

Department of Corrections

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Description	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change from FY 2013
Operating Budget	\$126,302,428	\$139,604,240	\$142,276,119	1.9
FTEs	832.9	894.0	934.0	4.3

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 that will assist them to constructively re-integrate 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 four private and independently operated halfway houses: Efforts for Ex-Convicts; Extended House, Inc.; Fairview; and Hope Village; 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 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; and
- Special education (through the District of Columbia Public Schools (DCPS)), adult education, and GED preparation provided by DOC. 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 Department of Mental Health. In addition, facilities provide inmate personal adjustment and support services, such as food services, laundry, visitation, law library, and on inmate grievance process. DOC facilities operate 24 hours a day, 365 days a year.

The agency's FY 2014 proposed budget is presented in the following tables:

FY 2014 Proposed Gross Funds Operating Budget, by Revenue Type

Table FL0-1 contains the proposed FY 2014 agency budget compared to the FY 2013 approved budget. It also provides FY 2011 and FY 2012 actual expenditures.

Table FL0-1
(dollars in thousands)

Appropriated Fund	Actual FY 2011	Actual FY 2012	Approved FY 2013	Proposed FY 2014	Change from FY 2013	Percent Change*
General Fund						
Local Funds	117,369	108,219	117,148	120,826	3,677	3.1
Special Purpose Revenue Funds	24,953	17,469	22,141	21,150	-991	-4.5
Total for General Fund	142,323	125,689	139,289	141,976	2,687	1.9
Federal Resources						
Federal Grant Funds	412	426	0	0	0	N/A
Total for Federal Resources	412	426	0	0	0	N/A
Intra-District Funds						
Intra-District Funds	239	188	315	301	-15	-4.7
Total for Intra-District Funds	239	188	315	301	-15	-4.7
Gross Funds	142,974	126,302	139,604	142,276	2,672	1.9

*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 2014 Operating Appendices located on the Office of the Chief Financial Officer's website.

FY 2014 Proposed Full-Time Equivalents, by Revenue Type

Table FL0-2 contains the proposed FY 2014 FTE level compared to the FY 2013 approved FTE level by revenue type. It also provides FY 2011 and FY 2012 actual data.

Table FL0-2

Appropriated Fund	Actual FY 2011	Actual FY 2012	Approved FY 2013	Proposed FY 2014	Change from FY 2013	Percent Change
General Fund						
Local Funds	861.6	808.9	872.8	914.0	41.2	4.7
Special Purpose Revenue Funds	12.0	16.6	20.0	20.0	0.0	0.0
Total for General Fund	873.6	825.5	892.8	934.0	41.2	4.6
Federal Resources						
Federal Grant Funds	4.3	6.5	0.0	0.0	0.0	N/A
Total for Federal Resources	4.3	6.5	0.0	0.0	0.0	N/A
Intra-District Funds						
Intra-District Funds	1.7	0.8	1.2	0.0	-1.2	-100.0
Total for Intra-District Funds	1.7	0.8	1.2	0.0	-1.2	-100.0
Total Proposed FTEs	879.5	832.9	894.0	934.0	40.0	4.5

FY 2014 Proposed Operating Budget, by Comptroller Source Group

Table FL0-3 contains the proposed FY 2014 budget at the Comptroller Source Group (object class) level compared to the FY 2013 approved budget. It also provides FY 2011 and FY 2012 actual expenditures.

Table FL0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2011	Actual FY 2012	Approved FY 2013	Proposed FY 2014	Change from FY 2013	Percent Change*
11 - Regular Pay - Continuing Full Time	42,464	43,114	47,905	51,521	3,616	7.5
12 - Regular Pay - Other	6,822	2,773	1,506	1,286	-219	-14.6
13 - Additional Gross Pay	4,212	3,760	4,000	3,780	-220	-5.5
14 - Fringe Benefits - Current Personnel	11,934	12,210	15,163	16,977	1,814	12.0
15 - Overtime Pay	2,937	2,429	2,500	2,500	0	0.0
99 - Unknown Payroll Postings	0	302	0	0	0	N/A
Subtotal Personal Services (PS)	68,369	64,587	71,073	76,064	4,991	7.0
20 - Supplies and Materials	5,405	5,893	7,250	6,326	-924	-12.7
31 - Telephone, Telegraph, Telegram, Etc.	0	33	0	60	60	N/A
32 - Rentals - Land and Structures	2,770	2,770	2,926	2,926	0	0.0
35 - Occupancy Fixed Costs	-12	0	0	0	0	N/A
40 - Other Services and Charges	1,527	3,171	3,571	4,366	795	22.3
41 - Contractual Services - Other	55,864	48,816	53,434	51,163	-2,270	-4.2
50 - Subsidies and Transfers	20	8	0	0	0	N/A
70 - Equipment and Equipment Rental	436	661	1,350	1,370	20	1.5
91 - Expense Not Budgeted Others	8,596	365	0	0	0	N/A
Subtotal Nonpersonal Services (NPS)	74,605	61,715	68,531	66,212	-2,319	-3.4
Gross Funds	142,974	126,302	139,604	142,276	2,672	1.9

*Percent change is based on whole dollars.

Division Description

The Department of Corrections operates through the following 6 divisions:

Inmate Services – provides the 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 – detains pretrial defendants and sentenced misdemeanants safely and securely, and in accordance with constitutional requirements.

This division contains the following 4 activities:

- **Internal Security and Control Services** – provides effective management of the inmate population and ensures a safe and secure DOC-administered institutional environment;
- **External Security and Control Services** – provides contractual housing and transportation of inmates in a safe, secure, and cost-effective manner; and supports timely apprehension of violators;
- **Community Corrections** – facilitates community support and involvement for sentenced misdemeanants and pretrial inmates awaiting adjudication of charges; and
- **Central Cell Block** – processes and supervises persons arrested in the District.

Institutional Support Services – provides direct support to the Inmate Custody and Inmate Services programs by providing life-safety, environmental and facility support services and documentation on each inmate's security risk and legal status.

This division contains the following 2 activities:

- **Inmate Status Documentation** – provides direct support to the Inmate Custody and Inmate Services programs by providing life-safety, environmental and facility support services and documentation on each inmate's security risk and legal status; and
- **Facility Services** – ensures that DOC facilities are kept in good, operable condition, and that they meet building and life-safety codes. This activity also includes capital planning and construction management services.

Office of Community Affairs – Provide outreach programs to the community.

This division contains the following activity:

- **Office on Returning Citizen Affairs** – provides constituent services and information to the returning citizen community through programmatic activities and outreach materials; serves as a liaison between the Mayor, the returning citizen community, and District government agencies; and briefs the Mayor and District government agencies about the needs and interests of returning citizens of the District of Columbia;

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

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

Division Structure Change

The Department of Corrections adds one division in the FY 2014 proposed budget. The proposed program structure changes are provided in the Agency Realignment appendix to the proposed budget, which is located at www.cfo.dc.gov on the Annual Operating Budget and Capital Plan page.

FY 2014 Proposed Operating Budget and FTEs, by Division and Activity

Table FL0-4 contains the proposed FY 2014 budget by division and activity compared to the FY 2013 approved budget. It also provides the FY 2012 actual data.

Table FL0-4

(dollars in thousands)

Division/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2012	Approved FY 2013	Proposed FY 2014	Change from FY 2013	Actual FY 2012	Approved FY 2013	Proposed FY 2014	Change from FY 2013
(1100) Agency Management Programs								
(1110) Executive Direction and Support	2,569	2,827	2,968	141	22.4	22.0	22.0	0.0
(1120) Human Resources Management	2,403	2,036	1,784	-253	16.8	16.0	15.0	-1.0
(1130) Management Control	1,604	1,361	1,572	212	10.3	13.0	14.0	1.0
(1140) Information Technology	2,507	3,012	4,359	1,348	11.2	12.0	12.0	0.0
(1150) Agency Operations Support	2,275	2,394	2,843	449	10.2	9.0	9.0	0.0
Subtotal (1100) Agency Management Programs	11,359	11,630	13,526	1,897	70.8	72.0	72.0	0.0
(100F) Agency Financial Operations								
(110F) Budget Operations	181	273	234	-39	1.9	2.0	2.0	0.0
(120F) Accounting Operations	474	472	480	7	5.6	6.0	6.0	0.0
(130F) ACFO	171	190	193	3	0.9	1.0	1.0	0.0
Subtotal (100F) Agency Financial Operations	827	935	907	-28	8.4	9.0	9.0	0.0
(2100) Office of Community Affairs								
(2101) Office of Returning Citizens	0	0	268	268	0.0	0.0	3.0	3.0
Subtotal (2100) Office of Community Affairs	0	0	268	268	0.0	0.0	3.0	3.0
(2500) Inmate Services								
(2510) Inmate Personal Services	7,356	7,743	8,317	574	23.3	25.0	25.0	0.0
(2520) Inmate Adjustment/Developmental Support	2,059	2,779	2,632	-147	23.3	29.0	28.0	-1.0
(2530) Inmate Health Services	32,077	33,160	31,300	-1,860	54.6	51.0	51.0	0.0
Subtotal (2500) Inmate Services	41,493	43,682	42,249	-1,432	101.2	105.0	104.0	-1.0
(3600) Inmate Custody								
(3610) Internal Security and Control Services	39,772	44,147	44,633	486	512.8	547.0	547.0	0.0
(3620) External Security and Control Services	20,889	24,834	23,720	-1,114	26.9	37.0	37.0	0.0
(3630) Community Corrections	3,084	3,277	2,690	-587	5.6	3.0	3.0	0.0
(3635) CCB-Central Cell Block Security	0	0	2,724	2,724	0.0	0.0	38.0	38.0
Subtotal (3600) Inmate Custody	63,744	72,258	73,767	1,509	545.2	587.0	625.0	38.0
(4800) Institutional Support Services								
(4810) Inmate Status Documentation	5,644	6,142	6,292	151	75.5	82.0	81.0	-1.0
(4820) Facility Services	3,236	4,958	5,266	308	31.7	39.0	40.0	1.0
Subtotal (4800) Institutional Support Services	8,880	11,100	11,558	458	107.2	121.0	121.0	0.0
Total Proposed Operating Budget	126,302	139,604	142,276	2,672	832.9	894.0	934.0	40.0

(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 2014 Operating Appendices located on the Office of the Chief Financial Officer's website.

FY 2014 Proposed Budget Changes

The Department of Corrections' (DOC) proposed FY 2014 gross budget is \$142,276,119, which represents a 1.9 percent increase over its FY 2013 approved gross budget of \$139,604,240. The budget is comprised of \$120,825,533 in Local funds, \$21,150,000 in Special Purpose Revenue funds, and \$300,585 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 2013 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The initial adjustments in the budget proposal represent changes that should be compared to the FY 2014 CSFL budget and not necessarily changes made to the FY 2013 Local funds budget. The FY 2014 CSFL adjustments to the FY 2013 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 2014 CSFL budget is \$117,911,381, which represents a \$763,242, or 0.7 percent, increase over the FY 2013 approved Local funds budget of \$117,148,138.

Major CSFL Cost Drivers

The FY 2014 CSFL calculated for DOC included the removal of \$910,000 in one-time funding, which was used for equipment purchases for the Inmate Processing Center in FY 2013.

The FY 2014 CSFL calculated for DOC included an adjustment entry that is not described in detail on table 5. This adjustment was made for an increase of \$621,683 in personal services to account for the Fringe Benefit growth rate adjustment of 4.2 percent year-over-year growth, and \$1,051,559 in nonpersonal services, based on the Consumer Price Index factor of 2.4 percent. During the development of the CSFL, some adjustments such as these were categorized as "other adjustments".

Agency Budget Submission

Increase: In Local funds, the budget includes increases of \$1,593,288 primarily for food services, software upgrades, and costs associated with the re-engineering of the agency's healthcare system; \$1,517,746 in personal services due to proposed salary step increases and personnel realignment within the agency's divisions; and \$47,716 in nonpersonal services, primarily in Fixed Costs, for Telephone, Telegraph, and Telegram services, based on the Office of the Chief Technology's estimates.

In Special Purpose Revenue funds, the budget includes proposed increases of \$51,833 for Correctional Officers' salaries and Fringe Benefits, and \$15,000 in nonpersonal services for inmate recreational costs, fitness equipment, and Metro fare cards.

In Intra-District funds, the budget was increased by \$75,585 to support the Inmate Work Squad program, from funds coming from the Department of Public Works (DPW) and the Department of General Services (DGS).

Decrease: In Local funds, the budget reflects a decrease of \$1,969,749, primarily in Contractual Services due to lower healthcare costs and halfway house occupancy attributed to the reduced inmate population; and \$1,189,001 in Supplies and Materials, as a result of a reduced number of inmates in need of expensive HIV-related drugs. In Special Purpose Revenue funds, the budget is reduced by \$1,057,684 in Contractual Services - Other, primarily in housing costs, due to the reduced inmate population.

In Intra-District funds, the budget includes a reduction of \$90,251 and 1.2 FTEs, due to the loss of funding for the Resident Substance Abuse Treatment program from the Justice Grant Administration (JGA).

Mayor's Proposed Budget

Transfer In: The FY 2014 proposed budget includes an increase of \$2,562,977 and 38.0 FTEs, consisting of 35 Cell Block Technicians and 3 Supervisory Cell Block Technicians that were transferred from the Metropolitan

Police Department. The positions and incumbents are now listed on the Department of Corrections payroll as Correctional Officers in the Central Cell Block Security program. An additional increase of \$82,785 is included to cover the operational costs of the Cell Blocks. The proposed budget also includes \$268,390 and 3.0 FTEs that were transferred from the Office of the Mayor to support the Returning Citizens' activity.

Cost of Living Adjustment: This agency received a proposed cost of living adjustment (COLA) in both Local and non-Local funds. This adjustment includes \$68,849 in Special Purpose Revenue funds and Intra-District funds may be impacted. For more information about the Local funds portion of the COLA, please see the Workforce Investments chapter contained in Volume 3 (Agency Budget Chapters – Part II) of the FY 2014 Proposed Budget and Financial Plan.

Decrease: Special Purpose Revenue funds were reduced by \$68,849 to offset the proposed cost of living adjustment.

FY 2013 Approved Budget to FY 2014 Proposed Budget, by Revenue Type

Table FLO-5 itemizes the changes by revenue type between the FY 2013 approved budget and the FY 2014 proposed budget.

Table FLO-5

(dollars in thousands)

	DIVISION	BUDGET	FTE
LOCAL FUNDS: FY 2013 Approved Budget and FTE		117,148	872.8
Removal of One-Time Funding	Multiple Programs	-910	0.0
Other CSFL Adjustments	Multiple Programs	1,673	0.0
LOCAL FUNDS: FY 2014 Current Services Funding Level Budget (CSFL)		117,911	872.8
Increase: In Other Services and Charges (food services, software upgrades, and the re-engineering of the healthcare system)	Multiple Programs	1,593	0.0
Increase: Step increases and personnel realignment	Multiple Programs	1,518	0.0
Increase: In nonpersonal services (primarily in Fixed Costs, for Telephone, Telegraph, and Telegram costs based on the Office of the Chief Technology Officer's estimates)	Multiple Programs	48	0.0
Decrease: In Contractual Services, due to reduced healthcare and halfway house occupancy attributed to the reduced inmate population	Multiple Programs	-1,970	0.0
Decrease: In Supplies and Materials	Multiple Programs	-1,189	0.0
LOCAL FUNDS: FY 2014 Agency Budget Submission		117,911	872.8
Transfer In: Central Cell Block Facility security personnel from the Metropolitan Police Department	Inmate Custody	2,563	38.0
Transfer In: Transfer from Office of the Mayor to support the Returning Citizens' activity	Office of Community Affairs	268	3.0
Transfer In: Operating costs for the Central Cell Block program	Multiple Programs	83	0.0
Increase: To correct FTE counts	Inmate Services	0	0.2
LOCAL FUNDS: FY 2014 Mayor's Proposed Budget		120,826	914.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2013 Approved Budget and FTE		22,141	20.0
Increase: In personal services, due to increased Correctional Officers' salaries and corresponding Fringe Benefits	Multiple Programs	52	0.0
Increase: In nonpersonal services for inmate recreational costs, fitness equipment, and metro fare cards	Multiple Programs	15	0.0
Decrease: In Contractual Services - Other, primarily in housing costs due to lower inmate population	Multiple Programs	-1,058	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2014 Agency Budget Submission		21,150	20.0
Cost of Living Adjustment: Proposed cost of living adjustment	Multiple Programs	69	0.0
Decrease: To offset proposed cost of living adjustment	Multiple Programs	-69	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2014 Mayor's Proposed Budget		21,150	20.0

(Continued on the next page)

Table FLO-5 (Continued)
(dollars in thousands)

	DIVISION	BUDGET	FTE
INTRA-DISTRICT FUNDS: FY 2013 Approved Budget and FTE		315	1.2
Increase: Costs related to the DGS and DPW Inmate Work Squad	Multiple Programs	76	0.0
Decrease: In personnel, due to loss of funding for the Resident Substance Abuse Treatment program from Justice Grant Administration	Multiple Programs	-90	-1.2
INTRA-DISTRICT FUNDS: FY 2014 Agency Budget Submission		301	0.0
No Changes		0	0.0
INTRA-DISTRICT FUNDS: FY 2014 Mayor's Proposed Budget		301	0.0
Gross for FLO - Department of Corrections		142,276	934.0

(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 2014:

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 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Federal Revenue Reimbursement Rate (Dollars Reimbursed divided by Dollars Billed)	95%	95%	80.6%	80%	85%	90%
Priority 1 Maintenance and Repair Completion Rate (Percent of priority 1 maintenance and repair requests completed within 8 hours)	85%	70%	62.9%	70%	75%	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 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Inmate on Inmate Assault Rate (Assaults per 10,000 inmate-days)	0.7	2.4	0.8	1	0.8	0.6
Inmate on Staff Assault Rate (Assaults per 10,000 inmate-days)	1.1	2.3	1	1	1	1
Percentage of Disciplinary Reports Adjudicated as Charged	97.2%	75%	83.9%	85%	87.5%	90%
Percentage of Inmate on Staff Assaults resulting in papered charges	3.4%	5%	46.4%	5%	5%	5%
Percentage of Contraband Seizures resulting in papered charges	31.6%	25%	38.1%	30%	33%	40%
Delayed Release Rate	0.4%	0.5%	0.0%	0.4%	0.4%	0.4%
Erroneous Release Rate	0.1%	0%	0%	0.1%	0.1%	0.1%
Inmates served by video-visitation program	90.5%	5%	37.5%	85%	87%	90%

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: Improve Daily Living Conditions.

KEY PERFORMANCE INDICATORS

Inmate Services

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2014 Projection
Inmates served by re-entry program	471	500	167	200	225	250
Inmates served by educational programs or receiving educational counseling services	3621	500	486	500	500	500
Percentage of inmates released to community with required medications	98.7%	95%	89.6%	95%	95%	95%
Inmate Pharmaceuticals Expenditure Variance	170%	15%	0.7%	10%	10%	10%
Inmates served by substance abuse treatment program	360	340	260	400	400	400
Number of unresolved inmate grievances outstanding more than 30 days	0	5	0	5	5	5