



**DEPARTMENT OF CORRECTIONS
PROPOSED FY 2025 PERFORMANCE PLAN**

APRIL 3, 2024

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1 DEPARTMENT OF CORRECTIONS

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.

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.

2 PROPOSED 2025 OBJECTIVES

Strategic Objective

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

Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration.

Upgrade Workforce to Better Serve District's Public Safety Needs.

Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry.

Create and maintain a highly efficient, transparent, and responsive District government.

3 PROPOSED 2025 OPERATIONS

Operation Title	Operation Description	Type of Operation
Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.		
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

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Operation Title	Operation Description	Type of Operation
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

Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration.

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
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

Upgrade Workforce to Better Serve District's Public Safety Needs.

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
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Operation Title	Operation Description	Type of Operation
Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry.		
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
Create and maintain a highly efficient, transparent, and responsive District government.		
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

4 PROPOSED 2025 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.					
Percent of inmates served by video and remote visiting program (CDF)	Up is Better	36.5%	37.1%	35%	35%
Percent of disciplinary reports adjudicated as charged	Up is Better	84.7%	80.5%	70%	70%
Percent of inmate on staff assaults resulting in requests for criminal prosecution	Up is Better	68.2%	61.4%	55%	55%
Percent of contraband seizures resulting in requests for criminal prosecution	Up is Better	66.2%	62%	45%	45%
Delayed release rate	Down is Better	0.4%	0%	0.1%	0.1%
Erroneous release rate	Down is Better	0.1%	0.1%	0%	0%
Inmate on inmate assault rate -inmate on inmate assaults per 10,000 inmate-days	Down is Better	0.3	1.3	1.25	1.25
Inmate on staff assault rate - inmate on staff assaults per 10,000 inmate-days	Down is Better	0	0.2	0.8	0.8
Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration.					
Number of FBOP returning citizens served by READY Center	Up is Better	140	545	400	200
Number of persons who are/were in DOC custody served by the READY Center	Up is Better	342	1,728	440	220
Percent of housing units receiving access to programs and services (including virtual programs and services)	Up is Better	17.2%	73.3%	73.3%	73.3%
Percent of inmates utilizing library services at DOC facilities (including law and leisure library, mobile library, and e-books)	Up is Better	Not Available	66%	55%	55%
Percent of attempted GED test sections passed	Up is Better	74%	56.3%	60%	60%
Percent Reduction in 12-month reincarceration rate of Residential Substance Abuse Treatment (RSAT) program participants compared to that for all DOC inmates	Up is Better	41.3%	73.6%	40%	40%

Key Performance Indicators (continued)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Percent reduction in the 12-month rate of return to DOC of reentry program (Transition Assistance Program (TAP) and Better and Beyond participants compared to that of misdemeanants	Up is Better	59.8%	30.3%	35%	35%
Percent of 18-22 year old inmates with Individual Education Plans (IEPs) served by Maya Angelou	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Inmate grievance resolution rate - percent of inmate grievances resolved within 30 days	Up is Better	65.6%	89.5%	80%	80%
Upgrade Workforce to Better Serve District's Public Safety Needs.					
Percent of DOC FTE compliant with In-Service Training requirements	Up is Better	58.8%	69.2%	75%	75%
Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry.					
Percent of inmates released to community with required medications	Up is Better	98.3%	97.8%	95%	95%
Create and maintain a highly efficient, transparent, and responsive District government.					
Percent of priority 1 maintenance and repair requests completed within 8 hours	Up is Better	69.5%	87.9%	80%	80%
Federal revenue reimbursement rate	Up is Better	89.5%	78.6%	95%	95%
Percent of new hires that are District residents	Up is Better	New in 2023	35.5%	No Target Set	No Target Set
Percent of employees that are District residents	Up is Better	New in 2023	19.3%	No Target Set	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time.	Up is Better	New in 2023	50%	No Target Set	No Target Set
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Up is Better	New in 2023	22.9%	No Target Set	No Target Set
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years.	Up is Better	New in 2023	Not Available	No Target Set	No Target Set

Workload Measures

Measure	FY 2022	FY 2023
Central Cell Block Operations		
Arrestees processed	3,596	10,718
Arrestees served by Central Cell Block Clinic (CCBC)	616	2,895
Community Corrections Administration		
Number of inmates placed in Halfway-Houses	3	7
Correctional Surveillance Center		
Internal requests processed by the Correctional Surveillance Center (CSC)	1,471	1,698
External requests processed by the Correctional Surveillance Center (CSC)	846	931
Facility Security		
Number of items of contraband seized	2,516	2,415
Number of hearings conducted	5,915	6,786
Housing Unit Supervision		
Percent of inmates charged with violent or dangerous offenses	75%	70.4%
Median Length of Stay (LOS) in custody (days)	191	140
Recidivism rate for women - percent of women intakes with two or more bookings in 12 months	0.2%	21.2%
Recidivism rate for 18-24 year olds - percent of 18-24 year olds with two or more bookings in 12 months	0.1%	17.6%
Recidivism rate for men - percent of men with two or more bookings in 12 months	0.2%	19.2%
Recidivism rate for young adult program participants - percent of participants with new bookings after program completion	Not Available	2.8%
Recidivism rate for Residential Substance Abuse Treatment (RSAT) program participants - percent of participants with new bookings after program completion	0.1%	5.1%
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	19.4%	14.7%
Average Daily Population (ADP)	1,411	1,328
Hours of Overtime (OT) required	440,833.9	530,839
Inmate Receiving and Discharge		
Recidivism rate for DOC inmates - DOC inmates with two or more bookings in 12 months	0.2	0.19
Median Length of Stay (LOS) to release (days)	27.7	21.8

Workload Measures (continued)

Measure	FY 2022	FY 2023
Annual intakes (number of transactions resulting in movement of residents from non-DOC locations to DOC locations)	4,062	5,489
Annual releases (number of transactions resulting in movement of residents from DOC facility locations to non-DOC facility locations)	4,249	5,274
Average Daily Population (ADP) for DOC	1,388	1,328
Inmate Records		
Sentences computed	2,807	3,706
Documents processed	35,862	46,089
Inmate Transport		
Hours of service provided by Court Transport	27,447	33,701
Inmate Work Release Programs		
Dollar value of service provided by inmate work squads	Not Available	No Applicable Incidents
Number of inmates on work release	Not Available	No Applicable Incidents
Inmate Finance and Financial Assistance		
Number of inmates provided financial assistance	1,400	2,700
Number of inmate finance transactions processed	15,483	13,766
Dollar value of inmate finance transactions processed	\$1,222,127.90	\$1,124,655.17
Inmate Personal Services		
Dollars of inmate commissary items delivered	\$1,215,654.10	\$1,479,653.60
Inmate Programs and Services		
Number of library books issued by mobile library	2,662	2,540
Number of video visits conducted	15,492	17,482
Number of face-to-face visits conducted	152	660
Number of inmates between 18 - 22 years of age with Individual Education Plans (IEPs) served by See Forever Foundation (Maya Angelou)	497	393
Number of participants for women's programming	420	437
Inmates served by law and leisure libraries	9,853	9,586
Number of inmates served by post-secondary education programs	1,092	807
Number of inmates served by Career and Technical Education (CTE) programs	12,751	736
Number of inmates with high or medium recidivism risk scores on the COMPAS Risk Screening Tool	1,777	3,790
Number of participants for the Transition Assistance Program (TAP) or Better and Beyond Program (Re-Entry)	318	225

Workload Measures (continued)

Measure	FY 2022	FY 2023
Number of inmates served by C-Tech industry certification programs	3,684	50
Number served by the LEAD Out! program	New in 2023	64
Number served by the LEAD Up! program	New in 2023	114
Number of inmates who utilized education tablets	12,651	9,586
Number of social visits at CTF	New in 2023	5,589
Number of participants for Young Men Emerging (YME) programming	47	36
Number of participants served by the Residential Substance Abuse Treatment (RSAT) program	54	78
Number of residents with disabilities	New in 2023	8
Number of inmates served by literacy or GED programs	3,759	2,047
Personnel Services		
Number of employees, contractors, and volunteers trained	2,053	2,430
Number of training classes conducted for employees, contractors, and volunteers	1,152	2,833
Health and Mental Health Services		
Number of intakes with active diagnoses of mental illness	1,897	2,846
Number of intakes with active substance abuse disorder diagnoses	1,774	2,402
Number of inmates served by the Acute Mental Health Unit	788	505
Number of inmates served by the mental health Step Down Unit (SDU)	77	62
Hours of overtime (OT) required for medical outposts	23,061.5	61,210
Number served by the men's Substance Use Treatment unit	New in 2023	76
Number served by the women's Substance Use Treatment unit (Women's Wellness Unit)	New in 2023	194
Agency Operations Support		
Total dollar value of supply chain managed through DOC Warehouse	\$4,048,184.00	\$3,928,853.00
Number of vehicle inspections conducted	157	171
Number of requisitions submitted	263	300
Number of procurements processed	231	264
Executive Direction and Support		
Number of FOIA requests processed	123	153
DOC per-inmate per day incarceration cost	\$371.10	\$412.85
Facility Services		
Total workorders recorded	14,790	13,029
Number of facility inspections conducted	4,722	4,790

Workload Measures (continued)

Measure	FY 2022	FY 2023
Management Control		
Number of background investigations conducted	62	87
Number of ACA compliance audits conducted	247	312
Technology Support		
Number of helpdesk requests processed	4,328	4,831
Number of communication devices supported	4,832	4,771
Number of all other IT devices supported	8,548	8,595