

# Department of Corrections FY2016

**Agency** 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 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 two private halfway houses: Fairview and Hope Village; these are often used as alternatives to incarceration. Like other municipal jails, 60 to 70 percent of inmates in DOC's custody have one or more outstanding legal matters that require detention, while the remaining are sentenced inmates, parole violators, or writs and holds. 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; --Job-readiness Training (together with the Department of Employment Services (DOES)); --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 Behavioral Health. In addition, facilities provide inmate personal adjustment and support services, such as food services, laundry, religious programming, visitation, law library, inmate grievance process, etc. DOC facilities operate twenty-four hours a day, 365 days a year.

## 2016 Objectives

### FY16 Objectives

Objective Number	Objective Description
<b>Agency Management Services (2 Objectives)</b>	
1	Improve Economy, Efficiency and Effectiveness of Agency Operations.
2	Upgrade Workforce
<b>Inmate Custody (1 Objective)</b>	
1	Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.
<b>Inmate Services (3 Objectives)</b>	
1	Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration.
2	Maintain/Improve Inmate Physical and Mental Health.
3	Support DC Sustainability Initiatives.

## 2016 Key Performance Indicators

Measure	Division	Frequency of Reporting	FY 2013	FY 2014	FY 2015	FY 2015 Target	FY 2016 Target
<b>1 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (8 Measures)</b>							

Inmate on Inmate Assault Rate (Assaults per 10,000 inmate-days)		Quarterly	0.93	0	1.2	1.2	1.2
Inmate on Staff Assault Rate (Assaults per 10,000 inmate-days)		Quarterly	0.24	0.4	6.2	0.8	0.3
Percent of Disciplinary Reports Adjudicated as Charged		Quarterly	78.98	30.1	53.23	80	60
Percent of Inmate on Staff Assaults resulting in requests for criminal prosecution annually		Annually	64.94	62.4	76	65	65
Percent of Contraband Seizures resulting in requests for criminal prosecution annually		Annually	51.72	53.3	72.73	40	40
Delayed Release Rate		Quarterly	0.1	0	0.03	0.35	0.1
Erroneous Release Rate		Quarterly	0.02	0	0	0.06	0.3
Percent of Inmates served by Video-visitation Program (CDF)		Quarterly	47.45	49.6	53.12	50	50
<b>1 - Improve Economy, Efficiency and Effectiveness of Agency Operations. (3 Measures)</b>							
Federal Revenue Reimbursement Rate (Dollars Reimbursed divided by Dollars Billed)		Annually					0.95
Federal Revenue Reimbursement Rate (Dollars Reimbursed divided by Dollars Billed)		Quarterly	86.99	94.3	97.48	95	95
Priority 1 Maintenance and Repair Completion Rate		Quarterly	74.89	88.2	80.6	80	95
<b>1 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (3 Measures)</b>							
Inmates Served by Re-entry Program Annually		Quarterly	150	143	115	180	170
Percent of Inmates who passed GED exams		Quarterly	0.78	50	22.22	60	40
Inmates served by DCPS		Annually	11	15	36	17	17
<b>2 - Maintain/Improve Inmate Physical and Mental Health. (4 Measures)</b>							
Percent of inmates released to community with required medications		Quarterly	90.36	90.9	90.78	90	90
Inmate Pharmaceuticals Expenditure Variance		Quarterly	5.05	91.2		10	15
Inmates served by RSAT annually		Quarterly	235	245	404	180	300
Number of unresolved inmate grievances outstanding more than 30 days		Quarterly	203	225	11	200	15

## 2016 Workload Measures

Measure	Frequency of Reporting	FY 2013	FY 2014	FY 2015
<b>Workload Measure (4 Measures)</b>				
# of Intakes	Quarterly	11,651	11,245	10,076

# of Releases	Quarterly	15,319	11,577	10,414
Average daily population	Annually	2,311	2,041	1,628
Median length of stay	Quarterly	28	23	21

## 2016 Initiatives

Objective Number	Objective Title	Initiative Number	Initiative Title	Initiative Description
<b>Agency Management Services - 1 (1 Initiative)</b>				
1	Improve Economy, Efficiency and Effectiveness of Agency Operations.	1.1	Achieve ACA Re-Accreditation of Jail Operations.	DOC will have an ACA re-accreditation audit conducted by October 7, 2015. The expected outcome is that DOC is reaffirmed by the American Correctional Association for its successful efforts in demonstrating application of best correctional practices and meeting all required national standards. This will help reinforce that DOC continues to take significant steps towards achieving its vision of being a benchmark corrections agency. DOC will be awarded ACA re-accreditation by March 31, 2016.
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<b>Agency Management Services - 2 (1 Initiative)</b>				
2	Upgrade Workforce	2.1	Sustain Culture Change through Public Safety Personnel Empowerment and Cultural Competencies Development Training.	DOC will engage in phase II of the agency's organizational culture change initiative. The project aims is to empower public safety personnel, by providing training designed to develop and sustain positive organizational culture change. The training will focus on employee empowerment and cultural competence strategies. Continuous training in PREA, including compliance and sexual harassment prevention; respectful workplace and other training as required. The anticipated result of the initiative will create better staff performance, improve personnel and inmate interactions, further improve the overall safety of the detention environment, and establish a culture aligned to DOC's stated values of Pride, Professionalism and Passion. This will enable DOC to achieve its vision of being a benchmark corrections agency. DOC expects to see the impact of this initiative reflected in reduced rates of inmate on staff assaults and inmate on inmate assaults, and improved rate of contraband seizures referred for prosecution. Phase II of training is expected to be completed by September 30, 2016.
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<b>Inmate Custody - 1 (2 Initiatives)</b>				

1	Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.	1.1	Implement a Community Open House	DOC will host a community open house. The purpose of the open house is to offer the community an opportunity to tour the facility and learn about programs and services offered to inmates housed at DOC facilities including reentry supportive programs. Additionally, DOC wants to inform and engage community stakeholders so they can contribute towards the successful reintegration efforts of returning citizens. The expected outcome of this initiative is greater awareness and better informed community stakeholders who will be able to mobilize resources over time to build and provide necessary community support capacity to serve returning citizens and their families. This is expected to be reflected over the long term in improved community safety metrics. The open house will be hosted by April 30, 2016.
1	Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.	1.2	Implement Quarterly ReEntry Town Halls for Inmates in Custody.	DOC will host quarterly reentry town-halls for inmates who are in custody to increase awareness of community based programs and services that they can connect to upon release. The focus of the town-halls is to answer questions, address concerns, and provide an additional forum to educate and prepare inmates for community reentry. Additionally, DOC wants to inform and engage inmate stakeholders, and through them their families, so that returning citizens can have improved opportunities for successful community reintegration. The expected outcome of this initiative is greater awareness and better informed "eventually to be" returning citizens who will be able to avail of post-release community based resources to create a productive and law abiding life as valued members of the community. This is expected to be reflected over the long term in improved community safety metrics. DOC will host a town hall for inmates in each quarter by December 31, 2015; March 31, 2016, June 30, 2016 and September 30, 2016 respectively.

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**Inmate Services - 1 (1 Initiative)**

1	Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration.	1.1	Increase Eligible Candidate Participation in the Pre-Release Work Readiness Program.	DOC will work with D.C. Department of Employment Services (DOES) to fully implement a Pre-release Work Readiness program. The program will provide critical pre-release employment services to inmates preparing for community release. Participants receive group instruction and individualized guidance with a focus on those skills needed to successfully enter the workforce upon release. Upon release to the community, participants and graduates will continue to be served through the Project Empowerment Program run by the DOES. Participants who complete the program are expected to be better prepared to seek and sustain employment that enhances their ability to achieve a productive community life for themselves and their families upon release. This initiative is expected to be completed by September 30, 2016.
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**Inmate Services - 2 (2 Initiatives)**

2	Maintain/Improve Inmate Physical and Mental Health.	2.1	Implement Mental Health Step-Down Unit at the CDF.	DOC will work with its Unity Health Care, Incorporated, its Inmate Health Services provider; and, the Department of Behavioral Services (DBH) to implement a mental health step down unit to better care for persons who would benefit from a treatment community environment before transitioning to appropriate correctional housing. The step down unit will provide an additional much needed phase in the care continuum which ranges from Acute Mental Health Care to clinical management of mental illness in a general population setting. This will allow DOC to better address the needs of individuals in an appropriate care setting for the individual. This is expected to result in positive adjustment outcomes for individuals returning to non-mental health focused correctional housing because it provides them a safe, monitored and well supported transitional environment and the necessary time to make the transition. It is also expected to have a positive outcome on institutional order. Individuals who are better prepared and well-adjusted to the expectations of correctional housing are better able to contribute to a calm operating environment for all. As a result of the mental health care and treatment provided at DOC, individuals are also expected to be better able to function in the community when they are released. DOC will implement this initiative by September 30, 2016.
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2	Maintain/Improve Inmate Physical and Mental Health.	2.2	Develop Jail-Based Domestic Violence Awareness and Support Services.	DOC will partner with the Office of Victims Services (OVS) and the Metropolitan Police Department (MPD) to identify and address the needs of both victims and perpetrators of violent and/ or domestic abuse crimes who are committed to DOC custody. DOC will work with District Agencies, volunteers, and providers to develop and offer appropriate programming for these inmates. DOC will also inform both victims and perpetrators of community based programs, services, and resources available to assist their community reintegration so that they may be able to sustain safe and productive law abiding lives in the community with knowledge of existing supports after they are released. Long term expected outcomes are reduced population of perpetrators of violent and/or domestic abuse crimes incarcerated at DOC, and reduced levels of domestic violence in the community. The first phase of this initiative, to identify needs will be completed by June 30, 2015.
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**Inmate Services - 3 (2 Initiatives)**

3	Support DC Sustainability Initiatives.	3.1	Provide a Higher Proportion of Local Foods as a Part of Meals Served. (Sustainable DC Food Action 3.6)	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 FY2016, 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, 2016.
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3	Support DC Sustainability Initiatives.	3.2	Develop Recycling Program Implementation Plan for the Central Detention Facility, Including Eliminating Use of Styrofoam Food Service and Beverage Containers (Sustainable DC Waste Action 1.3).	Pursuant to the Sustainable DC Plan, the District has enacted legislation to prohibit the use of Styrofoam based food service and beverage containers by January 2016. DOC will work with its Food Services provider to fully implement this initiative to eliminate the use of Styrofoam food service trays and utilize biodegradable food service containers and single-use utensils to be fully compliant by January 2016 as required by law. DOC will also develop a comprehensive recycling plan that accounts for the collection, processing, and purchase of new products made from recyclable materials that allows for the proper disposal. DOC will be fully compliant with the law by January 2016.
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