

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	Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration.
2	Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry.
3	Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.
4	Upgrade Workforce to Better Serve District's Public Safety Needs.
5	Create and maintain a highly efficient, transparent, and responsive District government.

Key Performance Indicators

Measure	Directionality	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
1 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (8 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	38.6%	-31.7%	54.7%	30%
Residential Substance Abuse Treatment (RSAT) Program Effectiveness - Percent Reduction in 12-month Reincarceration Rate Compared to That for DOC Inmates	Up is Better	40.8%	44.1%	65.1%	40%
Percent of CTF Inmates Utilizing Law and Leisure Library	Up is Better	New in 2020	New in 2020	56.5%	60%
Percent of Housing Units Receiving Access to Programs	Up is Better	New in 2020	New in 2020	53%	73.3%
Inmate Grievance Resolution Rate - Percent of Grievances Resolved within 30 days	Up is Better	New in 2019	92.2%	71.7%	95%
Percent of Attempted GED Testing Sections Passed	Up is Better	21.6%	57.1%	46.1%	60%
Number of Persons Who Are/Were in DOC Custody Served by the READY Center	Up is Better	New in 2020	New in 2020	579	700
Number of FBOP Returning Citizens Served by READY Center	Up is Better	New in 2020	New in 2020	175	180
2 - 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%	100%	99.1%	95%
3 - 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	64.2%	76.8%	80.8%	70%
Percent of Inmate on Staff Assaults Resulting in Requests for Criminal Prosecution Annually	Up is Better	59.6%	57.4%	92.3%	55%
Percent of Contraband Seizures Resulting in Requests for Criminal Prosecution Annually	Up is Better	68.1%	29.9%	69.6%	30%
Delayed Release Rate	Down is Better	0.1%	0.1%	0.2%	0.1%
Erroneous Release Rate	Down is Better	0.064%	0%	0%	0.01%
Percent of inmates served by video-visitation program (CDF)	Up is Better	50.7%	46.2%	40.7%	45%
Inmate on Inmate Assault Rate - Inmate on Inmate Assaults per 10,000 Inmate-Days	Down is Better	0.8	0.5	1.2	1.5
Inmate on Staff Assault Rate - Inmate on Staff Assaults per 10,000 Inmate-Days	Down is Better	0.5	0.3	0.8	1
4 - 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	78.8%	73.3%	66.1%	75%
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	97.1%	96.8%	85.6%	80%
Federal Revenue Reimbursement Rate	Up is Better	97.4%	56.6%	97%	95%

Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (3 Activities)			
ACCOUNTING OPERATIONS	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	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 Header	Operations Title	Operations Description	Type of Operations
INMATE ADJUSTMENT/DEVELOPMENTAL SUPPORT	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
2 - Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (1 Activity)			
INMATE HEALTH SERVICES	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
3 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (9 Activities)			
INMATE WORK SQUADS	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	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
INSTITUTIONAL SECURITY AND CONTROL	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
INSTITUTIONAL SECURITY AND CONTROL	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
INSTITUTIONAL SECURITY AND CONTROL	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
INSTITUTIONAL SECURITY AND CONTROL	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
SECURITY ENHANCEMENT	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
INSTITUTIONAL SECURITY AND CONTROL	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
INSTITUTIONAL SECURITY AND CONTROL	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
4 - Upgrade Workforce to Better Serve District's Public Safety Needs. (1 Activity)			
HUMAN RESOURCES MANAGEMENT	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
5 - Create and maintain a highly efficient, transparent, and responsive District government. (5 Activities)			
EXECUTIVE DIRECTION AND SUPPORT	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	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	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	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	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

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
1 - Inmate Finance and Financial Assistance (3 Measures)			
Number of Inmates Provided Financial Assistance	4541	4683	3200
Inmate Finance Transactions Processed	44,802	38,181	24,445
Dollar Value of Inmate Finance Transactions Processed	\$3,007,106	\$2,573,022.2	\$2,531,284.1
1 - Inmate Personal Services (1 Measure)			
Dollars of Inmate Commissary Items Delivered	\$2,129,971.8	\$1,851,574.4	\$1,896,037.6
1 - Inmate Programs and Services (16 Measures)			
Library Books Issued by Mobile Library	32,070	6270	2764

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Video Visits Conducted	43,859	32,166	12,569
Face-to-Face Visits Conducted	1963	1777	973
Inmates between 18 - 22 years of age served by DCPS	395	197	528
Number of inmates served by Literacy or GED programs	New in 2019	834	1741
Number of Participants for YME Programming	New in 2019	77	54
Number of Participants for Women's Programming	New in 2019	760	702
Inmates Served by Law and Leisure Libraries	7931	10,209	5531
Number of inmates served by Post-Secondary Education Programs	395	1347	1059
Number of inmates served by Career and Technical Education Programs	New in 2019	1105	2520
Number Scoring High or Medium Risk on the COMPAS Risk Assessment	New in 2019	2637	2298
Number of Participants for Transition Assistance or Better and Beyond Programs (Re-Entry)	New in 2019	139	292
Number of Participants served by RSAT	New in 2019	375	88
Number of Inmates Served by C-Tech Industry Certification Programs	New in 2019	112	35
Number of Inmates Receiving Paper-based Activity Packets	Needs Update	Needs Update	Waiting on Data
Number of Inmates who Utilized Tablets	Needs Update	Needs Update	Waiting on Data
2 - Health and Mental Health Services (5 Measures)			
Intakes with Active Diagnoses of Mental Illness	1486	3300	3237
Intakes with Active Substance Abuse Disorder Diagnoses	3391	2793	3345
Inmates served by Acute Mental Health Unit	896	758	656
Inmates Served by the Mental Health Step Down Unit	136	141	113
Hours of Overtime (OT) Required for Medical Outposts	95,367	18,296	74,414.8
3 - Central Cell Block Operations (2 Measures)			
Arrestees Processed	7446	12,046	11,075
Arrestees Served by Central Cell Block Clinic	722	999	2258
3 - Community Corrections Administration (1 Measure)			
Number of Inmates Placed in Halfway Houses	272	194	103
3 - Correctional Surveillance Center (2 Measures)			
External Requests Processed by the Correctional Surveillance Center	653	672	868
Internal Requests Processed by the Correctional Surveillance Center	858	1181	932
3 - Facility Security (2 Measures)			
Contraband Seized	407	737	1252
Hearings Conducted	1447	1684	2821
3 - Housing Unit Supervision (10 Measures)			
Average Daily Population	8227	7347	6371
Median LOS in Custody	91.7	101	704
Percent of Inmates Charged with Violent or Dangerous Offenses	37.6%	36.2%	77.2%
Hours of Overtime (OT) Required	263,578	255,461	338,092.1
Recidivism Rate for Women - Percent of Women Intakes With Two or More Bookings in 12 Months	New in 2019	0.23	0.2
Recidivism Rate for 18-24 Year Olds - Percent of 18-24 Year Olds with Two or More Bookings in 12 Months	New in 2019	0.21	0.2
Recidivism Rate for Men - Percent of Men with Two or More Bookings in 12 Months	New in 2019	0.22	0.2
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	New in 2019	0.24	0.1
Recidivism Rate for Young Adult Program Participants - Percent of Participants with New Bookings After Program Completion	New in 2019	0.12	0.1
Recidivism Rate for RSAT Participants - Percent of Participants with New Bookings After Program Completion	New in 2019	0.12	0.2
3 - Inmate Receiving and Discharge (5 Measures)			
Annual Intakes	11,516	10,424	6149
Annual Releases	11,584	10,641	6557
Average Daily Population for DOC	2070	1838	1564
Median Length of Stay to Release	19.9	17.7	24.2
DOC Inmates with Two or More Bookings in 12 Months	New in 2019	0.22	0.2
3 - Inmate Records (2 Measures)			
Documents Processed	64,775	61,622	39,478

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Sentences Computed	5156	3784	2184
3 - Inmate Transport (1 Measure)			
Hours of Service Provided by Court Transport	45,874	41,453	31,199
3 - Inmate Work Release Programs (2 Measures)			
Dollar Value of Service Provided by Inmate Work Squads	\$161,392.8	\$112,857	\$29,931.8
Number of Inmates on Work Release	198	115	74
4 - Personnel Services (2 Measures)			
Number Trained for Employees, Contractors, and Volunteers	2885	2170	2168
Number of Training Classes Conducted for Employees, Contractors, and Volunteers	1671	1413	1018
5 - Agency Operations Support (4 Measures)			
Total Dollar Value of Supply Chain Managed through DOC Warehouse	\$4,484,870.7	\$3,904,267	\$3,712,840
Vehicle Inspections Conducted	287	233	164
Requisitions Submitted	287	294	269
Procurements Processed	281	257	233
5 - Executive Direction and Support (2 Measures)			
FOIA Requests Processed	665	691	209
DOC Per-Inmate Per Day Incarceration Cost	\$222.8	\$216.2	\$312.8
5 - Facility Services (2 Measures)			
Total Workorders Recorded	13,459	15,408	15,483
Number of Facility Inspections Conducted	3788	4559	3958
5 - Management Control (2 Measures)			
Background Investigations Conducted	365	318	120
ACA Compliance Audits Conducted	275	230	198
5 - Technology Support (3 Measures)			
Helpdesk Requests Processed	3743	4033	3393
Communication Devices Supported	14,312	4854	4751
All Other IT Devices Supported	18,834	6872	7483

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Health and Mental Health Services (1 Strategic Initiative)		
Implement Specialized Substance Use Treatment Units for Men and Women	In FY 2021, DOC will implement specialized therapeutic treatment community units for both men and women at its facilities focused on providing trauma-informed programs, treatment, and services to those diagnosed with Substance Use or Co-occurring Disorders.	09-30-2021
Housing Unit Supervision (1 Strategic Initiative)		
Implement and Monitor a Revised Use of Force Policy and Pilot Body Worn Cameras	In FY 2021, DOC will implement a revised Use of Force Policy and monitor compliance with the policy. DOC will concurrently pilot the use of body worn cameras in sensitive areas of its facilities to supplement and complement surveillance center operations.	09-30-2021
Inmate Programs and Services (2 Strategic initiatives)		
Develop Risk and Needs Assessments Normed to DOC Population	In FY 2021, DOC will work with a team of graduate students in Criminology and Criminal Justice from regional universities to develop, test, and implement new risk and needs assessments based upon the findings of the FY 2020 initial assessment of the current risk and needs instruments.	09-30-2021
Fully Roll Out Tablets to Provide Forms, Programs, and Services to Inmates	DOC will complete the full roll out of 1000 tablets, purchased and received in FY 2020, which will provide residents access to forms and tablet-based programs and services from within their cells. More residents will thus be able to use in-cell time productively to further their personal growth interests and objectives. DOC anticipates improved workflow and accountability as processes that use paper-based forms at present are replaced with those using electronic forms. DOC expects to complete this process by March 31, 2021.	03-31-2021
Technology Support (2 Strategic initiatives)		
Implement JACCS Upgrade	DOC will implement a new Offender Management System which will go live by September 30, 2021. 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.	09-30-2021
Support Virtual Court and Legal Processes	DOC will continue to support, and if requested, expand, the Public Defenders' Service, DC Superior Court, US District Court of the District of Columbia, US District Court of Greenbelt, MD, the US Parole Commission, the Department of Behavioral Health, and others by providing virtual courtrooms or hearing/meeting spaces at its facilities and telecommunications devices and technology to facilitate the legal process of residents in its custody. DOC expects to fully normalize these operations by March 31, 2021.	03-31-2021