



# Department of Corrections (DOC) FY2016 Performance Accountability Report (PAR)

## Introduction

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' progress 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 houses inmates in the Correctional Treatment Facility (CTF) through a contract with the Corrections Corporation of America. Both facilities are accredited by the American Correctional Association (ACA). The department has contracts with two private halfway houses: Fairview and Hope Village; these are often used as alternatives to incarceration.

Like other municipal jails, 60 to 70 percent of inmates in DOC's custody have one or more outstanding legal matters that require detention, while the remaining are sentenced inmates, parole violators, or writs and holds. Median lengths of stay for released inmates are 31 days or less. Ninety percent of DOC's inmates are male. DOC also houses female inmates and a small number of juveniles charged as adults at the CTF.

Each facility offers inmates a number of programs and services that support successful community re-entry. These include: –Residential Substance Abuse Treatment (RSAT); –Re-entry preparation (Re-Entry); –Institutional Work Details and Community Work Squads; –Job-readiness Training (together with the Department of Employment Services (DOES)); –Special Education (through the District of Columbia Public Schools (DCPS)); and, –Adult Education and GED Preparation provided by DOC. American Correctional Association (ACA) and National Commission on Correctional Health Care (NCCHC) accredited comprehensive health and mental health services are provided through Unity Health Care (contractual) and the D.C. Department of Behavioral Health. In addition, facilities provide inmate personal adjustment and support services, such as food services, laundry, religious programming, visitation, law library, inmate grievance process, etc. DOC facilities operate twenty-four hours a day, 365 days a year.

## Overview – Agency Performance

The following section provides a summary of DOC performance in FY 2016 by listing DOC’s top accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

### Top Agency Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
DOC Achieved ACA Reaccreditation of the Central Detention Facility.	This helps DOC workforce have confidence that its efforts to engage in Correctional Best Practices are such that it can repeatedly achieve reaccreditation through the American Correctional Association and continue to improve day to day operating practices.	District residents can be assured that the DOC’s DC Jail operations are such that distinguish it as among the 5% of national jails that engage in Correctional Best Practices as a way of operations every day.
The Department Of Corrections implemented a Step Down Unit at the Central Detention Facility which provides a nine week program to assist inmates previously housed in the Acute Mental Health Unit successfully transition to communal environments so that they can function well there.	DOC takes pride in being one of the first jails to successfully implement a step down unit to serve the needs of mentally ill inmates and add to the continuum of correctional mental health care it offers inmates.	Better preparing the mentally ill to function in communal environments prior to release will help sustain successful reentry upon release to the community and reduce the chances of reincarceration due to inability to function in communal environments. DOC and DBH’s efforts are also helping to connect them to community providers while still incarcerated so that they make these person to person connections prior to release.
All DOC operated or supervised facilities including the CDF, CTF, Halfway Houses and Central Cell Block became 100% PREA compliant in FY 2016. Only DYRS facilities remain to be PREA audited in order for the District to be fully PREA compliant.	DOC staff take pride in being compliant with the Prison Rape Elimination Act and operating facilities that promote and respect the sexual safety of all and respond appropriately and in a timely manner to any allegations of inappropriate sexual behavior.	DC residents can be assured that the Department of Corrections takes compliance with the Prison Rape Elimination Act seriously and has policies and practices in place that sustain a culture of sexual safety for those in its custody.

In FY 2016, DOC had 18 Key Performance Indicators. Of those, 0 were neutral. Of the remaining measures, 78% (14 KPIs) were met, 6% (1 KPIs) were nearly met, and 17% (3 KPIs) were unmet. In FY 2016, DOC had 9 Initiatives. Of those, 100% (9) were completed and 0% (0) were nearly completed, and 0% (0) were not completed. The next sections provide greater detail on the specific metrics and initiatives for DOC in FY 2016.

## FY16 Objectives

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

## FY16 KPIs

Objective: Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of Inmate on Staff Assaults resulting in requests for criminal prosecution annually	65	A					70.1	Met	
Percent of Contraband Seizures resulting in requests for criminal prosecution annually	40	A					81.8	Met	
Erroneous Release Rate	0.3	Q	0	0	0	0	0	Met	
Percent of Disciplinary Reports Adjudicated as Charged	60	Q	76.15	35.43	74.48	76.54	65.5	Met	
Delayed Release Rate	0.1	Q	0	0	0.03	0	0	Met	
Percent of Inmates served by Video-visitation Program (CDF)	50	Q	54.14	53.2	54.18	55.16	54.2	Met	
Inmate on Inmate Assault Rate (Assaults per 10,000 inmate-days)	1.2	Q	0.4	0.8	2.8	1.2	1.3	Nearly Met	Q3 performance was adversely affected in part by the increasing levels of heat at the CDF and incidents with multiple victims. Q1, Q2 and Q4 performance were on target.

Inmate on Staff Assault Rate (Assaults per 10,000 inmate-days)	0.3	Q	0.2	0.4	1.5	3.2	1.3	Unmet	Continued loss of downtime due to need to work overtime can lead to lower vigilance levels and also fatigue and irritability in staff. Management of correctional populations who are behaviorally challenged is difficult even when staff are at 100%, and exceptionally challenging when they may not be able to be at 100%. This may have contributed to decline in performance. DOC is considering how to possibly redeploy staff after the CTF transition to help ameliorate some of the fatigue related issues and is also considering other options for FY 2018.
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Objective: Improve Economy, Efficiency and Effectiveness of Agency Operations.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Federal Revenue Reimbursement Rate (Dollars Reimbursed divided by Dollars Billed)	0.95	A					99.5	Met	
Federal Revenue Reimbursement Rate (Dollars Reimbursed divided by Dollars Billed)	95	Q	96.08	99.11	99.17	100	98.6	Met	

Priority 1 Maintenance and Repair Completion Rate	95	Q	87.5	90.2	77.68	66.77	79.1	Unmet	The heat emergency in large part contributed to DOC's inability to address priority 1 maintenance and repair rates in a timely manner in Q3 and Q4 of FY 2016. Facilities maintenance staff were fully engaged in addressing the heat emergency and so other types of repairs took longer to complete.
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Objective: Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Inmates served by DCPS	17	A					135	Met	
Inmates Served by Re-entry Program Annually	170	Q	77	79	154	128	438	Met	

Percent of Inmates who passed GED exams	40	Q	8.7	8.7	Unmet
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DOC was unable to meet this target in part because the MOU with OSSE was not executed before Q2 and in larger part because inmates who take the GED exam are in custody for shorter periods of time on average than they used to be when DOC first began this program several years ago and consequently receive less instruction. The highest the pass rate has ever been historically is 55%. That was achieved with 2 full time instructors and when average lengths of stay exceeded 180 days. Currently average lengths of stay are 133 days which provide fewer days for instruction. There has also been some turnover in instructors for this program, which is somewhat less of a factor because the inmate population turns over more rapidly and it would not have affected many inmates.

Objective: Maintain/Improve Inmate Physical and Mental Health.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Inmates served by RSAT annually	300	Q	48	77	76	127	328	Met	
Number of unresolved inmate grievances outstanding more than 30 days	15	Q	0	0	3	0	3	Met	

Percent of inmates released to community with required medications	90	Q	91.44	93.3	98.93	95.4	94.8	Met
Inmate Pharmaceuticals Expenditure Variance	15	Q	39	6.48	26.79	77.68	38.4	Met



## FY16 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	Total
No. of Intakes	A					
Average daily population	A	1,715	1,742	1,712	1,819	1,747
No. of Intakes	Q	2,686	2,657	2,884	3,050	11,277
No. of Releases	Q	2,537	2,901	2,768	2,814	11,020
Median length of stay	Q	21	21	17	18	18

## FY16 Initiatives

### **Title: Achieve ACA Re-Accreditation of Jail Operations.**

**Description:** DOC will have an ACA re-accreditation audit conducted by October 7, 2015. The expected outcome is that DOC is reaffirmed by the American Correctional Association for its successful efforts in demonstrating application of best correctional practices and meeting all required national standards. This will help reinforce that DOC continues to take significant steps towards achieving its vision of being a benchmark corrections agency. DOC will be awarded ACA re-accreditation by March 31, 2016.

**Complete to Date:** Complete

**Status Update:** This was completed before March 30, 2016

### **Title: Sustain Culture Change through Public Safety Personnel Empowerment and Cultural Competencies Development Training.**

**Description:** DOC will engage in phase II of the agency's organizational culture change initiative. The project aims is to empower public safety personnel, by providing training designed to develop and sustain positive organizational culture change. The training will focus on employee empowerment and cultural competence strategies. Continuous training in PREA, including compliance and sexual harassment prevention; respectful workplace and other training as required. The anticipated result of the initiative will create better staff performance, improve personnel and inmate interactions, further improve the overall safety of the detention environment, and establish a culture aligned to DOC's stated values of Pride, Professionalism and Passion. This will enable DOC to achieve its vision of being a benchmark corrections agency. DOC expects to see the impact of this initiative reflected in reduced rates of inmate on staff assaults and inmate on inmate assaults, and improved rate of contraband seizures referred for prosecution. Phase II of training is expected to be completed by September 30, 2016.

**Complete to Date:** Complete

**Status Update:** The Moss Group completed Phase II of its training in Q4 and completed its goals for FY 2016. This initiative is complete for FY 2016

### **Title: Implement a Community Open House**

**Description:** DOC will host a community open house. The purpose of the open house is to offer the community an opportunity to tour the facility and learn about programs and services offered to inmates housed at DOC facilities including reentry supportive programs. Additionally, DOC wants to inform and engage community stakeholders so they can contribute towards the successful reintegration efforts of returning citizens. The expected outcome of this initiative is greater awareness and better informed community stakeholders who will be able to mobilize resources over time to build and provide necessary community support capacity to serve returning citizens and their families. This is expected to be reflected over the long term in improved community safety metrics. The open house will be hosted by April 30, 2016.

**Complete to Date:** Complete

**Status Update:** This was completed earlier in the year. DOC will likely host an additional community open house this fall

### **Title: Implement Quarterly ReEntry Town Halls for Inmates in Custody.**

**Description:** DOC will host quarterly reentry town-halls for inmates who are in custody to increase awareness of community based programs and services that they can connect to upon release. The focus of the town-halls is to answer questions, address concerns, and provide an additional forum to educate and prepare inmates for community reentry. Additionally, DOC wants to inform and engage inmate stakeholders, and through them their families, so that returning citizens can have improved opportunities for successful community reintegration. The expected outcome of this initiative is greater awareness and better informed eventually to be returning citizens who will be able to avail of post-release community based resources to create a productive and law abiding life as valued members of the community. This is expected to be reflected over the long term in improved community safety metrics. DOC will host a town hall for inmates in each quarter by

December 31, 2015; March 31, 2016, June 30, 2016 and September 30, 2016 respectively.

**Complete to Date:** Complete

**Status Update:** On September 23, 2016 DOC hosted a townhall which was attended by 26 general population inmates; 14 inmates refused to attend and another 7 were working and did not attend. An additional 7 men in Restrictive Housing were issued orientation and reentry packets on September 28, 2016. This initiative is complete for FY 2016

**Title: Increase Eligible Candidate Participation in the Pre-Release Work Readiness Program.**

**Description:** DOC will work with D.C. Department of Employment Services (DOES) to fully implement a Pre-release Work Readiness program. The program will provide critical pre-release employment services to inmates preparing for community release. Participants receive group instruction and individualized guidance with a focus on those skills needed to successfully enter the workforce upon release. Upon release to the community, participants and graduates will continue to be served through the Project Empowerment Program run by the DOES. Participants who complete the program are expected to be better prepared to seek and sustain employment that enhances their ability to achieve a productive community life for themselves and their families upon release. This initiative is expected to be completed by September 30, 2016.

**Complete to Date:** Complete

**Status Update:** Currently, the Department of Corrections (DOC) is negotiating with the Federal Bureau of Prisons (FBOP) to modify the Intergovernmental Agreement (IGA), permitting FBOP inmates access to the Pre-Release Work Readiness Program. Affording FBOP inmates the opportunity to participate in Pre-Release Work Readiness Programming will potentially increase the target population size. This initiative was met at 100%

**Title: Implement Mental Health Step-Down Unit at the CDF.**

**Description:** DOC will work with its Unity Health Care, Incorporated, its Inmate Health Services provider; and, the Department of Behavioral Services (DBH) to implement a mental health step down unit to better care for persons who would benefit from a treatment community environment before transitioning to appropriate correctional housing. The step down unit will provide an additional much needed phase in the care continuum which ranges from Acute Mental Health Care to clinical management of mental illness in a general population setting. This will allow DOC to better address the needs of individuals in an appropriate care setting for the individual. This is expected to result in positive adjustment outcomes for individuals returning to non-mental health focused correctional housing because it provides them a safe, monitored and well supported transitional environment and the necessary time to make the transition. It is also expected to have a positive outcome on institutional order. Individuals who are better prepared and well-adjusted to the expectations of correctional housing are better able to contribute to a calm operating environment for all. As a result of the mental health care and treatment provided at DOC, individuals are also expected to be better able to function in the community when they are released. DOC will implement this initiative by September 30, 2016.

**Complete to Date:** Complete

**Status Update:** The Step Down Unit (SDU) went live in May 2016 and its first graduates entered general population housing units after successfully completing the program in September 2016. DOC continues to use its learning experience to refine programs for both the SDU and the Acute Mental Health Unit so that program participants can have a more successful transition experience to communal settings

**Title: Develop Jail-Based Domestic Violence Awareness and Support Services.**

**Description:** DOC will partner with the Office of Victims Services (OVS) and the Metropolitan Police Department (MPD) to identify and address the needs of both victims and perpetrators of violent and/ or domestic abuse crimes who are committed to DOC custody. DOC will work with District Agencies, volunteers, and providers to develop and offer appropriate programming for these inmates. DOC will also inform both victims and perpetrators of community based programs, services, and resources available to assist their community reintegration so that they may be able to sustain safe and productive law abiding lives in the community

with knowledge of existing supports after they are released. Long term expected outcomes are reduced population of perpetrators of violent and/or domestic abuse crimes incarcerated at DOC, and reduced levels of domestic violence in the community. The first phase of this initiative, to identify needs will be completed by June 30, 2015.

**Complete to Date:** Complete

**Status Update:** As of 9/30/2016 eight group sessions of a Domestic Violence Awareness and Prevention program had been piloted by the DC Coalition against Domestic Violence (DCCADV); four of the sessions were at CTF with the women inmates, and four sessions were at CDF with the men in the ReEntry program. The program content is being refined as a result of highly positive feedback from participants. The program will be rolled out full scale in FY 2017. The FY 2016 goal is 100% complete

**Title: Provide a Higher Proportion of Local Foods as a Part of Meals Served. (Sustainable DC Food Action 3.6)**

**Description:** Pursuant to the Sustainable DC Plan, the District has a goal to develop the local food industry into a strong and viable economic sector. Specifically, by 2032 the District hopes to produce or obtain 25% of food within a 100-mile radius. The Department of Corrections spends approximately \$4.2 million on food services each year. By participating in this program, the DOC has an opportunity to help the local food industry, provide healthy food options for inmates, and meet the District's Sustainable DC goal. In FY2016, DOC will work with the Office of Contracting and Procurement (OCP), Office of Planning (OP), and other District agencies to research best practices and the feasibility of implementing a District program for the procurement of local foods. This groundwork will be completed by September 30, 2016.

**Complete to Date:** Complete

**Status Update:** DOC shared a list of Local Food sources with its provider, Aramark, in early February 2016. As of the end of FY 2016, an estimated 21% of DOC food was obtained or sourced within 100 miles of the District; and over 33% was obtained or sourced within 150 miles of the District. DOC is well on track to complete this initiative and reach the 25% goal before 2032. This initiative was completed for 2016.

**Title: Develop Recycling Program Implementation Plan for the Central Detention Facility, Including Eliminating Use of Styrofoam Food Service and Beverage Containers (Sustainable DC Waste Action 1.3).**

**Description:** Pursuant to the Sustainable DC Plan, the District has enacted legislation to prohibit the use of Styrofoam based food service and beverage containers by January 2016. DOC will work with its Food Services provider to fully implement this initiative to eliminate the use of Styrofoam food service trays and utilize biodegradable food service containers and single-use utensils to be fully compliant by January 2016 as required by law. DOC will also develop a comprehensive recycling plan that accounts for the collection, processing, and purchase of new products made from recyclable materials that allows for the proper disposal. DOC will be fully compliant with the law by January 2016.

**Complete to Date:** Complete

**Status Update:** This initiative was completed and DOC was compliant with the law by January 2016