

Department of Corrections FY2017

Agency Department of Corrections **Agency Code** FLO **Fiscal Year** 2017

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.

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	New Measure/ Benchmark Year	Frequency of Reporting	Add Data Fields (if applicable)	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
2 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (8 Measures)									
Inmate on Inmate Assault Rate per 10,000 Inmate-Days	<input type="checkbox"/>	Quarterly		Not available	1.2	1.08	1.2	1.3	1.1
Inmate on Staff Assault Rate per 10,000 Inmate-Days	<input type="checkbox"/>	Quarterly		Not available	0.8	0.22	0.3	1.3	0.3
Percent of Inmate on Staff Assaults resulting in requests for criminal prosecution annually	<input type="checkbox"/>	Annually		Not available	65%	76%	65%	70.1%	65%
Percent of Contraband Seizures resulting in requests for criminal prosecution annually	<input type="checkbox"/>	Annually		Not available	40%	73%	40%	81.8%	45%
Percent of Disciplinary Reports Adjudicated as Charged	<input type="checkbox"/>	Quarterly		Not available	80%	50%	60%	65.5%	70%
Delayed Release Rate	<input type="checkbox"/>	Quarterly		Not available	0.35%	0.05%	0.1%	0%	0.1%
Erroneous Release Rate	<input type="checkbox"/>	Quarterly		Not available	0.06%	0.02%	0.03%	0%	0.03%
Inmates served by video-visitation program (CDF)	<input type="checkbox"/>	Quarterly		Not available	50%	54.03%	50%	54.16%	50%
3 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (7 Measures)									
Inmates served by re-entry program annually	<input type="checkbox"/>	Quarterly		Not available	180	158	180	438	300
Percent of Inmates who passed GED exams	<input type="checkbox"/>	Quarterly		Not available	60%	33%	40%	8.7%	50%
Inmates served by District of Columbia Public Schools (DCPS)	<input type="checkbox"/>	Quarterly		17	17	15	17	135	16
Inmates served by Residential Substance Abuse Treatment (RSAT) annually	<input type="checkbox"/>	Quarterly		Not available	180	339	300	328	300
Number of unresolved inmate grievances outstanding more than 30 days	<input type="checkbox"/>	Quarterly		Not available	200	11	15	3	15
Re-Entry Program Effectiveness	✓	Annually		Not available	Not available	Not available	Not available	New Measure	11%
Residential Substance Abuse Treatment (RSAT) Program Effectiveness	✓	Annually		Not available	Not available	Not available	Not available	New Measure	35%

4 - Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (2 Measures)									
Percent of inmates released to community with required medications	<input type="checkbox"/>	Quarterly		Not available	90%	90.6%	90%	94.8%	90%
Inmate Pharmaceuticals Expenditure Variance	<input type="checkbox"/>	Quarterly		Not available	10%	24%	15%	38.4%	15%
5 - Create and maintain a highly efficient, transparent and responsive District government.** (11 Measures)									
Contracts/Procurement-Expendable Budget spent on Certified Business Enterprises	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement-Contracts lapsed into retroactive status	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Federal Funds returned	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service-Meeting Service Level Agreements	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Vacancy Rate	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee District residency	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee Onboard Time	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management-Employee Performance Plan Completion	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Federal Revenue Reimbursement Rate	<input type="checkbox"/>	Quarterly		Not available	85%	98.06%	95%	99.19%	95%
Priority 1 Maintenance and Repair Completion Rate	<input type="checkbox"/>	Quarterly		Not available	80%	91.6%	85%	79.13%	87%

2017 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)			
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
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

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

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
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2017 Workload Measures

Measure	New Measure/ Benchmark Year	Add Historical and Target Data (FY17)	Numerator Title	Units	Frequency of Reporting	FY 2014	FY 2015	FY 2016 Actual
1 - Personnel Services (3 Measures)								
Personnel Actions Processed	✓		Number of Personnel Actions Processed	Number	Quarterly	Not available	Not available	New Measure
Number of Training Classes Conducted	✓		Number of Training Classes Conducted	Number	Quarterly	Not available	Not available	New Measure
Number Trained	✓		Number Trained	Number	Quarterly	Not available	Not available	New Measure
2 - Central Cell Block Operations (2 Measures)								
Arrestees Processed	✓		Arrestees Processed	Number	Quarterly	Not available	Not available	New Measure
Arrestees Served by Central Cell Block Clinic	✓		Arrestees Served by Central Cell Block Clinic	Number	Quarterly	Not available	Not available	New Measure
2 - Community Corrections Administration (2 Measures)								
Inmates Reviewed for Placement	✓		Number of Inmates Reviewed for Placement	Number	Quarterly	Not available	Not available	New Measure
Number of Inmates Placed in Halfway Houses	✓		Number of Inmates Placed in Halfway Houses	Number	Quarterly	Not available	Not available	New Measure
2 - Correctional Surveillance Center (2 Measures)								
External Requests Processed	✓		Number of External Requests Processed	Number	Quarterly	Not available	Not available	New Measure
Internal Requests Processed	✓		Number of Internal Requests Processed	Number	Quarterly	Not available	Not available	New Measure
2 - Facility Security (2 Measures)								
Contraband Seized	✓		Units of Contraband Seized	Units	Quarterly	Not available	Not available	New Measure
Hearings Conducted	<input type="checkbox"/>		Number of Hearings Conducted	Number	Quarterly	3132	2222	1624
2 - Housing Unit Supervision (4 Measures)								
Average Daily Population	✓		Average Daily Population	Number	Quarterly	Not available	Not available	New Measure
Median LOS in Custody	✓		Median Length of Stay in Custody	Days	Quarterly	Not available	Not available	New Measure
Percent of Inmates Charged with Violent or Dangerous Offenses	✓		Percent of Inmates Charged with Violent or Dangerous Offenses	Percent	Quarterly	Not available	Not available	New Measure
Hours of Overtime (OT) Required	✓		Hours of Overtime (OT) Required	Number	Quarterly	Not available	Not available	New Measure
2 - Inmate Receiving and Discharge (4 Measures)								
Annual Intakes	<input type="checkbox"/>		Annual Intakes	Number	Annually	11245	10076	11277
Annual Releases	<input type="checkbox"/>		Annual Releases	Number	Annually	11577	10414	11020
Average Daily Population for DOC	<input type="checkbox"/>		Average Daily Population	Number	Annually	2041	1628	1747
Median Length of Stay	<input type="checkbox"/>		Median Length of Stay	Days	Annually	23	21	18
2 - Inmate Records (2 Measures)								
Documents Processed	✓		Documents Processed	Number	Quarterly	Not available	Not available	New Measure
Sentences Computed	✓		Number of Sentences Computed	Number	Quarterly	Not available	Not available	New Measure
2 - Inmate Transport (1 Measure)								

Hours of Service Provided by Court Transport	✓		Hours of Service Provided by Court Transport	Number	Quarterly	Not available	Not available	New Measure
2 - Inmate Work Release Programs (2 Measures)								
Number of Inmates who Benefited from Work Release	✓		Number of Inmates who Participated	Number	Quarterly	Not available	Not available	New Measure
Dollar Value of Service Provided	✓		Dollar Value of Service Provided	Dollars	Quarterly	Not available	Not available	New Measure
3 - Inmate Finance and Financial Assistance (3 Measures)								
Transactions Processed	✓		Number of Transactions Processed	Number	Quarterly	Not available	Not available	New Measure
Dollar Value of Transactions Processed	✓		Dollar Value of Transactions Processed	Dollars	Quarterly	Not available	Not available	New Measure
Number of Inmates Provided Financial Assistance	✓		Number of Inmates Provided Financial Assistance	Number	Quarterly	Not available	Not available	New Measure
3 - Inmate Personal Services (3 Measures)								
Meals Served	✓		Meals Served	Number	Quarterly	Not available	Not available	New Measure
Number of articles of clothing issued	✓		Number of articles of clothing issued	Number	Quarterly	Not available	Not available	New Measure
Dollars of Inmate Commissary Items Delivered	✓		Dollars of Inmate Commissary Items Delivered	Dollars	Quarterly	Not available	Not available	New Measure
3 - Inmate Programs and Services (4 Measures)								
Library Books Issued by Mobile Library	✓		Number of Library Books Issued by Mobile Library	Number	Quarterly	Not available	Not available	New Measure
Inmates Served by Law Library	✓		Number of Inmates Served by Law Library	Number	Quarterly	Not available	Not available	New Measure
Video Visits Conducted	✓		Number of Video Visits Conducted	Number	Quarterly	Not available	Not available	New Measure
Face-to-Face Visits Conducted	✓		Number of Face to Face Visits Conducted	Number	Quarterly	Not available	Not available	New Measure
4 - Health and Mental Health Services (5 Measures)								
Hours of Overtime (OT) Required for Takeovers and Medical Outposts	✓		Hours of Overtime	Hours	Quarterly	Not available	Not available	New Measure
Intakes with Active Substance Abuse Disorder Diagnoses	✓		Number of Intakes with Active Substance Abuse Disorder Diagnoses	Number	Quarterly	Not available	Not available	New Measure
Intakes with Active Diagnoses of Mental Illness	✓		Number of Intakes with Active Diagnoses of Mental Illness	Number	Quarterly	Not available	Not available	New Measure
Inmates served by Acute Mental Health Unit	✓		Number of Inmates Served by AMHU	Number	Quarterly	Not available	Not available	New Measure
Inmates Served by the Mental Health Step Down Unit	✓		Number of Inmates Served by MHSDU	Number	Quarterly	Not available	Not available	New Measure
5 - Agency Operations Support (4 Measures)								
Requisitions Submitted	✓		Requisitions Submitted	Number	Quarterly	Not available	Not available	New Measure
Total Dollar Value of Supply Chain Managed through DOC Warehouse	✓		Dollar Value of Supplies Managed by DOC Warehouse	Dollars	Quarterly	Not available	Not available	New Measure
Vehicle Inspections Conducted	✓		Vehicle Inspections Conducted	Number	Quarterly	Not available	Not available	New Measure
Procurements Processed	✓		Number of Procurements Processed	Number	Quarterly	Not available	Not available	New Measure
5 - Executive Direction and Support (2 Measures)								
FOIA Requests Processed	✓		Number of FOIA Requests Processed	Number	Quarterly	Not available	Not available	New Measure
DOC Per-Inmate Per Day Incarceration Cost	✓		Dollars per Inmate Per Day	Dollars	Annually	Not available	Not available	New Measure
5 - Facility Services (2 Measures)								

Total Workorders Recorded	✓		Workorders Recorded	Number	Quarterly	Not available	Not available	New Measure
Number of Facility Inspections Conducted	✓		Facility Inspections Conducted	Number	Quarterly	Not available	12278	New Measure
5 - Management Control (3 Measures)								
Background Investigations Conducted	✓		Number of Background Investigations Conducted	Number	Quarterly	Not available	Not available	New Measure
ACA Compliance Audits Conducted	✓		ACA Compliance Audits Conducted	Number	Quarterly	Not available	Not available	New Measure
Policies and procedures reviewed and approved	✓		Policies and Procedures Reviewed and Approved	Number	Quarterly	Not available	Not available	New Measure
5 - Technology Support (3 Measures)								
Helpdesk Requests Processed	✓		Helpdesk Requests Processed	Number	Quarterly	Not available	4142	New Measure
Communication Devices Supported	✓		Communication Devices Supported	Number	Quarterly	Not available	Not available	New Measure
All Other IT Devices Supported	✓		All Other IT Devices Supported	Number	Quarterly	Not available	Not available	New Measure

2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
AGENCY OPERATIONS SUPPORT (1 Strategic Initiative-Operation Link)		
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.	09-30-2017
HUMAN RESOURCES MANAGEMENT (1 Strategic Initiative-Operation Link)		
Sustain Culture Change through Public Safety Personnel Empowerment and Cultural Competences Development Training.	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.	09-30-2017
INMATE ADJUSTMENT/DEVELOPMENTAL SUPPORT (3 Strategic initiative-operation links)		
Implement Quarterly ReEntry Focused Town Halls for Inmates in Custody.	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 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.	09-30-2017
Increase Eligible Candidate Participation in the Pre-Release Work Readiness Program.	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.	09-30-2017

Increase Eligible Candidate Participation in the GED/Adult Basic Education Program.	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 deliver assessments, and ensuring that there are adequate staff to assess all inmates which will require authorization for additional staff. 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.	09-30-2017
INMATE HEALTH SERVICES (2 Strategic initiative-operation links)		
Expand Mental Health Care Service Continuum Both at DOC as well as Post-Release	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.	09-30-2017
Develop Restrictive Housing Policies and Procedures	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.	09-30-2017
INSTITUTIONAL SECURITY AND CONTROL (1 Strategic Initiative-Operation Link)		
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.	02-01-2017
TECHNOLOGY SUPPORT (1 Strategic Initiative-Operation Link)		
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.	03-31-2017