

Department of Corrections FY2018

FY2018 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.

FY18 Top Accomplishments

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
Inmate Health Services were Reaccredited by NCCHC	DC residents can be assured that the Department of Corrections provides comprehensive inmate health services conforming to the highest standard of Correctional Health Care.	The agency's efforts in doing the daily hard work required to provide comprehensive inmate health services under a strong performance based contract in collaboration with its provider were acknowledged and affirmed by a national accrediting body.
Completed soft-launch of READY Center	This provides those returning to the community from jail an opportunity to receive many services and connections or referrals with a single visit after release and better supports their reentry. It adds to the continuum of services between release and return to the community.	It was yet another example of affirmation of DOC's concerted efforts to work with other DC Government agencies, community organizations, and federal partners to implement complex initiatives that serve the residents of the District successfully.
Greatly expanded inmate enrollment in college and career readiness programs	DC residents who participated in the college and career readiness programs were better prepared to sustain successful reentry upon release from DOC. Some who participated in a Master Class were offered jobs on the spot and a total of 12 returning citizens who participated in a Master Class received employment offers upon release. Many local Universities are engaged in providing education to support reentry of returning citizens.	DOC is now able to meet the career and technical education needs of many individuals in its custody and to provide for credit and not for credit college courses so that those in our custody who seek to better themselves have the opportunity to do that. It places DOC further along the path to its vision of becoming a benchmark corrections agency.

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
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2018 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. **

2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
1 - Upgrade Workforce to Better Serve District's Public Safety Needs. (2 Measures)									
Percent of DOC FTE Compliant with In-Service Training Requirements	Quarterly	New Measure	92.9%	69.1%	80.3%	80%	78.8%	No Target Set	
Percent of DOC FTE Completing Specialized Training	Annually	New Measure	Annual Measure	Annual Measure	Annual Measure	Annual Measure	86.3%	No Target Set	
2 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (8 Measures)									
Percent of Inmate on Staff Assaults Resulting in Requests for Criminal Prosecution Annually	Annually	67.5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	59.6%	Unmet	The main barrier to meeting the FY2018 target is related to the number of charges that an inmate may have in addition to assaults on staff. If there are additional charges, the prosecution may use it as leverage for the inmate to plead guilty on the other/s charge/s. As a result, charges on inmates on staff assaults do not lead to requests for criminal prosecution.
	Annually	75%					68.1%		

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
Percent of Contraband Seizures Resulting in Requests for Criminal Prosecution Annually			Annual Measure	Annual Measure	Annual Measure	Annual Measure		Nearly Met	The main barrier to meeting the FY2018 target is because there has been a significant increase in the number contraband coming seized by the mailroom staff. Since the address on the seized mail is fictitious or may not be available, staff cannot press charges on the inmate or present the evidence for prosecution. As a result, it biased the performance on the KPI for FY2018.
Percent of Disciplinary Reports Adjudicated as Charged	Quarterly	70%	65.9%	61.5%	65.4%	63.5%	64.2%	Nearly Met	In FY 2018 DOC had an unusually high number of new staff come on board. There were a high number of technical dismissals due to new staff learning the standards for sustaining Disciplinary Reports. This resulted in barriers to achieving the KPI target. DOC anticipates that these barriers will subside as new staff become accustomed to standards and comply.
Erroneous Release Rate	Quarterly	0.03%	0.034%	0.032%	0.126%	0.062%	0.064%	Unmet	An erroneous release occurred due to staff error and was not identified at the time of quarterly reporting also due to staff error in Q2 & Q3. As a result of the additional erroneous release, DOC exceeded and did not meet its target for this metric.
Delayed Release Rate	Quarterly	0.1%	0%	0.2%	0%	0.2%	0.1%	Met	
Percent of inmates served by video-visitation program (CDF)	Quarterly	50%	49%	48.9%	51.9%	53.1%	50.7%	Met	
Inmate on Inmate Assault Rate per 10,000 Inmate-Days	Quarterly	1.1	3.5	0.4	0.7	0.9	0.8	Met	
Inmate on Staff Assault Rate per 10,000 Inmate-Days	Quarterly	0.3	0.3	0.3	0.5	0.3	0.3	Met	
3 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (6 Measures)									
Percent of Inmates Who Passed GED Exams	Quarterly	50%	No applicable incidents	30.8%	15%	20.3%	21.6%	Unmet	Inmates may only be at DOC for a few weeks or a few months. During that time, the program prepares them as much as possible to pass any portion of the GED assessments that they can.

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									However, not every tester who sits for the GED in the DC DOC is actually testing for their final certification. Some inmates may only take portions of the GED and do not obtain it because they are released from the jail. As a result, the metric does not fully reflect the work performed by the program. For FY2018, DOC did exceed the number of GED's awarded in FY 2017.
Number of Unresolved Inmate Grievances Outstanding More Than 30 Days	Quarterly	15	7	2	1	1	11	Met	
Re-Entry Program Effectiveness (Percent Reduction in 12-month Reincarceration Rate Compared to That for Misdemeanants)	Annually	15%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	38.6%	Met	
Residential Substance Abuse Treatment (RSAT) Program Effectiveness (Percent Reduction in 12-month Reincarceration Rate Compared to That for DOC Inmates)	Annually	40%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	40.8%	Met	
Inmates Served by Re-entry Program Annually	Quarterly	300	193	208	173	189	763	Met	
Inmates Served by Residential Substance Abuse Treatment (RSAT) Annually	Quarterly	300	195	178	161	144	678	Met	
4 - Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (2 Measures)									
Inmate Pharmaceuticals	Quarterly	15%	12.3%	28.1%	12.4%	9.3%	15.4%	Nearly Met	The DOC spent a total of \$2,846,656 against a budget of \$2,900,000. By quarter for

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
Expenditure Variance									FY 2018 the actual (A) and budgeted amounts (B) were as follows: Q1 (A) \$701,310 (B) \$800,000 Q2 (A) \$896,923 (B) \$700,000; Q(3) (A) \$613,389 (B) \$700,000; and, Q4 (A) \$635,034 (B) \$700,000. The overall variance for FY 2018 was 6.68% and DOC met this metric.
Percent of inmates released to community with required medications	Quarterly	90%	100%	100%	100%	100%	100%	Met	
5 - Create and maintain a highly efficient, transparent and responsive District government.** (2 Measures)									
Percent of Priority 1 Maintenance and Repair Requests Completed within 8 Hours	Quarterly	87%	94.3%	98.4%	98.9%	97.4%	97.1%	Met	
Federal Revenue Reimbursement Rate	Quarterly	95%	89.8%	98.7%	100%	100%	97.4%	Met	

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2018 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
1 - Personnel Services (3 Measures)						
Personnel Actions Processed	Quarterly	121	87	650	522	1380
Number of Training Classes Conducted	Quarterly	450	488	370	363	1671
Number Trained	Quarterly	333	1191	601	760	2885
2 - Central Cell Block Operations (2 Measures)						
Arrestees Processed	Quarterly	1325	1806	2306	2009	7446

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
Arrestees Served by Central Cell Block Clinic	Quarterly	156	154	232	180	722
2 - Community Corrections Administration (2 Measures)						
Inmates Reviewed for Placement	Quarterly	79	14	13	54	160
Number of Inmates Placed in Halfway Houses	Quarterly	100	64	57	51	272
2 - Correctional Surveillance Center (2 Measures)						
External Requests Processed	Quarterly	170	203	241	39	653
Internal Requests Processed	Quarterly	245	266	286	61	858
2 - Facility Security (2 Measures)						
Contraband Seized	Quarterly	101	96	98	112	407
Hearings Conducted	Quarterly	499	322	270	356	1447
2 - Housing Unit Supervision (4 Measures)						
Average Daily Population	Quarterly	2029	2057	2071	2070	8227
Median LOS in Custody	Quarterly	46	39	64	97.5	91.7
Percent of Inmates Charged with Violent or Dangerous Offenses	Quarterly	44.4%	35.2%	32.5%	36.8%	37.6%
Hours of Overtime (OT) Required	Quarterly	37,763	44,810	50,379	130,626	263,578
2 - Inmate Receiving and Discharge (4 Measures)						
Annual Intakes	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11,516
Annual Releases	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11,584
Average Daily Population for DOC	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2070
Median Length of Stay	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	19.9
2 - Inmate Records (2 Measures)						
Documents Processed	Quarterly	15,877	16,245	16,394	16,259	64,775
Sentences Computed	Quarterly	1907	1076	1149	1024	5156

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
2 - Inmate Transport (1 Measure)						
Hours of Service Provided by Court Transport	Quarterly	11,406	11,600	11,180	11,688	45,874
2 - Inmate Work Release Programs (2 Measures)						
Number of Inmates who Benefited from Work Release	Quarterly	61	52	47	38	198
Dollar Value of Service Provided	Quarterly	\$53,192.3	\$37,536.8	\$34,721.8	\$35,942	\$161,392.8
3 - Inmate Finance and Financial Assistance (3 Measures)						
Transactions Processed	Quarterly	10,866	11,944	10,895	11,097	44,802
Dollar Value of Transactions Processed	Quarterly	\$733,700	\$826,949	\$740,865	\$705,592	\$3,007,106
Number of Inmates Provided Financial Assistance	Quarterly	1001	1094	1173	1273	4541
3 - Inmate Personal Services (3 Measures)						
Meals Served	Quarterly	573,300	553,136	565,035	567,573	2,259,044
Number of articles of clothing issued	Quarterly	6252	7669	18,510	5345	37,776
Dollars of Inmate Commissary Items Delivered	Quarterly	\$535,562.8	\$533,778	\$557,408	\$503,223	\$2,129,971.8
3 - Inmate Programs and Services (6 Measures)						
Inmates Served by District of Columbia Public Schools (DCPS)	Quarterly	50	165	125	55	395
Library Books Issued by Mobile Library	Quarterly	5865	6108	7659	12,438	32,070
Inmates Served by Law Library	Quarterly	2493	1219	1289	2930	7931
Video Visits Conducted	Quarterly	12,620	10,182	10,531	10,526	43,859
Face-to-Face Visits Conducted	Quarterly	501	541	559	362	1963
Inmates between 16 and 22 years of age served by DCPS	Quarterly	50	165	125	55	395
4 - Health and Mental Health Services (5 Measures)						
Hours of Overtime (OT) Required for Takeovers and Medical Outposts	Quarterly	18,589	25,531	26,750	24,497	95,367
Intakes with Active Diagnoses of Mental Illness	Quarterly	339	382	387	378	1486
	Quarterly	854	901	856	780	3391

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
Intakes with Active Substance Abuse Disorder Diagnoses						
Inmates served by Acute Mental Health Unit	Quarterly	218	205	178	295	896
Inmates Served by the Mental Health Step Down Unit	Quarterly	22	32	31	51	136
5 - Agency Operations Support (4 Measures)						
Total Dollar Value of Supply Chain Managed through DOC Warehouse	Quarterly	\$1,373,805.7	\$1,091,466	\$600,204	\$1,419,395	\$4,484,870.7
Vehicle Inspections Conducted	Quarterly	83	74	62	68	287
Requisitions Submitted	Quarterly	113	52	44	78	287
Procurements Processed	Quarterly	108	48	45	80	281
5 - Executive Direction and Support (2 Measures)						
FOIA Requests Processed	Quarterly	174	139	151	201	665
DOC Per-Inmate Per Day Incarceration Cost	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$222.8
5 - Facility Services (2 Measures)						
Total Workorders Recorded	Quarterly	2650	3532	3493	3784	13,459
Number of Facility Inspections Conducted	Quarterly	571	1194	1086	937	3788
5 - Management Control (3 Measures)						
Policies and procedures reviewed and approved	Quarterly	33	23	26	37	119
Background Investigations Conducted	Quarterly	106	132	70	57	365
ACA Compliance Audits Conducted	Quarterly	22	164	58	31	275
5 - Technology Support (3 Measures)						
Helpdesk Requests Processed	Quarterly	1020	981	843	899	3743
Communication Devices Supported	Quarterly	3540	3540	3616	3616	14,312
All Other IT Devices Supported	Quarterly	4704	4704	4623	4803	18,834

2018 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
HUMAN RESOURCES MANAGEMENT (2 Strategic initiatives)				
Draft Professional Development Training Curriculum	Professional development training curriculum will be drafted for major job categories so that employees can continue to continuously develop the skills they need to more effectively perform their jobs and grow as professionals. This is expected to be a 2 year effort, with curricula for specialized job categories to be developed by 09/30/2018.	Complete	Career Ladders for Correctional Officers were developed in FY 2018. Career paths for other specialized job categories are under development and review. This single progression of positions covers the majority of DOC staff. DOC has completed its goals for FY 2018, given that it reorganized this year so as to be able to be more effective in this area.	
Hire Additional FTEs to Improve Agency Operations	In Fiscal Year 2018, the Department of Corrections will hire 71 additional FTEs to augment their staff and improve their operations in pursuit of the agency's mission. The initiative will be completed by September 30, 2018.	Complete	DOC was authorized 101 (71+30) new FTEs and to date has hired 72 FTEs. HRM has met and exceeded the original target of 71 FTEs. HRM expects to employ a total of 85 (55+30) FTEs by 9/30/18.	
INMATE ADJUSTMENT/DEVELOPMENTAL SUPPORT (3 Strategic initiatives)				
Implement Portal of Entry Pilot	DOC will work with the Mayors Office on Returning Citizen's Affairs, Department of Behavioral Health, Department of Employment Services, Department of Motor Vehicles, and the Department of Human Services, as well as other partners to pilot a portal of entry to provide a single physical location to connect recently released persons to important post-release services such as housing, employment, education, health care, vital documents, and substance use/mental health aftercare. The Portal of Entry pilot will go live by 09/30/2018.	Complete	The Portal of Entry, now called the READY (Resources to Empower, Assist, and Develop You) Center completed a soft-launch with all partners working in the facilities to provide services while awaiting preparation of the physical workspace for operation. The READY Center staff have already begun serving inmates who are being released from DOC facilities.	
Implement Women's Work Readiness Programming with Department of Employment Services	DOC will partner with DOES to provide work readiness programming to women so that participants are better prepared to participate productively in the workforce upon release. Participants will connect to Project Empowerment and DOES resources upon release. This will be implemented by 09/30/2018.	Complete	This program commenced in September 2018.	
Collaborate with the University of District of Columbia and Office of the State Superintendent of Education to provide	DOC will collaborate with the University of the District of Columbia and Office of the State Superintendent of Education to offer training that leads to professional certification, including remedial training/occupational literacy necessary for	Complete	DC DOC exceeded its FY 2018 goal. UDC offers an industry certification course; it plans several more in hospitality and tourism. OSSE accepted DOC's Perkins Grant application; it will offer 5 industry certification training courses, an employability soft-skills course, and an IT	

Title	Description	Complete to Date	Status Update	Explanation
Remedial and Certification Training	applicants to benefit from the professional certification curricula. This will be implemented by 09/30/2018.		Pathways course for young adults. OSSE's plan includes reading language arts and numeracy tutoring for all students functioning below 7th grade, and a professional writing component for all courses. Ashland University offers college credit courses towards an Associate's Degree; Georgetown University offers college-level courses; and, in a Master Class series, DC agencies and higher education, community, and industry partners collaborate to offer instruction and networking to inmates within 90 days of release.	
INMATE HEALTH SERVICES (2 Strategic initiatives)				
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 those provided to men. This will be implemented by 09/30/2018.	50-74%	The planning phase is complete. The housing unit will be implemented upon award of the Inmate Health Services contract in FY 2019.	The inmate health services contract evaluation process is still underway but should be completed (barring unanticipated events) by the end of Q2 FY 2019. Complex procurements require time to complete.
Seek NCCHC Reccreditation	DOC will seek reaccreditation for its inmate health services through the National Commission on Correctional Health Care (NCCHC). It will successfully achieve reaccreditation by June 2018.	Complete	DOC successfully achieved NCCHC re-accreditation.	
MANAGEMENT CONTROL (1 Strategic Initiative)				
Seek ACA Accreditation	DOC will seek ACA initial accreditation as a single unified correctional operation or alternatively prepare for ACA reaccreditation at CDF and initial accreditation of the CTF in October 2018, during FY 2018. DOC will achieve ACA accreditation for its detention facilities by April 30, 2019.	Complete	DOC completed its FY 2018 goals of readying both the CDF and CTF for ACA accreditation audits which occurred in the first week of October FY 2019. DOC successfully met compliance with 100% of mandatory standards at both facilities. It anticipates that it will be able to complete this initiative by April 30, 2019.	