

# Department of Corrections FY2018

**Agency** Department of Corrections

**Agency Code** FLO

**Fiscal Year** 2018

**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.

## 2018 Strategic Objectives

Objective Number	Strategic Objective	# of Measures	# of Operations
1	Upgrade Workforce to Better Serve District's Public Safety Needs.	2	1
2	Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.	8	9
3	Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration.	6	3
4	Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry.	2	1
5	Create and maintain a highly efficient, transparent and responsive District government.**	11	5
<b>TOT</b>		<b>29</b>	<b>19</b>

## 2018 Key Performance Indicators

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target
<b>1 - Upgrade Workforce to Better Serve District's Public Safety Needs. (2 Measures)</b>									
Percent of DOC FTE Compliant with In-Service Training Requirements	✓	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	New Measure
Percent of DOC FTE Completing Specialized Training	✓	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	New Measure
<b>2 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (8 Measures)</b>									
Percent of Disciplinary Reports Adjudicated as Charged	<input type="checkbox"/>	85%	80%	50%	60%	65.5%	70%	64%	70%
Percent of Inmate on Staff Assaults Resulting in Requests for Criminal Prosecution Annually	<input type="checkbox"/>	77%	65%	76%	65%	70.1%	65%	66.7%	67.5%
Percent of Contraband Seizures Resulting in	<input type="checkbox"/>	47%	40%	73%	40%	81.8%	45%	73.9%	75%

Requests for Criminal Prosecution Annually	<input type="checkbox"/>								
Delayed Release Rate	<input type="checkbox"/>	Not available	0.3%	0.1%	0.1%	0%	0.1%	0%	0.1%
Erroneous Release Rate	<input type="checkbox"/>	Not available	0.1%	0%	0%	0%	0%	0%	0%
Percent of inmates served by video-visitation program (CDF)	<input type="checkbox"/>	49.7%	50%	54%	50%	54.2%	50%	51.9%	50%
Inmate on Inmate Assault Rate per 10,000 Inmate-Days	<input type="checkbox"/>	1.2	1.2	1.1	1.2	1.3	1.1	3.8	1.1
Inmate on Staff Assault Rate per 10,000 Inmate-Days	<input type="checkbox"/>	0.4	0.8	0.2	0.3	1.3	0.3	1.9	0.3
<b>3 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (6 Measures)</b>									
Number of Unresolved Inmate Grievances Outstanding More Than 30 Days	<input type="checkbox"/>	266	200	11	15	3	15	0	15
Percent of Inmates Who Passed GED Exams	<input type="checkbox"/>	62.5%	60%	33%	40%	8.7%	50%	17.4%	50%
Re-Entry Program Effectiveness (Percent Reduction in 12-month Reincarceration Rate Compared to That for Misdemeanants)	<input checked="" type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	New Measure	37.6%	15%
Residential Substance Abuse Treatment (RSAT) Program Effectiveness (Percent Reduction in 12-month Reincarceration Rate Compared to That for DOC Inmates)	<input checked="" type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	New Measure	38.8%	40%
Inmates Served by Re-entry Program Annually	<input type="checkbox"/>	191	180	158	180	438	300	735	300
Inmates Served by Residential Substance Abuse Treatment (RSAT) Annually	<input type="checkbox"/>	293	180	339	300	328	300	543	300
<b>4 - Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (2 Measures)</b>									
Percent of inmates released to community with required medications	<input type="checkbox"/>	90.9%	90%	90.6%	90%	94.8%	90%	96.5%	90%
Inmate Pharmaceuticals Expenditure Variance	<input type="checkbox"/>	14%	10%	24%	15%	38.4%	15%	28.4%	15%
<b>5 - Create and maintain a highly efficient, transparent and responsive District government.** (2 Measures)</b>									
Percent of Priority 1 Maintenance and Repair Requests Completed within 8 Hours	<input type="checkbox"/>	71.6%	80%	91.6%	85%	79.1%	87%	54.3%	87%

Federal Revenue Reimbursement Rate	<input type="checkbox"/>	94.3%	85%	98.1%	95%	99.2%	95%	99.9%	95%
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\*\*We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

## 2018 Operations

Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic Initiatives
<b>1 - Upgrade Workforce to Better Serve District's Public Safety Needs. (1 Activity)</b>					
HUMAN RESOURCES MANAGEMENT	Personnel Services	Human resources management, EEO and diversity management, and training ensure that DOC operates with an adequately staffed, well trained, and diverse workforce. The goal is to support a work-force well capable of providing service delivery for a city-within-a-city that strives to be a benchmark corrections agency.	Daily Service	3	2
TOT				3	2
<b>2 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (9 Activities)</b>					
INMATE WORK SQUADS	Inmate Work Release Programs	DOC provides opportunities for inmates to serve in community work-squads that provide services such as landscaping for other government agencies such as DGS.	Daily Service	2	0
COMMUNITY CORRECTIONS	Community Corrections Administration	Provides oversight of inmates placed in privately operated 100% PREA compliant community halfway houses in bed-spaces under contract with DOC. Conducts electronic monitoring where required as a condition of placement. Processes documents for abscond and halfway house escape notifications and subsequent apprehension.	Daily Service	2	0
INSTITUTIONAL SECURITY AND CONTROL	Facility Security	Facility areas not occupied by inmates 100% of the time also require supervision to ensure safety, security and order for DOC's city within a city. Facility security operations include the command center, relief pool, emergency response team, canine support, key and tool control, rules and discipline, and movement control.	Daily Service	2	0
INSTITUTIONAL SECURITY AND CONTROL	Central Cell Block Operations	DOC uniformed staff execute 24x7x365 operations of the Central Cell Block, which houses arrestees charged with non-citationable offenses prior to arraignment at court. On-site triage and clinical services and meals are provided. They ensure safe, secure and orderly operations.	Daily Service	2	0
INSTITUTIONAL SECURITY AND CONTROL	Inmate	Inmate records receives, processes, records, files and	Daily Service	2	0

CONTROL	Records	archives all legal records for inmates committed to DOC custody. Inmate records computes official release dates associated with all misdemeanor sentences under District code, jail credits, and good time credits.			
INSTITUTIONAL SECURITY AND CONTROL	Housing Unit Supervision	Most of DOC's Correctional Officers provide 24x7x365 supervision of inmates ensures safety, security and order in housing units and conducting rounds according to DOC policy. They inspect cells and other areas to detect and remove contraband. Delivery of meals, commissary, linen exchanges, and mail; recreation, and out-of-cell time are supervised. This supports safe, secure and orderly operation of a humane detention environment.	Daily Service	4	0
SECURITY ENHANCEMENT	Correctional Surveillance Center	Correctional Surveillance Center operations monitors and reviews surveillance collected from over 650 cameras and other devices to support DOC, and responds to official requests for surveillance to support internal DOC needs as well as law enforcement and criminal justice agencies.	Daily Service	2	0
INSTITUTIONAL SECURITY AND CONTROL	Inmate Receiving and Discharge	DOC receives daily intakes, processes daily release transactions, and provides daily inmate transport to hearings and appointments from the Inmate Reception Center (IRC) at the CDF. Information required to maintain safe, secure, orderly and humane operating environment is recorded there. Initial health and mental health screening and Medicaid enrollment occur at the IRC. Inmate property is received, searched, and stored for 15 days (after which unclaimed property is destroyed). Initial clothing and linens are issued. Initial intake screening by Case Management is performed at the IRC.	Daily Service	4	0
INSTITUTIONAL SECURITY AND CONTROL	Inmate Transport	The uniformed staff in the Inmate Transportation Unit provide daily secure transport to and from courts; and, medical and other appointments for DOC inmates. They operate under contract (Inter-Governmental Agreement) with the US Marshals Service.	Daily Service	1	0

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**3 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (3 Activities)**

ACCOUNTING OPERATIONS	Inmate Finance and Financial Assistance	These operations supported by the Office of the Chief Financial Officer (OCFO) ensure that inmates receive funds deposited by loved ones so that they can make purchases from the commissary and meet any restorations required as conditions of confinement.	Daily Service	3	0
INMATE PERSONAL SERVICES	Inmate Personal	These include laundry, commissary, mail, property, clothing and linens, and food services that support continuous	Daily Service	3	0

	Services	operations at DOC facilities that house inmates. Many of these operations are carried out by inmates in institutional work-squads supervised by DOC Correctional Officers.			
INMATE ADJUSTMENT/DEVELOPMENTAL SUPPORT	Inmate Programs and Services	DOC offers programs and services to support connections with the community and community reentry. They include education, recreation, visitation, law library, mobile library services (with DC Public Library), employment readiness unit (with DC Department of Employment Services), religious and volunteer services, women's program and services, juvenile program and services, Residential Substance Abuse Treatment (RSAT), and ReEntry services.	Daily Service	7	3

TOT 13 3

**4 - Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (1 Activity)**

INMATE HEALTH SERVICES	Health and Mental Health Services	Dually ACA and NCCHC accredited comprehensive health and mental health services are provided at the CDF and CTF. Medical outpost security required to provide supervision for DOC inmates and CCB arrestees requiring outpatient or inpatient care; and, takeovers for any St. Elizabeths' residents requiring hospital care and any MPD arrestee requiring over two (2) hours of care at an area hospital are provided by DOC Correctional Officers. Typically 40-50 full time employees (FTE) are required over and above the 25 FTE officially authorized for this service; the majority are required to supervise MPD arrestees.	Daily Service	5	2
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TOT 5 2

**5 - Create and maintain a highly efficient, transparent and responsive District government.\*\* (5 Activities)**

EXECUTIVE DIRECTION AND SUPPORT	Executive Direction and Support	The Department of Corrections is a small city within a city that operates 24x7x365. Services that support the DOC executive functions on a daily basis include legal services, federal billing, public affairs, and strategic planning and analysis.	Daily Service	2	0
AGENCY OPERATIONS SUPPORT	Agency Operations Support	A city-within-a-city that operates 24x7x365 to care for persons under its custody requires fleet management, procurement, contract administration and supply chain management to ensure that people are transported; materials and supplies are provided in a timely manner; and services are provided in accordance with the District's requirements, so that the DOC can deliver high quality services to those it serves.	Daily Service	4	0
FACILITY SERVICES	Facility Services	Ensuring a safe, secure and functional physical operating environment for over 450,000 sq. ft. of detention space in a 40 year old city-within-a-city that operates 24x7x365 requires daily facility maintenance and repair, facility inspection,	Daily Service	2	0

		construction crew escort, and environmental and sanitation services.			
MANAGEMENT CONTROL	Management Control	Risk Management, Policy and Procedures, Accreditation and Compliance, Prison Rape Elimination Act Compliance, and Investigative Services together document and support agency accreditation and compliance with laws, audits, standards, and promote implementation of best practices.	Daily Service	3	1
TECHNOLOGY SUPPORT	Technology Support	It takes a considerable amount of technology, project management, and business process re-engineering to support the daily operations for a city-within-a-city. Together these services assess, plan, implement, and maintain DOC's communication and technology infrastructure; conduct business process assessment; and, implement approved business process re-engineering projects.	Daily Service	3	0
TOT				14	1
TOT				56	8

## 2018 Workload Measures

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY2016 Actual	FY 2017 Actual
<b>1 - Personnel Services (3 Measures)</b>					
Personnel Actions Processed	<input type="checkbox"/>	Not available	Not Available	Not Available	2935
Number of Training Classes Conducted	<input type="checkbox"/>	Not available	Not Available	Not Available	112
Number Trained	<input type="checkbox"/>	Not available	Not Available	Not Available	1369
<b>2 - Central Cell Block Operations (2 Measures)</b>					
Arrestees Processed	<input type="checkbox"/>	Not available	Not Available	Not Available	8034
Arrestees Served by Central Cell Block Clinic	<input type="checkbox"/>	Not available	Not Available	Not Available	795
<b>2 - Community Corrections Administration (2 Measures)</b>					
Inmates Reviewed for Placement	<input type="checkbox"/>	Not available	Not Available	Not Available	254
Number of Inmates Placed in Halfway Houses	<input type="checkbox"/>	Not available	Not Available	Not Available	321

2 - Correctional Surveillance Center (2 Measures)					
External Requests Processed	<input type="checkbox"/>	Not available	Not Available	Not Available	665
Internal Requests Processed	<input type="checkbox"/>	Not available	Not Available	Not Available	1121
2 - Facility Security (2 Measures)					
Contraband Seized	<input type="checkbox"/>	Not available	Not Available	Not Available	2407
Hearings Conducted	<input type="checkbox"/>	Not available	Not Available	1624	9776
2 - Housing Unit Supervision (4 Measures)					
Average Daily Population	<input type="checkbox"/>	Not available	Not Available	Not Available	7219
Median LOS in Custody	<input type="checkbox"/>	Not available	Not Available	Not Available	97
Percent of Inmates Charged with Violent or Dangerous Offenses	<input type="checkbox"/>	Not available	Not Available	Not Available	29.7%
Hours of Overtime (OT) Required	<input type="checkbox"/>	Not available	Not Available	Not Available	269,475
2 - Inmate Receiving and Discharge (4 Measures)					
Annual Intakes	<input type="checkbox"/>	Not available	Not Available	11,277	11,974
Annual Releases	<input type="checkbox"/>	Not available	Not Available	11,020	11,852
Average Daily Population for DOC	<input type="checkbox"/>	Not available	Not Available	1747	1999
Median Length of Stay	<input type="checkbox"/>	Not available	Not Available	18	17
2 - Inmate Records (2 Measures)					
Documents Processed	<input type="checkbox"/>	Not available	Not Available	Not Available	68,585
Sentences Computed	<input type="checkbox"/>	Not available	Not Available	Not Available	5907
2 - Inmate Transport (1 Measure)					
Hours of Service Provided by Court Transport	<input type="checkbox"/>	Not available	Not Available	Not Available	34,100

2 - Inmate Work Release Programs (2 Measures)					
Number of Inmates who Benefited from Work Release	<input type="checkbox"/>	Not available	Not Available	Not Available	162
Dollar Value of Service Provided	<input type="checkbox"/>	Not available	Not Available	Not Available	\$241,035
3 - Inmate Finance and Financial Assistance (3 Measures)					
Transactions Processed	<input type="checkbox"/>	Not available	Not Available	Not Available	490,921
Dollar Value of Transactions Processed	<input type="checkbox"/>	Not available	Not Available	Not Available	\$2,966,148.4
Number of Inmates Provided Financial Assistance	<input type="checkbox"/>	Not available	Not Available	Not Available	4496
3 - Inmate Personal Services (3 Measures)					
Meals Served	<input type="checkbox"/>	Not available	Not Available	Not Available	2,234,365
Number of articles of clothing issued	<input type="checkbox"/>	Not available	Not Available	Not Available	17,862
Dollars of Inmate Commissary Items Delivered	<input type="checkbox"/>	Not available	Not Available	Not Available	\$1,611,152.5
3 - Inmate Programs and Services (7 Measures)					
Inmates Served by District of Columbia Public Schools (DCPS)	<input type="checkbox"/>	17	15	135	115
Library Books Issued by Mobile Library	<input type="checkbox"/>	Not available	Not Available	Not Available	13,134
Inmates Served by Law Library	<input type="checkbox"/>	Not available	Not Available	Not Available	4672
Video Visits Conducted	<input type="checkbox"/>	Not available	Not Available	Not Available	42,585
Face-to-Face Visits Conducted	<input type="checkbox"/>	Not available	Not Available	Not Available	1828
Inmates between 16 and 22 years of age served by DCPS	<input checked="" type="checkbox"/>	Not available	Not Available	New Measure	New Measure
Inmates over 23 years old served by DCPS	<input checked="" type="checkbox"/>	Not available	Not Available	New Measure	New Measure
4 - Health and Mental Health Services (5 Measures)					
Hours of Overtime (OT) Required for Takeovers and Medical Outposts	<input type="checkbox"/>	Not available	Not Available	Not Available	55,393.1
Intakes with Active Diagnoses of Mental Illness	<input type="checkbox"/>	Not available	Not Available	Not Available	1884



Intakes with Active Substance Abuse Disorder Diagnoses	<input type="checkbox"/>	Not available	Not Available	Not Available	5744
Inmates served by Acute Mental Health Unit	<input type="checkbox"/>	Not available	Not Available	Not Available	984
Inmates Served by the Mental Health Step Down Unit	<input type="checkbox"/>	Not available	Not Available	Not Available	116
<b>5 - Agency Operations Support (4 Measures)</b>					
Total Dollar Value of Supply Chain Managed through DOC Warehouse	<input type="checkbox"/>	Not available	Not Available	Not Available	\$5,015,789.4
Vehicle Inspections Conducted	<input type="checkbox"/>	Not available	Not Available	Not Available	345
Requisitions Submitted	<input type="checkbox"/>	Not available	Not Available	Not Available	306
Procurements Processed	<input type="checkbox"/>	Not available	Not Available	Not Available	285
<b>5 - Executive Direction and Support (2 Measures)</b>					
FOIA Requests Processed	<input type="checkbox"/>	Not available	Not Available	Not Available	459
DOC Per-Inmate Per Day Incarceration Cost	<input type="checkbox"/>	Not available	Not Available	\$228.4	\$218.3
<b>5 - Facility Services (2 Measures)</b>					
Total Workorders Recorded	<input type="checkbox"/>	Not available	Not Available	Not Available	10,667
Number of Facility Inspections Conducted	<input type="checkbox"/>	Not available	Not Available	12,812	8062
<b>5 - Management Control (3 Measures)</b>					
Policies and procedures reviewed and approved	<input type="checkbox"/>	Not available	Not Available	Not Available	72
Background Investigations Conducted	<input type="checkbox"/>	Not available	Not Available	Not Available	161
ACA Compliance Audits Conducted	<input type="checkbox"/>	Not available	Not Available	Not Available	123
<b>5 - Technology Support (3 Measures)</b>					
Helpdesk Requests Processed	<input type="checkbox"/>	Not available	Not Available	3484	4127
Communication Devices Supported	<input type="checkbox"/>	Not available	Not Available	Not Available	907

All Other IT Devices Supported	<input type="checkbox"/>	Not available	Not Available	Not Available	7961
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## Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Draft Professional Development Training Curriculum	Professional development training curriculum will be drafted for major job categories so that employees can continue to continuously develop the skills they need to more effectively perform their jobs and grow as professionals. This is expected to be a 2 year effort, with curricula for specialized job categories to be developed by 09/30/2018.	09-30-2018
Implement Portal of Entry Pilot	DOC will work with the Mayors Office on Returning Citizen's Affairs, Department of Behavioral Health, Department of Employment Services, Department of Motor Vehicles, and the Department of Human Services, as well as other partners to pilot a portal of entry to provide a single physical location to connect recently released persons to important post-release services such as housing, employment, education, health care, vital documents, and substance use/mental health aftercare. The Portal of Entry pilot will go live by 09/30/2018.	09-30-2018
Implement Women's Work Readiness Programming with Department of Employment Services	DOC will partner with DOES to provide work readiness programming to women so that participants are better prepared to participate productively in the workforce upon release. Participants will connect to Project Empowerment and DOES resources upon release. This will be implemented by 09/30/2018.	09-30-2018
Collaborate with the University of District of Columbia and Office of the State Superintendent of Education to provide Remedial and Certification Training	DOC will collaborate with the University of the District of Columbia and Office of the State Superintendent of Education to offer training that leads to professional certification, including remedial training/occupational literacy necessary for applicants to benefit from the professional certification curricula. This will be implemented by 09/30/2018.	09-30-2018
Develop and Implement Women's Mental Health Treatment Community Unit	DOC will work with its mental health services provider to plan, develop and implement a mental health treatment community housing unit providing both acute mental health and step down programming for women. This will ensure that women inmates are provided mental health programming options on par with to those provided to men. This will be implemented by 09/30/2018.	09-30-2018
Seek ACA Accreditation	DOC will seek ACA initial accreditation as a single unified correctional operation or alternatively prepare for ACA reaccreditation at CDF and initial accreditation of the CTF in October 2018, during FY 2018. DOC will achieve ACA accreditation for its detention facilities by April 30, 2019.	04-30-2019
Seek NCCHC Reaccreditation	DOC will seek reaccreditation for its inmate health services through the National Commission on Correctional Health Care (NCCHC). It will successfully achieve reaccreditation by June 2018.	06-30-2018
Hire Additional FTEs to Improve Agency Operations	In Fiscal Year 2018, the Department of Corrections will hire 71 additional FTEs to augment their staff and improve their operations in pursuit of the agency's mission. The initiative will be completed by September 30, 2018.	09-30-2018