Department of Corrections FY2019

Agency Department of Corrections   **Agency Code** FL0   **Fiscal Year** 2019

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.

▼ 2019 Strategic Objectives

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

▼ 2019 Key Performance Indicators

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
1 - Upgrade Workforce to Better Serve District's Public Safety Needs. (1 Measure)					
Percent of DOC FTE Compliant with In-Service Training Requirements	Up is Better	Not Available	Not Available	78.8%	80%
2 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (8 Measures)					
Percent of Disciplinary Reports Adjudicated as Charged	Up is Better	65.5%	64%	64.2%	65%
Percent of Inmate on Staff Assaults Resulting in Requests for Criminal Prosecution Annually	Up is Better	70.1%	66.7%	59.6%	65%
Percent of Contraband Seizures Resulting in Requests for Criminal Prosecution Annually	Up is Better	81.8%	73.9%	68.1%	70%
Delayed Release Rate	Down is Better	0%	0%	0.1%	0.1%
Erroneous Release Rate	Down is Better	0%	0%	0.048%	0%
Percent of inmates served by video-visitation program (CDF)	Up is Better	54.2%	51.9%	50.7%	50%

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
Inmate on Inmate Assault Rate per 10,000 Inmate-Days	Down is Better	1.3	3.8	0.8	3
Inmate on Staff Assault Rate per 10,000 Inmate-Days	Down is Better	1.3	1.9	0.5	1.5
3 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (16 Measures)					
Number of Unresolved Inmate Grievances Outstanding More Than 30 Days	Down is Better	3	0	11	5
Percent of GED testing sections passed	Up is Better	8.7%	17.4%	21.6%	60%
Re-Entry Program Effectiveness (Transition Assistance Program (TAP) for men and Better and Beyond for women)	Up is Better	Not Available	37.6%	38.6%	30%
Residential Substance Abuse Treatment (RSAT) Program Effectiveness (Percent Reduction in 12-month Reincarceration Rate Compared to That for DOC Inmates)	Up is Better	Not Available	38.8%	40.8%	40%
Recidivism Rate for Women	Down is Better	Not Available	Not Available	Not Available	New Measure
Recidivism Rate for Young Men Emerging (YME) Participants	Down is Better	Not Available	Not Available	Not Available	New Measure
Recidivism Rate for 18-24	Down is Better	Not Available	Not Available	Not Available	New Measure
Recidivism Rate for Men	Down is Better	Not Available	Not Available	Not Available	New Measure
Grievance Resolution Rate	Up is Better	Not Available	Not Available	Not Available	New Measure
Constituent Service Request Resolution Rate	Up is Better	Not Available	Not Available	Not Available	New Measure
Percent Increase in Chronic Disease Self-Efficacy Scores for RSAT Participants between Pre and Post Testing	Up is Better	Not Available	Not Available	Not Available	New Measure
Percent Increase in STD Transmission Self-Efficacy Scores for RSAT Participants between Pre and Post Testing.	Up is Better	Not Available	Not Available	Not Available	New Measure
Percent Increase in Drug Interaction Self-Efficacy Scores for RSAT Participants between Pre and Post Testing.	Up is Better	Not Available	Not Available	Not Available	New Measure
Percent Increase in Drug Use Self-Efficacy Scores for RSAT Participants between Pre and Post Testing.	Up is Better	Not Available	Not Available	Not Available	New Measure
Recidivism Rate for RSAT Participants	Down is Better	Not Available	Not Available	Not Available	New Measure
Recidivism Rate for ReEntry Programs (Transition Assistance Program (TAP) for men and Better and Beyond for women)	Down is Better	Not Available	Not Available	Not Available	New Measure

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
4 - Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (2 Measures)					
Percent of inmates released to community with required medications	Up is Better	94.8%	96.5%	100%	95%
Inmate Pharmaceuticals Expenditure Variance	Down is Better	38.4%	28.4%	15.4%	20%
5 - Create and maintain a highly efficient, transparent and responsive District government. (11 Measures)					
Percent of Priority 1 Maintenance and Repair Requests Completed within 8 Hours	Up is Better	79.1%	54.3%	97.1%	80%
Federal Revenue Reimbursement Rate	Up is Better	99.2%	99.9%	97.4%	95%
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Up is Better	Not Available	No data available	94.6%	Not Available
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Up is Better	Not Available	70.9%	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Up is Better	Not Available	No data available	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Down is Better	2.4%	3.9%	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Average number of calendar days between requisition and purchase orders issued (Updated by OCA)	Up is Better	Not Available	14.5	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Up is Better	87.6%	151.2%	Waiting on Data	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Up is Better	Not Available	No data available	100%	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Down is Better	0.2%	0%	Waiting on Data	Not Available
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Down is Better	Not Available	Not Available	Not Available	New Measure

▼ 2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Upgrade Workforce to Better Serve District's Public Safety Needs. (1 Activity)			
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
2 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (9 Activities)			
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
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
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
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
INSTITUTIONAL SECURITY AND CONTROL	Inmate Records	Inmate records receives, processes, records, files and 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.	Daily Service
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
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
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	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
		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.	
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
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
INMATE PERSONAL SERVICES	Inmate Personal Services	These include laundry, commissary, mail, property, clothing and linens, and food services that support continuous 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.	Daily Service
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
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 - 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
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	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
		services are provided in accordance with the District's requirements, so that the DOC can deliver high quality services to those it serves.	
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, construction crew escort, and environmental and sanitation services.	Daily Service
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
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

▾ 2019 Workload Measures

Measure	FY 2016	FY 2017	FY 2018
1 - Personnel Services (2 Measures)			
Number of Training Classes Conducted for Employees, Contractors, and Volunteers	Not Available	112	1671
Number Trained for Employees, Contractors, and Volunteers	Not Available	1369	2885
2 - Central Cell Block Operations (2 Measures)			
Arrestees Processed	Not Available	8034	7446
Arrestees Served by Central Cell Block Clinic	Not Available	795	722
2 - Community Corrections Administration (2 Measures)			
Inmates Reviewed for Placement	Not Available	254	160

Measure	FY 2016	FY 2017	FY 2018
Number of Inmates Placed in Halfway Houses	Not Available	321	272
2 - Correctional Surveillance Center (2 Measures)			
External Requests Processed	Not Available	665	653
Internal Requests Processed	Not Available	1121	858
2 - Facility Security (2 Measures)			
Contraband Seized	Not Available	2407	407
Hearings Conducted	1624	9776	1447
2 - Housing Unit Supervision (4 Measures)			
Average Daily Population	Not Available	7219	8227
Median LOS in Custody	Not Available	97	91.7
Percent of Inmates Charged with Violent or Dangerous Offenses	Not Available	29.7%	37.6%
Hours of Overtime (OT) Required	Not Available	269,475	263,578
2 - Inmate Receiving and Discharge (4 Measures)			
Annual Intakes	11,277	11,974	11,516
Annual Releases	11,020	11,852	11,584
Average Daily Population for DOC	1747	1999	2070
Median Length of Stay	18	17	19.9
2 - Inmate Records (2 Measures)			
Documents Processed	Not Available	68,585	64,775
Sentences Computed	Not Available	5907	5156
2 - Inmate Transport (1 Measure)			

Measure	FY 2016	FY 2017	FY 2018
Hours of Service Provided by Court Transport	Not Available	34,100	45,874
2 - Inmate Work Release Programs (2 Measures)			
Number of Inmates on Work Release	Not Available	162	198
Dollar Value of Service Provided	Not Available	$241,035	$161,392.8
3 - Inmate Finance and Financial Assistance (3 Measures)			
Transactions Processed	Not Available	490,921	44,802
Dollar Value of Transactions Processed	Not Available	$2,966,148.4	$3,007,106
Number of Inmates Provided Financial Assistance	Not Available	4496	4541
3 - Inmate Personal Services (1 Measure)			
Dollars of Inmate Commissary Items Delivered	Not Available	$1,611,152.5	$2,129,971.8
3 - Inmate Programs and Services (25 Measures)			
Number of inmates served by College Education Programs	Not Available	Not Available	395
Library Books Issued by Mobile Library	Not Available	13,134	32,070
Inmates Served by Law Library	Not Available	4672	7931
Video Visits Conducted	Not Available	42,585	43,859
Face-to-Face Visits Conducted	Not Available	1828	1963
Inmates between 18 - 22 years of age served by DCPS	Not Available	Not Available	395
Number of inmates served by Vocational Education Programs	Not Available	Not Available	Not Available
Number of inmates served by Literacy or GED programs		Not Available	Not Available

Measure	FY 2016	FY 2017	FY 2018
	Not Available		
Number of Bureau of Prison (BOP) Participants in the Residential Substance Abuse Treatment (RSAT) program	Not Available	Not Available	Not Available
Number of BOP beds available in RSAT	Not Available	Not Available	Not Available
Number of CSOSA Packages completed	Not Available	Not Available	Not Available
Number of Inmates Eligible for COMPAS needs Assessments (based on the intakes)	Not Available	Not Available	Not Available
Number of completed COMPAS needs Assessments	Not Available	Not Available	Not Available
Number of Women's Programs Incorporating Evidence-Based , Best or Promising Practices	Not Available	Not Available	Not Available
Total Number of Participants enrolled in All Programming	Not Available	Not Available	Not Available
Total Number of Participants enrolled in All Services	Not Available	Not Available	Not Available
Number of Eligible Participants on RSAT Waitlist	Not Available	Not Available	Not Available
Number of BOP Packages completed	Not Available	Not Available	Not Available
Number of Participants for YME Programming	Not Available	Not Available	Not Available
Number Scoring High Risk on the COMPAS Risk Assessment	Not Available	Not Available	Not Available
Number Scoring Medium Risk on the COMPAS Risk Assessment	Not Available	Not Available	Not Available
Number of Participants for Women's Programming	Not Available	Not Available	Not Available
Number of Participants for Transition Assistance Programming (Re-Entry)	Not Available	Not Available	Not Available
Number of Inmates Served by Career and Technical Education Programs	Not Available	Not Available	Not Available
Number of Distinct Inmates served by RSAT	Not Available	Not Available	Not Available

Measure	FY 2016	FY 2017	FY 2018
4 - Health and Mental Health Services (5 Measures)			
Hours of Overtime (OT) Required for Takeovers and Medical Outposts	Not Available	55,393.1	95,367
Intakes with Active Diagnoses of Mental Illness	Not Available	1884	1486
Intakes with Active Substance Abuse Disorder Diagnoses	Not Available	5744	3391
Inmates served by Acute Mental Health Unit	Not Available	984	896
Inmates Served by the Mental Health Step Down Unit	Not Available	116	136
5 - Agency Operations Support (5 Measures)			
Total Dollar Value of Supply Chain Managed through DOC Warehouse	Not Available	$5,015,789.4	$4,484,870.7
Vehicle Inspections Conducted	Not Available	345	287
Requisitions Submitted	Not Available	306	287
Procurements Processed	Not Available	285	281
Overall 12 - month return to DOC rate	Not Available	Not Available	Not Available
5 - Executive Direction and Support (2 Measures)			
FOIA Requests Processed	Not Available	459	665
DOC Per-Inmate Per Day Incarceration Cost	$228.4	$218.3	$222.8
5 - Facility Services (2 Measures)			
Total Workorders Recorded	Not Available	10,667	13,459
Number of Facility Inspections Conducted	12,812	8062	3788
5 - Management Control (2 Measures)			
Background Investigations Conducted		161	365

Measure	FY 2016	FY 2017	FY 2018
	Not Available		
ACA Compliance Audits Conducted	Not Available	123	275
5 - Technology Support (3 Measures)			
Helpdesk Requests Processed	3484	4127	3743
Communication Devices Supported	Not Available	907	14,312
All Other IT Devices Supported	Not Available	7961	18,834

▼ 2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Executive Direction and Support (1 Strategic Initiative)		
Conduct Study On How to Expand Programs	DOC will conduct a study to determine how to expand programming to pretrial inmates and inmates of every custody level in every type of housing unit so that all DOC inmates are offered some substantive programming within in the next 2-3 years. The revised Youth Rehabilitation Act (YRA) will mandate the expansion of programming directed towards youthful inmates under the age of 30 who comprise about 35% of DOC's inmate population. The DOC anticipates expanding the Young Men Emerging program to an additional housing unit. The strategic plan is the deliverable for FY 2019.	09-30-2019
Health and Mental Health Services (2 Strategic initiatives)		
Improve Health Services Delivery	DOC will utilize part of its FY 2019 budget enhancement to support the new health services contract soon to be awarded and the projected increase in cost of inmate pharmaceuticals. Inmate pharmaceutical costs are in large part driven by expensive HIV medications, and to a lesser extent by the cost of psychotropic medications. The number of inmates who require these medications has increased as the population increased.	09-30-2019
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 09/30/2019.	09-30-2019
Inmate Programs and Services (1 Strategic Initiative)		
Implement Portal of Entry	DOC will work with MORCA, DBH, DHS, DMV and DOES 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,	04-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
	employment, education, health care, vital documents, and substance use/mental health aftercare. The Portal of Entry pilot will go live by 04/30/2019.	
Inmate Records (1 Strategic Initiative)		
Implement Detention and Release Processing Reforms	The DOC will implement reforms to inmate detention and release processing recommended by the study of this process conducted by The Moss Group in FY 2018. The purpose of the reforms will be to improve process effectiveness and further reduce critical errors. DOC anticipates acting upon these by September 30, 2019.	09-30-2019
Management Control (1 Strategic Initiative)		
Achieve ACA Accreditation for CDF and CTF	DOC will seek ACA re-accreditation 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. ACA accreditation requires developing and sustaining a culture with correctional best practices by engaging the workforce to continuously meet standards to meet the District's public safety needs.	04-30-2019
Personnel Services (1 Strategic Initiative)		
Hire Staff to Improve Health Services Delivery	DOC will use part of the budget enhancement funds received in FY 2019 to hire 35 full time equivalents (FTE) to support enhanced health and behavioral health service delivery in its facilities. This initiative will be completed by September 30, 2019.	09-30-2019