

## FY2017 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

## 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 the Correctional Treatment Facility (CTF). 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.

## FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
DOC successfully assumed operations of the Correctional Treatment Facility (CTF) on February 1, 2017.	DOC has hired programs leadership who will plan and implement enhanced programs going forward. As the spaces are upgraded to support program requirements, DOC will be able to expand programs and implement a direct supervision model of operations, gradually over the next several years.	The 20 year lease and operations and maintenance agreement with the Corrections Corporation of America (now Core Civic) ended and the District regained full control and operations of the CTF. This will enable the DOC to deliver correctional operations and services that are well aligned with community values and expectations as well as correctional best practices over the next several years.
DOC implemented an effective pharmaceutical distribution process (in April 2017) and shifted to 340-B inmate pharmaceutical pricing (in July 2017). Unity also began using telemedicine in partnership with providers at Howard University.	The D.C. Department of Corrections has implemented a new medication and care management software technology. The system tracks every step in the medication administration process and is a vital and trusted go-to, point-of-care solution for DOC detained citizen population. It is also able to procure inmate medications cost-effectively	The new process supports quality assurance and risk reduction and establishes a more effective and cost-effective process of delivering a necessary service. DC residents will receive improved services for their tax-dollar.

	through the 340-B pricing program available to its provider. The use of telemedicine is a service delivery enhancement the District has long desired and has finally implemented.	
DOC partnered on 2 Second Chance Act grant submissions which were successfully awarded. The District Department of Corrections, in collaboration with the Criminal Justice Coordinating Council (CJCC), was awarded a 2017 Bureau of Justice Assistance Statewide Recidivism Reduction Strategic Plan Implementation grant (\$100,000). It is also partnering with United Planning Organization and the University of the District of Columbia to implement a Reentry Project Study. The \$996,610 award over a 3 year period commencing January 8, 2018, will provide mentoring and reentry services to DOC inmates prior to community release and track their community reentry experience.	DOC is proud to support both projects and invested in the success of each. It will mean many long hours of work which are intended to help the District improve its reentry programs and practices and the lives of those impacted by these.	The Strategic Plan Implementation Grant is expected to help the District address reentry needs in an integrated data informed manner. The Reentry Project Study pilot project is expected to expand some best practices related to reentry services offered prior to release. It will also meet a critical need by gathering information on post-release reentry experience that will help inform and refine future pre-release reentry programs and services and may eventually inform policy and other practices.

## 2017 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. **

## 2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
<b>2 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (8 Measures)</b>									
Inmate on Inmate Assault Rate per 10,000 Inmate-Days	Quarterly	1.1	5.9	3.4	2.7	3.5	3.8	Unmet	Staff fatigue due to extended use of OT, particularly drafting, has resulted in challenges in maintaining optimal vigilance and also affected patience levels. Both contribute to the ability of inmates to engage in acts of violent behavior towards other inmates and officers.
Inmate on Staff Assault Rate per 10,000 Inmate-	Quarterly	0.3	2.5	1	2.3	1.9	1.9	Unmet	Staff have been working extended OT hours, including drafting (mandatory OT

Days										assignments) since mid-FY 2015, and this has resulted in fatigue and absence due to illness, which have exacerbated challenges in maintaining optimal vigilance and patience levels and allowed inmates to more frequently engage in assaults on staff.
Percent of Inmate on Staff Assaults resulting in requests for criminal prosecution annually	Annually	65%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	66.7%	Met		
Percent of Contraband Seizures resulting in requests for criminal prosecution annually	Annually	45%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	73.9%	Met		
Percent of Disciplinary Reports Adjudicated as Charged	Quarterly	70%	67.5%	47.7%	83.2%	63.5%	64%	Nearly Met		Performance has historically been seen to decline for short periods when new staff take over on the adjustment board or new staff complete disciplinary reports. This has been the case in Q3 and Q4 FY 2017. DOC expects that performance will be back on track by Q2 FY 2018.
Delayed Release Rate	Quarterly	0.1%	0.1%	0%	0%	0%	0%	Met		
Erroneous Release Rate	Quarterly	0.03%	0%	0%	0%	0%	0%	Met		
Inmates served by video-visitation program (CDF)	Quarterly	50%	52.3%	52.5%	51.9%	51.1%	51.9%	Met		

**3 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (7 Measures)**

Inmates served by re-entry program annually	Quarterly	300	127	187	216	205	735	Neutral Measure		
Percent of Inmates who passed GED exams	Quarterly	50%	No applicable incidents	No applicable incidents	33.3%	15%	17.4%	Unmet		Four of 21 inmates who appeared for the GED exams in FY 2017 in Q2 and Q3 when it was offered actually passed the exam. GED exams were not offered in Q1 and Q2 FY 2017. The new exams are more challenging for the inmates so fewer inmates actually take the

									exams. About 19% passed the exam which is within the historical pass rate range.
Inmates served by District of Columbia Public Schools (DCPS)	Quarterly	16	3	24	57	31	115	Neutral Measure	
Inmates served by Residential Substance Abuse Treatment (RSAT) annually	Quarterly	300	80	98	177	188	543	Neutral Measure	
Number of unresolved inmate grievances outstanding more than 30 days	Quarterly	15	0	0	0	2	2	Met	
Re-Entry Program Effectiveness	Annually	11%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	37.6%	Met	
Residential Substance Abuse Treatment (RSAT) Program Effectiveness	Annually	35%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	38.8%	Met	

**4 - Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (2 Measures)**

Percent of inmates released to community with required medications	Quarterly	90%	100%	94.4%	100%	90.9%	96.5%	Met	
Inmate Pharmaceuticals Expenditure Variance	Quarterly	15%	18.5%	42%	10.9%	42.3%	28.4%	Neutral Measure	

**5 - Create and maintain a highly efficient, transparent and responsive District government.\*\* (2 Measures)**

Federal Revenue Reimbursement Rate	Quarterly	95%	100%	99.7%	100.1%	100%	99.9%	Met	
Priority 1 Maintenance and Repair Completion Rate	Quarterly	87%	58.5%	68.6%	60.3%	32.7%	54.3%	Unmet	Staff complement and workorder type alignment are being rectified so that DOC will be able to more effectively address more frequently needed workorder types in future. Additional staff in these trades are being hired and a staffing analysis is underway to recommend necessary staffing

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.

## 2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
<b>1 - Personnel Services (3 Measures)</b>						
Personnel Actions Processed	Quarterly	1660	671	400	204	2935
Number of Training Classes Conducted	Quarterly	11	14	13	74	112
Number Trained	Quarterly	295	298	357	419	1369
<b>2 - Central Cell Block Operations (2 Measures)</b>						
Arrestees Processed	Quarterly	2606	2204	1901	1323	8034
Arrestees Served by Central Cell Block Clinic	Quarterly	185	173	210	227	795
<b>2 - Community Corrections Administration (2 Measures)</b>						
Inmates Reviewed for Placement	Quarterly	64	62	71	57	254
Number of Inmates Placed in Halfway Houses	Quarterly	64	116	71	70	321
<b>2 - Correctional Surveillance Center (2 Measures)</b>						
External Requests Processed	Quarterly	274	89	109	193	665
Internal Requests Processed	Quarterly	443	48	270	360	1121
<b>2 - Facility Security (2 Measures)</b>						
Contraband Seized	Quarterly	2200	76	82	49	2407
Hearings Conducted	Quarterly	254	2891	3303	3328	9776
<b>2 - Housing Unit Supervision (4 Measures)</b>						
Average Daily Population	Quarterly	1287	1871	2062	1999	7219
Median LOS in Custody	Quarterly	93.83	111	110	74	97
Percent of Inmates Charged with Violent or Dangerous Offenses	Quarterly	37.7%	34.8%	16.7%	28.9%	29.7%
Hours of Overtime (OT) Required	Quarterly	53236	58825	65313	92101	269475
<b>2 - Inmate Receiving and Discharge (4 Measures)</b>						
Annual Intakes	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11974
Annual Releases	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11852

Average Daily Population for DOC	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1999
Median Length of Stay	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	17
<b>2 - Inmate Records (2 Measures)</b>						
Documents Processed	Quarterly	15529	16203	18146	18707	68585
Sentences Computed	Quarterly	1331	2160	1329	1087	5907
<b>2 - Inmate Transport (1 Measure)</b>						
Hours of Service Provided by Court Transport	Quarterly	9425	9383	11548	3744	34100
<b>2 - Inmate Work Release Programs (2 Measures)</b>						
Number of Inmates who Benefited from Work Release	Quarterly	43	54	47	18	162
Dollar Value of Service Provided	Quarterly	\$31656	\$20790	\$98390	\$90199	\$241035
<b>3 - Inmate Finance and Financial Assistance (3 Measures)</b>						
Transactions Processed	Quarterly	126760	121055	120294	122812	490921
Dollar Value of Transactions Processed	Quarterly	\$680744.7	\$772913.5	\$766571.5	\$745918.8	\$2966148.4
Number of Inmates Provided Financial Assistance	Quarterly	1091	1083	1107	1215	4496
<b>3 - Inmate Personal Services (3 Measures)</b>						
Meals Served	Quarterly	555629	536876	556740	585120	2234365
Number of articles of clothing issued	Quarterly	5146	5064	3415	4237	17862
Dollars of Inmate Commissary Items Delivered	Quarterly	\$265165.8	\$309450	\$543473.9	\$493062.9	\$1611152.5
<b>3 - Inmate Programs and Services (4 Measures)</b>						
Library Books Issued by Mobile Library	Quarterly	1719	3814	1392	6209	13134
Inmates Served by Law Library	Quarterly	1942	809	1166	755	4672
Video Visits Conducted	Quarterly	10824	10013	10538	11210	42585
Face-to-Face Visits Conducted	Quarterly	414	454	443	517	1828
<b>4 - Health and Mental Health Services (5 Measures)</b>						
Hours of Overtime (OT) Required for Takeovers and Medical Outposts	Quarterly	30718.1	9383	11548	3744	55393.1
Intakes with Active Substance Abuse Disorder Diagnoses	Quarterly	1332	972	1675	1765	5744
Intakes with Active Diagnoses of Mental Illness	Quarterly	340	267	370	907	1884
Inmates served by Acute Mental Health Unit	Quarterly	181	208	369	226	984
Inmates Served by the Mental Health Step Down Unit	Quarterly	29	33	32	22	116

5 - Agency Operations Support (4 Measures)						
Requisitions Submitted	Quarterly	104	82	51	69	306
Total Dollar Value of Supply Chain Managed through DOC Warehouse	Quarterly	\$1373805.7	\$796797	\$1471381	\$1373805.7	\$5015789.4
Vehicle Inspections Conducted	Quarterly	120	62	67	96	345
Procurements Processed	Quarterly	77	82	53	73	285
5 - Executive Direction and Support (2 Measures)						
FOIA Requests Processed	Quarterly	123	120	106	110	459
DOC Per-Inmate Per Day Incarceration Cost	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$218.3
5 - Facility Services (2 Measures)						
Total Workorders Recorded	Quarterly	2200	3140	2987	2340	10667
Number of Facility Inspections Conducted	Quarterly	2420	896	3171	1575	8062
5 - Management Control (3 Measures)						
Background Investigations Conducted	Quarterly	35	29	20	77	161
ACA Compliance Audits Conducted	Quarterly	10	10	83	20	123
Policies and procedures reviewed and approved	Quarterly	7	28	20	17	72
5 - Technology Support (3 Measures)						
Helpdesk Requests Processed	Quarterly	1154	856	1039	1078	4127
Communication Devices Supported	Quarterly	1164	616	645	1172	907
All Other IT Devices Supported	Quarterly	2140	2140	2140	1541	7961

## 2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
AGENCY OPERATIONS SUPPORT (1 Strategic Initiative)				
Release Comprehensive Inmate Health Services Request for Proposals to Initiate Competitive Procurement Process.	DOC will work with the Office of Contracts and Procurement and the Department of Behavioral Health to release a request for proposals (RFP) to provide comprehensive inmate health services for its inmates at all facilities so as to ensure the provision of excellent comprehensive health services while emphasizing effective delivery, evidence based practices, and transparent cost to District taxpayers. DOC will implement this initiative by September 30, 2017.	50-74%	Requirements are nearing finalization and will be sent to OCP for legal sufficiency review in November. DOC expects that the solicitation will be released in Q2 FY 2018.	While the requirements will be submitted to OCP for legal sufficiency review in November, it was not possible to complete this earlier

because of multiple competing priorities among the staff members who have to provide input for this complex solicitation.

**HUMAN RESOURCES MANAGEMENT (1 Strategic Initiative)**

<p>Sustain Culture Change through Public Safety Personnel Empowerment and Cultural Competences Development Training.</p>	<p>DOC will engage in phase III 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 numbers or rates of inmate grievances, inmate on staff assaults and inmate on inmate assaults, and improved rate of contraband seizures referred for prosecution. Phase III of training is expected to be completed by September 30, 2017.</p>	<p>Complete</p>	<p>Through the DC Culture Project, The Moss Group (TMG) has continued to conduct quarterly project updates with the DC DOC Executive Team and hold quarterly strategic planning meetings with the Respectful Workplace Support Team to support the executive leadership in organizational culture change and enhance workplace professionalism and respect. TMG collaborated with executive leadership to enhance communication with stakeholders and staff to address identified critical issues.</p>	<p>Completed</p>
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**INMATE ADJUSTMENT/DEVELOPMENTAL SUPPORT (3 Strategic initiatives)**

<p>Implement Quarterly ReEntry Focused Town Halls for Inmates in Custody.</p>	<p>DOC will host quarterly 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 so that returning citizens can have improved opportunities for successful community reintegration. The expected outcome of this initiative is greater awareness and better informed 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. DOC will measure the effectiveness of inmate townhalls by measuring</p>	<p>Complete</p>	<p>This initiative is 100 percent complete. A reentry focused town hall meeting was held on June 16, 2017. Thirty-five (35) men participated in the 3rd quarterly Reentry Town Hall meeting held in the Chapel at CDF. There were presenters from DOES-DOC Based</p>	<p>Completed</p>
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	<p>the non-citationable rearrest rate (resulting in confinement at the Central Cell Block as an arrestee) and DC DOC reincarceration rate (resulting in commitment as an inmate) and comparing it to similar rates for non-town hall participants. DOC will host a town hall for inmates in each quarter by December 31, 2016; March 31, 2017, June 30, 2017 and September 30, 2017 respectively.</p>		<p>Job Readiness; DHS-Food Stamps, Medicaid, Public Assistance; Hope Foundation-Parenting, Mentoring, Substance Use, Housing; Voices for a Second Chance; DBH-Forensic Mental Health; ORCA-Mayors' Office for Returning Citizens Affairs, PDS and OCTO-Internet/Computers.</p>	
<p>Increase Eligible Candidate Participation in the Pre-Release Work Readiness Program.</p>	<p>DOC will work with D.C. Department of Employment Services (DOES) to increase participation in the Pre-release Work Readiness (WRP) program, including efforts to expand the pool of eligible inmates who may benefit from the 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, 2017.</p>	<p>Complete</p>	<p>DOC and DOES continue to work together to enhance the Work Readiness Program (WRP). DOC successfully negotiated an IGA modification with the FBOP, to allow their inmates to participate. The eligible inmate pool was thus expanded. Additional enhancements underway include relocation of the housing unit, incorporation of a new chess based curriculum, improved screening, and increased attention to post release wraparound service needs. These should further increase participation at DOC and bolster post-release engagement.</p>	
<p>Increase Eligible Candidate Participation in the GED/Adult Basic Education Program.</p>	<p>DOC will increase participation in the GED/Adult Basic Education program, by working with Case Managers and Security Staff to refer eligible candidates, conducting monthly townhalls in housing units to inform inmates of the education program, and develop education programs suitable for inmates in restrictive housing. DOC will expand the use of Comprehensive Adult Student Assessment Systems (CASAS), currently used in the GED Unit, Women's Programs and Juvenile Unit, to identify appropriate placement in programs. CASAS is particularly useful for identifying educational levels, creating learning groups, and identifying inmate interest in specific programs. CASAS will be expanded to two additional housing units by June 1, 2017. The longer term goal is to expand the use of CASAS to the entire DOC population. This will require long term planning to secure resources for purchasing assessment tools, training staff to</p>	<p>Complete</p>	<p>DOC has increased participation in the GED/Adult Basic Education program in CDF. In May-June 2016 had 133 participants and May-June 2017 had 156 participants. This increased by working with Case Managers and Security Staff to refer eligible candidates, conducting</p>	<p>Completed</p>

	<p>deliver assessments, and ensuring that there are adequate staff to assess all inmates which will require authorization for additional staff.</p> <p>Participants in education programs receive group instruction and individualized guidance with a focus on developing those skills needed to prepare for GED testing and successfully earn their GED. Upon release to the community, participants and graduates continue to be served through GED education providers in the community. 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. The initiative is expected to be completed by September 30, 2017.</p>		<p>monthly town halls in housing units to inform inmates of the education program, and develop education programs suitable for inmates in restrictive housing. Restrictive housing at CTF receives life skills, PreGED and GED packets.</p>	
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**INMATE HEALTH SERVICES (2 Strategic initiatives)**

<p>Expand Mental Health Care Service Continuum Both at DOC as well as Post-Release</p>	<p>This initiative has two components. In the first component, DOC will leverage learning from operation of the Step Down Unit at the CDF to propose at least one additional program and/or mental health service that will expand the continuum of mental health care for DOC inmates in future years by September 30, 2017. For the second component, DOC will work with the Department of Behavioral Health (DBH) to provide connections to community mental health service providers for its inmates at all facilities prior to release. Community Service Agencies with DBH will establish and maintain service provider presence at DOC facilities for the first time ever. Providers will thus be more actively engaged with patient progress and will maintain linkages to improve the likelihood of post-release care continuity. DOC will implement this initiative by September 30, 2017.</p>	<p>75-99%</p>	<p>DOC has proposed the a dedicated mental health unit for women in CTF be created. It is our understanding that DOC is awaiting word from EOM regarding funding for that proposal. Regarding DBH, DOC is awaiting word regarding their RFP of CSA providers. While DOC fully supports the idea of the "warm hand-off", DBH will need to change their RFP/payment practices to make that Best Practice a reality in The District.</p>	<p>Despite DOC's and DBH's best efforts, the Core Service Agencies (CSA) are unable to implement warm hand-offs for DOC returning citizens at this time. The rest of the initiative is complete. We do not know when the CSA will be able to implement this.</p>
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<p>Develop Restrictive Housing Policies and Procedures</p>	<p>In FY 2016 DOC implemented a number of restrictive housing reforms for both adults and juveniles aligned to DOC philosophy of using the least restrictive housing for the minimum amount of time required to affect positive behavior and providing increased out of cell time. These included reducing the number of offenses that can result in restrictive housing placement, reducing the total time that inmates may be placed in restrictive housing, implementing incentives to reward consistent positive behavior with reduction in restrictive housing time, and doubling the out-of-cell time for inmates in restrictive housing. In addition, policies related to restrictive housing placement for administrative reasons were totally overhauled, and a communal tier with privileges equivalent to those of general population was created for inmates placed in protective custody. In FY 2017 DOC will continue to build upon these reforms by implementing outdoor recreation modules to allow inmates in restrictive housing to avail of outdoor recreation safely. This initiative is expected to be completed by September 30, 2017.</p>	<p>75-99%</p>	<p>Modules have been built, post-orders drafted, operating procedures proposed. Once reviewed and approved, staff will be trained and implementation will commence.</p>	<p>Staff who need to review and approve post-orders and operating procedures have been involved in a number of other time sensitive projects. The post orders and operating</p>
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				procedures are under review and DOC expects to be fully operational in implementing the outdoor recreation modules by Q2 FY 2018.
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**INSTITUTIONAL SECURITY AND CONTROL (1 Strategic Initiative)**

Assume Operations of CTF	DOC will assume operation of CTF. This will involve establishing a new budget structure; classifying, hiring and onboarding 234 FTE; establishing new organization and reporting structure for the agency effective post-transition; ensuring smooth transition of all operational contracts; providing for all materials, supplies, and goods and services; ensuring that the facility is safe and all safety, communications and information systems are operational at the time of transition; ensuring that all persons are trained to operate based on DOC information systems; providing for transition to DOC policies and operating procedures; and, expanding the services of the transportation unit including procuring and readying procured vehicles for inmate transport. This will enable the District to transition to programs focused corrections for inmates and provide operational flexibility. It is also expected to result in cost efficiencies in future years. DOC expects to assume operations on February 1, 2017.	Complete	DOC successfully assumed operations of CTF on Feb 1, 2017. The transition will continue well through the end of FY 2017 as DOC merges cultures, policies, and practices to become a single unified operation.	
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**TECHNOLOGY SUPPORT (1 Strategic Initiative)**

Implement effective inmate pharmaceutical controls through effective packaging and distribution	DOC will establish an effective inmate pharmaceutical packaging and distribution process at CDF and CTF. Pharmaceuticals required to treat DOC's inmate population cost over \$2.4 million annually. As cost of medicines, such as those used to treat mental illness and HIV, continue to increase it has become imperative to ensure that medications are packaged and distributed so as to minimize waste and enable reuse. Furthermore, information systems upgrades and deploying medication distribution carts will improve DOC's controls by eliminating manual data entry and assuring electronically validated compliance with medication distribution. DOC will complete this by March 31, 2017.	Complete	DOC completed this initiative as planned by March 31, 2017.	
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