and complete roll-out, training, and implementation by September 30, 2015. FY 2013 goals for this project were partially completed.

INITIATIVE 1.4: Expand hours for Video Visitation.

Fully Achieved - A satellite visitation station became operational at MLK Library in Ward 2 on September 12, 2013. A second satellite visitation station is expected to become operational at the Deanwood Recreation Center in Ward 7 before December 31, 2013. Based upon usage pattern and community response, the visiting hours were not expanded. This initiative was significantly completed in FY 2013.

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

INITIATIVE 2.1: Train Staff to Conduct ReEntry Supportive Assessments.

Fully Achieved: for FY 2013 - DOC completed procurement of COMPAS, a web-based risk assessment application in Q4 FY 2013. Program managers in each of DOC's specialized program areas are currently being trained. DOC technical staff is in the process of identifying IT configurations for DOC and CCA/CTF, the data collection procedures necessary to build evidence based inquiry, and user training needs. DOC made significant progress towards this initiative in FY 2013 and expects to have a functional program in place by September 2014.

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

Partially Achieved - DOC implemented a Transaction Management System (TMS) for workflow management that went live in July. Program managers are developing a training manual for records staff. Significant portions were completed during FY 2013; but, some additional work remains. All staff had received some training in processing procedures, the use of necessary systems and sentence computation methods by September 30, 2013. This initiative is considered partially complete and has been carried forward into FY 2014.

INITIATIVE 2.3: Establish Full-time Legal Consultant in the Records Office.

Not Achieved - The National Institute of Corrections (NIC) recommended establishing a full time legal consultant in the DOC records office, and DOC incorporated this into its FY 2013 performance plan initiatives. However, upon further research, it was determined that none of the regional jails have such positions and it was decided to discontinue this initiative in favor of requiring comprehensive training for Legal Instrument Examiners to be developed in conjunction with NIC. This initiative was discontinued



Inmate Service

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

INITIATIVE 1.1: Publish Strategic ReEntry Plan Aligned to District Goals

- **Fully Achieved** - DOC drafted a strategic reentry plan which is currently under DOC Executive Review. The DOC's strategic re-entry plan is narrowly tailored to DOC's population, resources, and needs; particularly those who do not have access to federally funded reentry resources. This initiative was substantially completed.

INITIATIVE 1.2: Develop a Recidivism Reduction Plan

- **Not Achieved** - DOC representatives served on the District's ReEntry Taskforce and became aware that a Recidivism Reduction Plan is still very much a long term goal. Therefore, this initiative was discontinued in FY 2013, and will be reevaluated at a later time.

INITIATIVE 1.3: Conduct Comprehensive Evaluations of All Inmate Programs

- **Fully Achieved** - All planned assessments for FY 2013 were completed.

OBJECTIVE 2: Maintain/Improve Inmate Physical and Mental Health

INITIATIVE 2.1: Secure New Contract for Food Services

- **Fully Achieved** - The food services contract was approved by DC Council as of February 5, 2013. Since the existing contract was not due to expire until February 28, 2013, the new food services contract went into effect as of March 1, 2013. This initiative was completed in FY 2013.

INITIATIVE 2.2: Secure New Contract for Inmate Health Services

- **Partially Achieved** - The Inmate Health Services Contract was projected for award on or before October 01, 2013. A solicitation for re-competing the Inmate Health Services Contract was issued by OCP on July 05, 2013. The solicitation generated over 500 questions from potential vendors. OCP and DOC are working together closely to publish an amendment which represents all of the changes/responses to subsequent questions, as well as modifications to the solicitation deemed necessary. The award of a new Inmate Health Services contract will occur in FY 2014. This initiative was partially completed.

INITIATIVE 2.3: Implement New Inmate Pharmacy System with Electronic Health Record Integrated with JACCS

- **Partially Achieved** - This initiative was incorporated into the requirements for the re-competed Inmate Health Services Contract, and therefore, considered partially completed.

OBJECTIVE 3: Improve Daily Living Conditions

INITIATIVE 3.1: Contract laundry services

- **Fully Achieved** - This was completed in August 2012.

INITIATIVE 3.2: Increase Recreational Programming

- **Not Achieved** - DOC has assigned a Sergeant and 2 Correctional Officers to ensure outdoor recreation is provided at the CDF. This is deemed to be adequate staffing at this time; therefore, an additional recreational specialist position is not currently planned. Recreation opportunities currently provided to inmates are considered to be adequate. This initiative was discontinued.



INITIATIVE 3.3: Establish Formal Facilities Maintenance Inspection Program.

- **Not Achieved** - This initiative was not completed in FY 2013 and has been carried forward into the FY 2014 performance plan. A request for staffing is being submitted for consideration as a part of the FY 2015 budget process. Subject to availability of authorized funds, DOC will establish a 2 person facilities maintenance inspection team by April 30, 2015.



Key Performance Indicators – Details

Performance Assessment Key:

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

	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
Agency Management Services								
	1.1	Federal Revenue Reimbursement Rate	80.62%	80%		86.99%	108.74%	AGENCY MANAGEMENT SERVICES
	1.2	Priority 1 Maintenance and Repair Completion Rate	62.92	70		74.89%	106.98%	AGENCY MANAGEMENT SERVICES
Inmate Custody								
	1.1	Inmate on Inmate Assault Rate	0.77	1		0.93	107.66%	INMATE CUSTODY
	1.2	Inmate on Staff Assault Rate	1.02	1		0.24	416.27%	INMATE CUSTODY
	1.3	Percent of Disciplinary Reports Adjudicated as Charged	83.89%	85%		78.98%	92.92%	INMATE CUSTODY
	1.4	Percent of Inmate on Staff Assaults resulting in Papered Charges	46.3%	5%		64.94%	1298.70%	INMATE CUSTODY
	1.5	Percent of Contraband Seizures Resulting in Papered Charges	38.1%	30%		51.72%	172.41%	INMATE CUSTODY
	1.6	Inmates served by video-visitation program ¹	37.5%	85%		47.75%	Baseline Measure Not Rated	INMATE CUSTODY
	2.1	Delayed Release Rate	0	0.35%		0.10%	363.62%	INMATE CUSTODY
	2.2	Erroneous Release Rate	0.04%	0.08%		0.02%	498.68%	INMATE CUSTODY
Inmate Services								
	1.1	Inmates served by re-entry program	167	200		182	91%	INMATE SERVICES
	2.1	Percent of inmates released to community with required medications	89.59%	95%		90.36%	95.12%	INMATE SERVICES

¹ FY 13 was the last year this KPI as rated measure. In FY 14 this will be a workload measure, DOC will request to report on the number of inmates served by video-visitation program.



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	2.2	Inmate Pharmaceuticals Expenditure Variance	0.69%	10%		5.05%	198.06%	INMATE SERVICES
●	2.3	Inmates served by substance abuse treatment program	260	400		904	226%	INMATE SERVICES
●	3.1	Number of Unresolved Inmate Grievances Outstanding More Than 30 Days	0	5		238	2.10%	INMATE SERVICES
Agency Management								
●	1.1	Intake Transactions Processed	14,699	15,000		11,468		AGENCY MANAGEMENT PROGRAMS
●	1.2	Release Transactions Processed	15,319	15,500		11,651		AGENCY MANAGEMENT PROGRAMS
●	1.3	Average Daily Population	2,589	2,475		2,311		AGENCY MANAGEMENT PROGRAMS
●	1.4	Median Length of Stay	27	27		28		AGENCY MANAGEMENT PROGRAMS