

Department of Corrections FY2022

Agency Department of Corrections

Agency Code FLO

Fiscal Year 2022

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.

Strategic Objectives

Objective Number	Strategic Objective
1	Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.
2	Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration.
3	Upgrade Workforce to Better Serve District's Public Safety Needs.
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.

Due to a change in leadership in FY2022, the Department of Corrections reordered their Strategic Objectives in February 2022 to reflect the agency's priorities.

Key Performance Indicators (KPIs)

Measure	Directionality	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Target
1 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (8 Measures)					
Percent of Disciplinary Reports Adjudicated as Charged	Up is Better	76.8%	80.8%	60.5%	70%
Percent of Inmate on Staff Assaults Resulting in Requests for Criminal Prosecution Annually	Up is Better	57.4%	92.3%	74.9%	55%
Percent of Contraband Seizures Resulting in Requests for Criminal Prosecution Annually	Up is Better	29.9%	69.6%	51.4%	45%
Delayed Release Rate	Down is Better	0.1%	0.2%	0.1%	0.1%
Erroneous Release Rate	Down is Better	0%	0%	0%	0.01%
Percent of inmates served by video and remote visiting program (CDF)	Up is Better	46.2%	40.7%	80.7%	45%
Inmate on Inmate Assault Rate - Inmate on Inmate Assaults per 10,000 Inmate-Days	Down is Better	0.5	1.2	0.5	1.5
Inmate on Staff Assault Rate - Inmate on Staff Assaults per 10,000 Inmate-Days	Down is Better	0.3	0.8	0.5	1
2 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (6 Measures)					
ReEntry Program Effectiveness - Percent Reduction in the 12-month Rate of Return to DOC of ReEntry Program (Transition Assistance Program (TAP) and Better and Beyond) Participants	Up is Better	-31.7%	54.7%	50%	30%
Residential Substance Abuse Treatment (RSAT) Program Effectiveness - Percent Reduction in 12-month Reincarceration Rate Compared to That for DOC Inmates	Up is Better	44.1%	65.1%	No Applicable Incidents	40%
Percent of Attempted GED Testing Sections Passed	Up is Better	57.1%	46.1%	No Applicable Incidents	50%
Percent of CTF Inmates Utilizing Law and Leisure Library	Up is Better	New in 2020	56.5%	60%	55%
Percent of Housing Units Receiving Access to Programs	Up is Better	New in 2020	53%	85.4%	73.3%
Inmate Grievance Resolution Rate - Percent of Grievances Resolved within 30 days	Up is Better	92.2%	71.7%	68%	75%

Measure	Directionality	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Target
3 - Upgrade Workforce to Better Serve District's Public Safety Needs. (1 Measure)					
Percent of DOC FTE Compliant with In-Service Training Requirements	Up is Better	73.3%	66.1%	75%	75%
4 - Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (1 Measure)					
Percent of inmates released to community with required medications	Up is Better	100%	99.1%	98.3%	95%
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	Up is Better	96.8%	85.6%	78.2%	80%
Federal Revenue Reimbursement Rate	Up is Better	56.6%	97%	93.1%	95%

Operations

Operations Title	Operations Description	Type of Operations
1 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (9 Activities)		
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 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
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
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
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
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
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 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
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
2 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (3 Activities)		
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 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

Operations Title	Operations Description	Type of Operations
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, young adult program and services, Residential Substance Abuse Treatment (RSAT), and ReEntry services.	Daily Service
3 - Upgrade Workforce to Better Serve District's Public Safety Needs. (1 Activity)		
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
4 - Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (1 Activity)		
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	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
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	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
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	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

Workload Measures (WMs)

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
1 - Central Cell Block Operations (2 Measures)			
Arrestees Served by Central Cell Block Clinic	999	2258	990
Arrestees Processed	12,046	11,075	6767
1 - Community Corrections Administration (1 Measure)			
Number of Inmates Placed in Halfway Houses	194	103	No Applicable Incidents
1 - Correctional Surveillance Center (2 Measures)			
External Requests Processed by the Correctional Surveillance Center	672	868	646
Internal Requests Processed by the Correctional Surveillance Center	1181	932	2088
1 - Facility Security (2 Measures)			

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
Hearings Conducted	1684	2821	3190
Contraband Seized	737	1252	1705
1 - Housing Unit Supervision (10 Measures)			
Recidivism Rate for Young Adult Program Participants - Percent of Participants with New Bookings After Program Completion	0.12	0.1	No Applicable Incidents
Recidivism Rate for RSAT Participants - Percent of Participants with New Bookings After Program Completion	0.12	0.2	No Applicable Incidents
Median LOS in Custody	101	704	887
Percent of Inmates Charged with Violent or Dangerous Offenses	36.2%	77.2%	74.3%
Average Daily Population	7347	6371	5962
Hours of Overtime (OT) Required	255,461	338,092.1	382,933.9
Recidivism Rate for Women - Percent of Women Intakes With Two or More Bookings in 12 Months	0.23	0.2	0.4
Recidivism Rate for 18-24 Year Olds - Percent of 18-24 Year Olds with Two or More Bookings in 12 Months	0.21	0.2	0.1
Recidivism Rate for Men - Percent of Men with Two or More Bookings in 12 Months	0.22	0.2	0.1
Recidivism Rate for ReEntry Programs (Transition Assistance Program (TAP) for Men and Better and Beyond for Women) - Percent of Participants with New Bookings after Program Completion	0.24	0.1	0.1
1 - Inmate Receiving and Discharge (5 Measures)			
Median Length of Stay to Release	17.7	24.2	50.8
Annual Intakes	10,424	6149	3271
Annual Releases	10,641	6557	3119
Average Daily Population for DOC	1838	1564	1493
DOC Inmates with Two or More Bookings in 12 Months	0.22	0.2	0.1
1 - Inmate Records (2 Measures)			
Documents Processed	61,622	39,478	27,028
Sentences Computed	3784	2184	1513
1 - Inmate Transport (1 Measure)			
Hours of Service Provided by Court Transport	41,453	31,199	25,409
1 - Inmate Work Release Programs (2 Measures)			
Dollar Value of Service Provided by Inmate Work Squads	\$112,857	\$29,931.8	No Applicable Incidents
Number of Inmates on Work Release	115	74	No Applicable Incidents
2 - Inmate Finance and Financial Assistance (3 Measures)			
Inmate Finance Transactions Processed	38,181	24,445	19,413
Number of Inmates Provided Financial Assistance	4683	3200	1800
Dollar Value of Inmate Finance Transactions Processed	\$2,573,022.2	\$2,531,284.1	\$2,126,124.3
2 - Inmate Personal Services (1 Measure)			

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
Dollars of Inmate Commissary Items Delivered	\$1,851,574.4	\$1,896,037.6	\$1,933,827.7
2 - Inmate Programs and Services (16 Measures)			
Inmates between 18 - 22 years of age served by DCPS	197	528	493
Number of inmates served by Post-Secondary Education Programs	1347	1059	482
Number of Participants for YME Programming	77	54	48
Number of Participants for Women's Programming	760	702	417
Number of Inmates who Utilized Tablets	New in 2021	New in 2021	4073
Number of Inmates Served by C-Tech Industry Certification Programs	112	35	345
Number of Inmates Receiving Paper-based Activity Packets	New in 2021	New in 2021	3442
Number of inmates served by Literacy or GED programs	834	1741	3168
Number of Participants served by RSAT	375	88	28
Number of Participants for Transition Assistance or Better and Beyond Programs (Re-Entry)	139	292	240
Number Scoring High or Medium Risk on the COMPAS Risk Assessment	2637	2298	1325
Number of inmates served by Career and Technical Education Programs	1105	2520	13,785
Inmates Served by Law and Leisure Libraries	10,209	5531	13,327
Face-to-Face Visits Conducted	1777	973	13
Library Books Issued by Mobile Library	6270	2764	1111
Video Visits Conducted	32,166	12,569	10,564
3 - Personnel Services (2 Measures)			
Number of Training Classes Conducted for Employees, Contractors, and Volunteers	1413	1018	792
Number Trained for Employees, Contractors, and Volunteers	2170	2168	1410
4 - Health and Mental Health Services (5 Measures)			
Inmates Served by the Mental Health Step Down Unit	141	113	86
Inmates served by Acute Mental Health Unit	758	656	698
Hours of Overtime (OT) Required for Medical Outposts	18,296	74,414.8	14,706
Intakes with Active Diagnoses of Mental Illness	3300	3237	1399
Intakes with Active Substance Abuse Disorder Diagnoses	2793	3345	1386
5 - Agency Operations Support (4 Measures)			
Procurements Processed	257	233	236
Requisitions Submitted	294	269	230
Vehicle Inspections Conducted	233	164	181
Total Dollar Value of Supply Chain Managed through DOC Warehouse	\$3,904,267	\$3,712,840	\$4,795,035
5 - Executive Direction and Support (2 Measures)			
FOIA Requests Processed	691	209	91
DOC Per-Inmate Per Day Incarceration Cost	\$216.2	\$312.8	\$327.7
5 - Facility Services (2 Measures)			
Number of Facility Inspections Conducted	4559	3958	3920
Total Workorders Recorded	15,408	15,483	14,149

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
5 - Management Control (2 Measures)			
ACA Compliance Audits Conducted	230	198	383
Background Investigations Conducted	318	120	119
5 - Technology Support (3 Measures)			
Helpdesk Requests Processed	4033	3393	3711
All Other IT Devices Supported*	6872	7483	2109
Communication Devices Supported*	4854	4751	1216

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Health and Mental Health Services (1 Strategic Initiative)		
Implement Men's SUD Unit	DOC will implement a specialized therapeutic treatment community unit for men at its facilities focused on providing trauma-informed programs, treatment, and services to those diagnosed with Substance Use or Co-occurring Disorders. The unit is expected to commence operation by March 31, 2022.	03-31-2022
Housing Unit Supervision (2 Strategic initiatives)		
Reorganize Uniformed Staffing	DOC is exploring alternate staffing models at its facilities to provide a clear chain of command supporting effective operations and staff supervision and support, while also transitioning staff towards less intensive work schedules that were implemented during COVID-19. DOC expects to initiate at least one pilot by Q2 FY 2022. Based upon the results of the pilot, DOC will either continue to explore other staffing -models or roll out the pilot to full scale by the end of September 30, 2022.	09-30-2022
Implement Restrictive Housing Reform	DOC is engaged agency wide in piloting a Positive Behavioral Interventions and Supports model-based approach to restrictive housing. Multi-Disciplinary Teams will be used to provide interventions and supports to the 3-5% of residents who need the most intensive supervision and support under this pilot model. DOC is also seeking assistance from other jails and State Departments of Correction which have demonstrated sustained success in reducing the use of restrictive housing through treatment and restorative approaches that are well grounded in evidence-based practices in science and behavioral science. DOC's objective is to reform its disciplinary and restrictive housing practices to achieve safer facilities with significantly reduced (65-70% reduction in) use of restrictive housing by September 30, 2023.	09-30-2023
Inmate Programs and Services (1 Strategic Initiative)		
Expand READY Center Services	DOC will expand READY Center activities and locations from one location to two. The DOC will continue its onsite location which provides initial connections to and engagement with services. The other location will be within the community thereby providing more access to services and programs for returning citizens. DOC will add 4 new employees to the RC, in collaboration with Building Blocks DC, who will have a gun violence background and can better assist those with similar backgrounds. DOC will complete this initiative by September 30, 2022.	09-30-2022
Technology Support (1 Strategic Initiative)		
Implement JACCS Upgrade	DOC will implement a new Offender Management System which will go live by September 30, 2022. This information system will replace the current Jail and Community Corrections System (JACCS) and many of the now obsolete management control applications that support critical business processes. It will serve as DOC's principal inmate management platform for the foreseeable future.	09-30-2022

American Rescue Plan Act KPIs

Measure	Directionality	ARPA Expenditure Code	ARPA Initiative	ARPA Sub-Initiative	ARPA Project Name	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Target
2 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (2 Measures)									

Measure	Directionality	ARPA Expenditure Code	ARPA Initiative	ARPA Sub-Initiative	ARPA Project Name	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Target
Number of FBOP Returning Citizens Served by READY Center	Up is Better	6.01	Gun Violence Prevention	Building Blocks DC	Expand READY Center Access	New in 2020	175	228	150
Number of Persons Who Are/Were in DOC Custody Served by the READY Center	Up is Better	6.01	Gun Violence Prevention	Building Blocks DC	Expand READY Center Access	New in 2020	579	293	270