
Department of Corrections

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Description	FY 2014 Actual	FY 2015 Approved	FY 2016 Proposed	% Change from FY 2015
Operating Budget	\$135,559,296	\$151,579,311	\$150,918,875	-0.4
FTEs	893.8	936.0	932.0	-0.4

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 affording those in custody meaningful rehabilitative opportunities for successful community reintegration.

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. The department contracts private halfway houses: These are often used as alternatives to incarceration.

Like other municipal jails, 75 to 85 percent of inmates in DOC's custody have one or more outstanding legal matters that require detention, and median lengths of stay for released inmates are 31 days or less. Ninety-three 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, Institutional Work Details and Community Work Squads, Special Education through the District of Columbia Public Schools, and Adult Education and GED Preparation provided by DOC. American Correctional Association and National Commission on Correctional Health Care accredited comprehensive health and mental health services are provided through Unity Health Care (contractual) and the D.C. Department of Behavioral Health. In addition, inmates are provided personal adjustment and support services, such as food services, laundry, visitation, law library, and grievance resolution. DOC facilities operate 24 hours a day, 365 days a year.

The agency's FY 2016 proposed budget is presented in the following tables:

FY 2016 Proposed Gross Funds Operating Budget, by Revenue Type

Table FL0-1 contains the proposed FY 2016 agency budget compared to the FY 2015 approved budget. It also provides FY 2013 and FY 2014 actual expenditures.

Table FL0-1
(dollars in thousands)

Appropriated Fund	Actual FY 2013	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015	Percent Change*
General Fund						
Local Fund	110,996	114,521	123,149	122,176	-974	-0.8
Special Purpose Revenue Funds	19,616	20,792	28,260	28,557	297	1.1
Total for General Fund	130,612	135,313	151,410	150,733	-677	-0.4
Intra-District Funds						
Intra-District Funds	517	247	169	186	17	9.8
Total for Intra-District Funds	517	247	169	186	17	9.8
Gross Funds	131,129	135,559	151,579	150,919	-660	-0.4

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to Schedule 80 Agency Summary by Revenue Source in the FY 2016 Operating Appendices located on the Office of the Chief Financial Officer's website.

FY 2016 Proposed Full-Time Equivalents, by Revenue Type

Table FL0-2 contains the proposed FY 2016 FTE level compared to the FY 2015 approved FTE level by revenue type. It also provides FY 2013 and FY 2014 actual data.

Table FL0-2

Appropriated Fund	Actual FY 2013	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015	Percent Change
General Fund						
Local Fund	847.1	886.4	915.2	906.2	-9.0	-1.0
Special Purpose Revenue Funds	14.3	7.5	20.0	25.0	5.0	25.0
Total for General Fund	861.4	893.8	935.2	931.2	-4.0	-0.4
Intra-District Funds						
Intra-District Funds	2.4	0.0	0.8	0.8	0.0	0.0
Total for Intra-District Funds	2.4	0.0	0.8	0.8	0.0	0.0
Total Proposed FTEs	863.8	893.8	936.0	932.0	-4.0	-0.4

FY 2016 Proposed Operating Budget, by Comptroller Source Group

Table FL0-3 contains the proposed FY 2016 budget at the Comptroller Source Group (object class) level compared to the FY 2015 approved budget. It also provides FY 2013 and FY 2014 actual expenditures.

Table FL0-3
(dollars in thousands)

Comptroller Source Group	Actual FY 2013	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015	Percent Change*
11 - Regular Pay - Continuing Full Time	46,114	49,971	55,067	56,291	1,225	2.2
12 - Regular Pay - Other	1,626	295	526	1,219	692	131.5
13 - Additional Gross Pay	4,178	4,528	3,801	4,300	499	13.1
14 - Fringe Benefits - Current Personnel	13,145	13,476	16,082	15,999	-84	-0.5
15 - Overtime Pay	2,146	3,862	2,500	2,700	200	8.0
Subtotal Personal Services (PS)	67,210	72,132	77,977	80,508	2,531	3.2
20 - Supplies and Materials	5,603	5,817	6,487	6,852	365	5.6
31 - Telephone, Telegraph, Telegram, Etc	20	0	60	0	-60	-100.0
32 - Rentals - Land and Structures	2,792	2,792	2,792	2,792	0	0.0
40 - Other Services and Charges	3,232	2,713	4,381	3,846	-535	-12.2
41 - Contractual Services - Other	48,638	50,691	57,012	54,986	-2,027	-3.6
50 - Subsidies and Transfers	190	174	180	233	53	29.4
70 - Equipment and Equipment Rental	3,442	1,241	2,690	1,701	-989	-36.8
Subtotal Nonpersonal Services (NPS)	63,918	63,427	73,603	70,411	-3,192	-4.3
Gross Funds	131,129	135,559	151,579	150,919	-660	-0.4

*Percent change is based on whole dollars.

Division Description

The Department of Corrections operates through the following 5 divisions:

Inmate Services – provides services necessary to ensure humane, hygienic, and constitutionally mandated care of inmates.

This division contains the following 3 activities:

- **Inmate Personal Services** – provides for inmates’ personal needs and ensures that each service is provided in a timely, accurate, and economical manner;
- **Inmate Adjustment and Development Support** – provides inmates with opportunities for personal development and facilitates adjustment to institutional custody; and
- **Inmate Health Services** – provides constitutionally mandated levels of health care to inmates in DOC custody.

Inmate Custody – provides facilities and technology to detain pretrial defendants and sentenced misdemeanants safely and securely, and in accordance with constitutional requirements.

This division contains the following 3 activities:

- **Institutional Security and Control** – provides effective management of arrestee and inmate populations and ensures safe and secure DOC-administered detention environments, inmate transportation, and off-site security such as medical outposts;
- **Security Enhancement** – provides operational technologies that improve institutional security; and
- **Community Corrections** – provides community support and involvement for sentenced misdemeanants and pretrial inmates awaiting adjudication of charges.

Office of Returning Citizens Affairs – an independent agency, budgeted together with the Department of Corrections, serves as a liaison between the Mayor, the returning citizen community, and District government agencies; and briefs the Mayor and District government agencies on the needs and interests of returning citizens of the District of Columbia. This program also provides constituent services and information to the returning citizen community through programmatic activities and outreach materials.

Agency Management – provides the administrative support required to achieve operational and programmatic results. This division is standard for all agencies using performance-based budgeting.

Agency Financial Operations – provides comprehensive financial management services to, and on behalf of, District agencies so the financial integrity of the District of Columbia can be maintained. This division is standard for all agencies using performance-based budgeting.

Division Structure Change

The Department of Corrections has no division structure changes in the FY 2016 proposed budget.

FY 2016 Proposed Operating Budget and FTEs, by Division and Activity

Table FL0-4 contains the proposed FY 2016 budget by division and activity compared to the FY 2015 approved budget. It also provides the FY 2014 actual data.

Table FL0-4

(dollars in thousands)

Division/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015
(100F) Agency Financial Operations								
(110F) Budget Operations	235	266	305	39	1.9	2.0	2.0	0.0
(120F) Accounting Operations	437	391	433	42	5.8	3.0	3.0	0.0
(130F) ACFO	179	307	322	15	1.0	4.0	4.0	
Subtotal (100F) Agency Financial Operations	850	964	1,060	96	8.7	9.0	9.0	0.0
(1100) Agency Management Programs								
(1110) Executive Direction and Support	3,134	3,861	3,694	-168	21.3	29.0	31.0	2.0
(1120) Human Resources Management	1,523	2,378	2,415	37	15.5	17.0	20.0	3.0
(1130) Management Control	1,300	2,009	2,084	75	13.6	21.0	17.0	-4.0
(1140) Information Technology	3,244	0	0	0	11.6	0.0	0.0	0.0
(1145) Technology Support	0	4,177	3,968	-209	0.0	15.0	15.0	0.0
(1150) Agency Operations Support	2,041	2,428	1,929	-499	8.7	9.0	7.0	-2.0
(1160) Facility Services	0	4,705	5,321	616	0.0	38.0	35.0	-3.0
Subtotal (1100) Agency Management Programs	11,242	19,559	19,412	-147	70.7	129.0	125.0	-4.0
(2100) Office of Community Affairs								
(2101) Office of Returning Citizens	334	0	0	0	2.9	0.0	0.0	0.0
Subtotal (2100) Office Of Community Affairs	334	0	0	0	2.9	0.0	0.0	0.0
(2500) Inmate Services								
(2510) Inmate Personal Services	7,808	9,025	8,682	-343	23.6	28.0	21.0	-7.0
(2520) Inmate Adjustment/Developmental Support	2,350	8,056	7,664	-392	27.1	88.0	77.0	-11.0
(2530) Inmate Health Services	31,650	29,166	30,006	840	49.4	54.0	32.0	-22.0
Subtotal (2500) Inmate Services	41,808	46,247	46,352	104	100.2	170.0	130.0	-40.0
(3600) Inmate Custody								
(3605) Institutional Security and Control	0	80,914	81,026	111	0.0	616.0	650.0	34.0
(3610) Internal Security and Control Services	41,796	0	0	0	527.5	0.0	0.0	0.0
(3615) Security Enhancement	0	788	397	-391	0.0	6.0	6.0	0.0
(3620) External Security and Control Services	23,881	0	0	0	26.9	0.0	0.0	0.0
(3630) Community Corrections	2,239	2,731	2,256	-475	2.9	2.0	8.0	6.0
(3635) CCB-Central Cell Block Security	2,887	0	0	0	36.8	0.0	0.0	0.0
Subtotal (3600) Inmate Custody	70,803	84,433	83,678	-755	594.1	624.0	664.0	40.0

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Table FL0-4

(dollars in thousands)

Division/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015
(4800) Institutional Support Services								
(4810) Inmate Status Documentation	5,519	0	0	0	78.5	0.0	0.0	0.0
(4820) Facility Services	5,002	0	0	0	38.8	0.0	0.0	0.0
Subtotal (4800) Institutional Support Services	10,521	0	0	0	117.2	0.0	0.0	0.0
(4900) Community Affairs								
(4901) Office of Returning Citizens	0	376	416	40	0.0	4.0	4.0	0.0
Subtotal (4900) Community Affairs	0	376	416	40	0.0	4.0	4.0	0.0
Total Proposed Operating Budget	135,559	151,579	150,919	-660	893.8	936.0	932.0	-4.0

(Change is calculated by whole numbers and numbers may not add up due to rounding)

Note: For more detailed information regarding the proposed funding for the activities within this agency's divisions, please see **Schedule 30-PBB Program Summary** by Activity in the **FY 2016 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2016 Proposed Budget Changes

The Department of Corrections' (DOC) proposed FY 2016 gross budget is \$150,918,875, which represents a 0.4 percent decrease from its FY 2015 approved gross budget of \$151,579,311. The budget is comprised of \$122,175,524 in Local funds, \$28,557,323 in Special Purpose Revenue funds, and \$186,029 in Intra-District funds.

Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2015 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2016 CSFL adjustments to the FY 2015 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DOC's FY 2016 CSFL budget is \$125,765,095, which represents a \$2,615,687, or 2.1 percent, increase over the FY 2015 approved Local funds budget of \$123,149,408.

CSFL Assumptions

The FY 2016 CSFL calculated for DOC included adjustment entries that are not described in detail on table 5. These adjustments were made for a net increase of \$2,022,035 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, the impact of cost-of-living adjustments, and approved compensation agreements implemented in FY 2015, and an increase of \$903,642 in nonpersonal services based on the Consumer Price Index factor of 2.2 percent.

DOC's CSFL funding for the restoration of one-time salary lapse reflects an increase of \$500,000 in personal services costs that was based on salary lapses in the FY 2015 approved budget. Additionally, an adjustment was made for a decrease of \$809,990 for Other Adjustments to account for proper funding of compensation and classification reforms within the Workforce Investments fund for Compensation Groups 1 and 2.

Agency Budget Submission

The Department of Corrections (DOC) realigned its programs to attain a better framework for planning, programming and budgeting. Additionally, the agency has implemented a performance-based budgeting strategy to better reflect the agency's programmatic activities. As part of this initiative, DOC realigned personnel between the Inmate Services and Inmate Custody divisions.

Increase: In order to align the budget in Local funds with operational goals, DOC reallocated its resources from the Inmate Services division by increasing the budget, mainly in the Inmate Custody division in the amount of \$2,628,721. Most of the increase supports projected overtime cost based on actual historical spending and pharmaceuticals, medical, office, and security supplies.

In Special Purpose Revenue (SPR) funds, DOC proposed an increase of \$296,874 and 5.0 FTEs. The additional revenue was derived from Corrections Trustee Reimbursement in the amount of \$537,058, and Corrections Reimbursement in the amount of \$209,188. This was partially offset by projected decreases in Concession Income in the amount of \$300,000 and Welfare Account in the amount of \$149,372. SPR funds in DOC support the Agency Management, Inmate Services, and Inmate Custody divisions.

DOC's Intra-District funds budget is generated through the use of inmates to provide services to the District Department of Public Works, Department of General Services, and Department of Transportation. These services are provided through the Inmate Work Squad program. DOC's Intra-District arrangements support the Agency Management, Inmate Custody, and Inmate Services divisions. Based on projected changes to existing intra-District obligations, the FY 2016 budget submission proposes an increase of \$16,575 across multiple divisions.

Decrease: In Local funds, DOC realized savings of \$149,686 from a reduction of 2.0 FTEs in support of the agency's realignment. Additional resources were redirected mainly from the Inmate Services division in the amount of \$2,479,035. Most of the reduction is derived from contractual services savings due to projected lower inmate population.

Mayor's Proposed Budget

Reduce: In Local funds, the DOC proposed budget reflects a reduction of \$384,148 in nonpersonal services across multiple divisions, \$770,000 in overtime in the Inmate Custody division, and \$909,123 in contractual services to right-size the budget for Halfway Houses in the Inmate Custody division.

Transfer-Out: In Local funds, the proposed budget reflects a transfer out of \$239,044 and 3.0 FTEs to the Office of Contracting and Procurement to support the Procurement Practices Reform Act of 2010, which requires that all Contracting and Procurement personnel be presented in the agency's budget to enhance transparency.

District's Proposed Budget

Reduce: In Local funds, the proposed budget was reduced by \$1,287,256 and 4.0 FTEs to streamline operation efficiency. This adjustment includes \$530,000 in overtime costs, \$287,256 and 4.0 vacant FTE positions, \$250,000 in salary lapse savings, and \$220,000 to reflect pharmaceutical contract savings. These reductions support the District's costs-saving initiative.

FY 2015 Approved Budget to FY 2016 Proposed Budget, by Revenue Type

Table FL0-5 itemizes the changes by revenue type between the FY 2015 approved budget and the FY 2016 proposed budget.

Table FL0-5
(dollars in thousands)

DESCRIPTION	DIVISION	BUDGET	FTE
LOCAL FUNDS: FY 2015 Approved Budget and FTE		123,149	915.2
Other CSFL Adjustments	Multiple Programs	2,616	0.0
LOCAL FUNDS: FY 2016 Current Services Funding Level (CSFL) Budget		125,765	915.2
Increase: To adjust personal services	Multiple Programs	2,629	0.0
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-150	-2.0
Decrease: To align funding with nonpersonal services costs	Multiple Programs	-2,479	0.0
LOCAL FUNDS: FY 2016 Agency Budget Submission		125,765	913.2
Reduce: In nonpersonal services	Multiple Programs	-384	0.0
Reduce: In overtime	Inmate Custody	-770	0.0
Reduce: Funding for Halfway House	Inmate Custody	-909	0.0
Transfer-Out: To OCP for Procurement Practice and Reform Act of 2010	Multiple Programs	-239	-3.0
LOCAL FUNDS: FY 2016 Mayor's Proposed Budget		123,463	910.2
Reduce: To streamline operation efficiency	Multiple Programs	-1,287	-4.0
LOCAL FUNDS: FY 2016 District's Proposed Budget		122,176	906.2
SPECIAL PURPOSE REVENUE FUNDS: FY 2015 Approved Budget and FTE		28,260	20.0
Increase: To support additional FTEs	Multiple Programs	297	5.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2016 Agency Budget Submission		28,557	25.0
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2016 Mayor's Proposed Budget		28,557	25.0
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2016 District's Proposed Budget		28,557	25.0
INTRA-DISTRICT FUNDS: FY 2015 Approved Budget and FTE		169	0.8
Increase: To align budget with projected revenues	Multiple Programs	17	0.0
INTRA-DISTRICT FUNDS: FY 2016 Agency Budget Submission		186	0.8
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2016 Mayor's Proposed Budget		186	0.8
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2016 District's Proposed Budget		186	0.8
Gross for FL0 - Department of Corrections		150,919	932.0

(Change is calculated by whole numbers and numbers may not add up due to rounding)

Agency Performance Plan

The agency's performance plan has the following objectives for FY 2016:

Agency Management Services

Objective 1: Improve economy, efficiency and effectiveness of agency operations.

Objective 2: Upgrade workforce.

KEY PERFORMANCE INDICATORS

Agency Management Services

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Federal Revenue Reimbursement Rate (Dollars reimbursed divided by dollars billed)	99.8%	85%	94.3%	85%	85%	85%
Priority 1 Maintenance and Repair Completion Rate (Percent of priority 1 maintenance and repair requests completed within 8 hours)	70%	80%	86.7%	80%	80%	80%

Inmate Custody

Objective 1: Foster environment that promotes safety for inmates, staff, visitors and the community-at-large.

Objective 2: Provide timely and accurate inmate documents and risk assessments.

KEY PERFORMANCE INDICATORS

Inmate Custody

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Inmate on Inmate Assault Rate (Assaults per 10,000 inmate-days)	1.1	1.0	1.2	0.8	0.6	0.6
Inmate on Staff Assault Rate (Assaults per 10,000 inmate-days)	0.3	1.0	0.4	0.8	0.8	0.8
Percent of Disciplinary Reports Adjudicated as Charged	72.9%	85%	30.1%	80%	80%	80%
Percent of Inmate on Staff Assaults resulting in requests for criminal prosecution annually ¹	Not Available	Not Available	62.4%	65%	65%	65%
Percent of Contraband Seizures resulting in requests for criminal prosecution annually ²	Not Available	Not Available	53.3%	40%	42%	45%
Delayed Release Rate	0.0%	0.4%	0.0%	0.4%	0.4%	0.4%
Erroneous Release Rate	0.02%	0.02%	0.0%	0.06%	0.05%	0.05%
Inmates served by video-visitation program (CDF)	49.2%	50%	49.6%	50%	50%	50%

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Inmate Services

Objective 1: Improve inmate education, job skill levels, and facilitate successful community re-integration.

Objective 2: Maintain/improve inmate physical and mental health.

Objective 3: Support District sustainability initiatives.

KEY PERFORMANCE INDICATORS

Inmate Services

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Inmates served by re-entry program annually	182	200	191	200	200	200
Inmates served by educational programs or receiving educational counseling services	486	500	343	Not Available	Not Available	Not Available ³
Percent of Inmates who passed GED exams ⁴	53.6%	55%	70%	60%	60%	60%
Inmates served by DCPS ⁵	Not Available	17	15	17	16	15
Percent of inmates released to community with required medications	90.4%	90%	90.8%	90%	90%	90%
Inmate pharmaceuticals expenditure variance 10 percent	10%	14%	10%	10%	10%	10%
Inmates served by substance abuse treatment program annually	404	300	293	Not Available	Not Available	Not Available
Inmates served by RSAT annually ⁶	Not Available	200	293	210	210	210
Number of unresolved inmate grievances outstanding more than 30 days ⁷	238	200	266	200	200	200

Performance Plan Endnotes:

¹Since the time this metric was first reported, the number of incidents have decreased; however, the severity of incidents is such that most merit forwarding for prosecution. Successful prosecution tends to damp both incidence and severity of assaults; therefore, the projections in out-years have been downward adjusted from FY 2013 actuals.

²The Department of Corrections (DOC) is changing the metric to reflect the part of the process controlled by DOC, the referral for prosecution.

³This has been discontinued and is no longer tracked in Key Performance Indicator (KPI).

⁴Projections are slightly higher in out-years based on the assumption that DOC will be authorized for an additional GED instructor.

⁵The slight downward projection in the out-years reflects declining inmate population.

⁶This is an annual metric that reflects the distinct count of inmates (unique persons) who were served by the Residential Substance Abuse Treatment RSAT program.

⁷In response to inmate advocate requests, DOC now reports total unresolved grievances, both Inmate Grievance Process, and Informal Resolution Complaints outstanding more than 30 days.