

Department of Corrections FY2023

Agency Department of Corrections

Agency Code FLO

Fiscal Year 2023

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.

Key Performance Indicators (KPIs)

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY2022 Actual	FY 2023 Target
1 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (8 Measure records)						
Percent of Disciplinary Reports Adjudicated as Charged	Up is Better	80.8%	60.5%	70%	84.7%	70%
Percent of Inmate on Staff Assaults Resulting in Requests for Criminal Prosecution Annually	Up is Better	92.3%	74.9%	55%	68.2%	55%
Percent of Contraband Seizures Resulting in Requests for Criminal Prosecution Annually	Up is Better	69.6%	51.4%	45%	66.2%	45%
Delayed Release Rate	Down is Better	0.2%	0.1%	0.1%	0.4%	0.1%
Erroneous Release Rate	Down is Better	0%	0%	0.01%	0.1%	0.01%
Inmate on Inmate Assault Rate - Inmate on Inmate Assaults per 10,000 Inmate-Days	Down is Better	1.2	0.5	1.5	0.3	0.75
Inmate on Staff Assault Rate - Inmate on Staff Assaults per 10,000 Inmate-Days	Down is Better	0.8	0.5	1	0	0.8
Percent of inmates served by video and remote visiting program (CDF)	Up is Better	40.7%	80.7%	45%	36.5%	45%
2 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (8 Measure records)						
Percent of Attempted GED Testing Sections Passed	Up is Better	46.1%	Not Available	50%	74%	60%
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	54.7%	50%	30%	59.8%	40%
Residential Substance Abuse Treatment (RSAT) Program Effectiveness - Percent Reduction in 12-month Reincarceration Rate Compared to That for DOC Inmates	Up is Better	65.1%	Not Available	40%	41.3%	40%
Percent of inmates utilizing Library Services at DOC Facilities (including Law and Leisure library, mobile library, or e-books)	Up is Better	56.5%	60%	55%	Not Available	55%
Inmate Grievance Resolution Rate - Percent of Grievances Resolved within 30 days	Up is Better	71.7%	68%	75%	65.6%	75%
Number of Persons Who Are/Were in DOC Custody Served by the READY Center	Up is Better	579	293	270	342	220

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY2022 Actual	FY 2023 Target
Number of FBOP Returning Citizens Served by READY Center	Up is Better	175	228	150	140	200
Percent of Housing Units Receiving Access to Programs and Services (including Virtual Programs and Services)	Up is Better	53%	85.4%	73.3%	17.2%	73.3%
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	66.1%	75%	75%	58.8%	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	99.1%	98.3%	95%	98.3%	95%
5 - Create and maintain a highly efficient, transparent, and responsive District government. (2 Measure records)						
Percent of Priority 1 Maintenance and Repair Requests Completed within 8 Hours	Up is Better	85.6%	78.2%	80%	69.5%	80%
Federal Revenue Reimbursement Rate	Up is Better	97%	93.1%	95%	89.5%	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 Activity records)		
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 Activity records)		

Operations Title	Operations Description	Type of 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	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
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 Activity records)		
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 2020 Actual	FY 2021 Actual	FY2022 Actual
1 - Central Cell Block Operations (2 Measure records)			
Arrestees Served by Central Cell Block Clinic	2258	990	616
Arrestees Processed	11,075	6767	3596
1 - Community Corrections Administration (1 Measure)			
Number of Inmates Placed in Halfway Houses	103	No Applicable Incidents	3
1 - Correctional Surveillance Center (2 Measure records)			
External Requests Processed by the Correctional Surveillance Center	868	646	846

Measure	FY 2020 Actual	FY 2021 Actual	FY2022 Actual
Internal Requests Processed by the Correctional Surveillance Center	932	2088	1471
1 - Facility Security (2 Measure records)			
Number of Hearings Conducted	2821	3190	5915
Number of Items of Contraband Seized	1252	1705	2516
1 - Housing Unit Supervision (10 Measure records)			
Recidivism Rate for Young Adult Program Participants - Percent of Participants with New Bookings After Program Completion	7.1%	No Applicable Incidents	Not Available
Recidivism Rate for RSAT Participants - Percent of Participants with New Bookings After Program Completion	20.5%	No Applicable Incidents	0.1%
Percent of Inmates Charged with Violent or Dangerous Offenses	77.2%	74.3%	75%
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	14.5%	6.5%	19.4%
Average Daily Population	1564	5962	1411
Recidivism Rate for Women - Percent of Women Intakes With Two or More Bookings in 12 Months	18.6%	39.8%	0.2%
Hours of Overtime (OT) Required	338,092.1	382,933.9	440,833.9
Median LOS in Custody (days)	176	223	191
Recidivism Rate for Men - Percent of Men with Two or More Bookings in 12 Months	18%	12.5%	0.2%
Recidivism Rate for 18-24 Year Olds - Percent of 18-24 Year Olds with Two or More Bookings in 12 Months	18%	10.5%	0.1%
1 - Inmate Receiving and Discharge (5 Measure records)			
Median Length of Stay to Release (days)	24.2	50.8	27.7
Annual Intakes (number of transactions resulting in movement of residents from non-DOC locations to DOC locations measured annually)	6149	3271	4062
Annual Releases (number of transactions resulting in movement of residents from DOC facility locations to non-DOC facility locations measured annually)	6557	3119	4249
Average Daily Population for DOC	1564	1493	1388
DOC Inmates with Two or More Bookings in 12 Months	0.18	0.13	0.2
1 - Inmate Records (2 Measure records)			
Documents Processed	39,478	27,028	35,862
Sentences Computed	2184	1513	2807
1 - Inmate Transport (1 Measure)			
Hours of Service Provided by Court Transport	31,199	25,409	27,447
1 - Inmate Work Release Programs (2 Measure records)			
Dollar Value of Service Provided by Inmate Work Squads	\$29,931.75	No Applicable Incidents	Not Available
Number of Inmates on Work Release	74	No Applicable Incidents	Not Available
2 - Inmate Finance and Financial Assistance (3 Measure records)			
Inmate Finance Transactions Processed	24,445	19,413	15,483
Number of Inmates Provided Financial Assistance	3200	1800	1400
Dollar Value of Inmate Finance Transactions Processed	\$2,531,284.1	\$2,126,124.3	\$1,222,127.9

Measure	FY 2020 Actual	FY 2021 Actual	FY2022 Actual
2 - Inmate Personal Services (1 Measure)			
Dollars of Inmate Commissary Items Delivered	\$1,896,037.6	\$1,933,827.7	\$1,215,654.1
2 - Inmate Programs and Services (19 Measure records)			
Number of Social Visits at CTF	New in 2023	New in 2023	New in 2023
Number Served by the LEAD Up! Program	New in 2023	New in 2023	New in 2023
Number Served by the LEAD Out! Program	New in 2023	New in 2023	New in 2023
Number of Residents with Disabilities	New in 2023	New in 2023	New in 2023
Inmates between 18 - 22 years of age served by DCPS	528	493	497
Number of inmates served by Post-Secondary Education Programs	1059	482	1092
Number of Participants for Young Men Emerging (YME) Programming	54	48	47
Number of Participants for Women's Programming	702	417	420
Number of Inmates who Utilized Education Tablets	Not Available	4073	12,651
Number of Inmates Served by C-Tech Industry Certification Programs	35	345	3684
Number of inmates served by Literacy or GED programs	1741	3168	3759
Number of Participants served by the Residential Substance Abuse Treatment (RSAT) Program	88	28	54
Number Scoring High or Medium Risk on the COMPAS Risk Assessment	2298	1325	1777
Number of inmates served by Career and Technical Education Programs	2520	13,785	12,751
Inmates Served by Law and Leisure Libraries	5531	13,327	9853
Face-to-Face Visits Conducted	973	13	152
Number of Participants for Transition Assistance or Better and Beyond Programs (Re-Entry)	292	124	318
Library Books Issued by Mobile Library	2764	1111	2662
Video Visits Conducted	12,569	10,564	15,492
3 - Personnel Services (2 Measure records)			
Number of Training Classes Conducted for Employees, Contractors, and Volunteers	1018	792	1152
Number Trained for Employees, Contractors, and Volunteers	2168	1410	2053
4 - Health and Mental Health Services (7 Measure records)			
Number Served by the Men's Substance Use Treatment Unit	New in 2023	New in 2023	New in 2023
Number Served by the Women's Substance Use Treatment Unit	New in 2023	New in 2023	New in 2023
Inmates Served by the Mental Health Step Down Unit	113	86	77
Inmates served by Acute Mental Health Unit	656	698	788
Hours of Overtime (OT) Required for Medical Outposts	74,414.8	14,706	23,061.5
Intakes with Active Diagnoses of Mental Illness	3237	1399	1897
Intakes with Active Substance Abuse Disorder Diagnoses	3345	1386	1774
5 - Agency Operations Support (4 Measure records)			
Procurements Processed	233	236	231
Requisitions Submitted	269	230	263
Vehicle Inspections Conducted	164	181	157
Total Dollar Value of Supply Chain Managed through DOC Warehouse	\$3,712,840	\$4,795,035	\$4,048,184

Measure	FY 2020 Actual	FY 2021 Actual	FY2022 Actual
5 - Executive Direction and Support (2 Measure records)			
FOIA Requests Processed	209	91	123
DOC Per-Inmate Per Day Incarceration Cost	\$312.8	\$327.67	\$371.1
5 - Facility Services (2 Measure records)			
Number of Facility Inspections Conducted	3958	3920	4722
Total Workorders Recorded	15,483	14,149	14,790
5 - Management Control (2 Measure records)			
ACA Compliance Audits Conducted	198	383	247
Background Investigations Conducted	120	119	62
5 - Technology Support (3 Measure records)			
Helpdesk Requests Processed	3393	3711	4328
All Other IT Devices Supported*	7483	2109	8548
Communication Devices Supported*	4751	1216	4832

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Executive Direction and Support (1 Strategic Initiative)		
Procure Program Planning Consultant for Correctional Treatment Facility (CTF) Annex in Partnership with the Department of General Services (DGS)	The Department of Corrections (DOC) will partner with the Department of General Services (DGS) to procure a program design consultant to conduct the program planning for the Correctional Treatment Facility (CTF) Annex. The procurement is expected to be completed by September 30, 2023.	09-30-2023
Housing Unit Supervision (1 Strategic Initiative)		
Complete Body Worn Camera Implementation	DOC will complete the implementation of body worn cameras in its facilities during FY 2024 contingent upon all staff receiving necessary training prior to implementation. While DOC expects 80% of the roll-out and training and implementation to be complete by September 30, 2023, the overall implementation is expected to be completed by December 30, 2023.	12-30-2023
Inmate Personal Services (1 Strategic Initiative)		
Expand the Impact of the READY Center	DOC will work to expand the impact of the READY Center by expanding the methods to reach returning citizens, providing workforce development and employment programming, and increasing the number of returning citizens served by 15% by September 30, 2023. DOC will fill critical vacancies in its Education, Programs and Services Division and is currently recruiting for READY Center staffing vacancies which it hopes to fill by the end of Q3 FY 2023. The READY Center operates on-site at DOC Facilities; and, as of July 2022, in a Community Meeting Room at the Reeves Center in Ward 1. DOC will continue to work with DGS to explore the possibility of further expanding the READY Center's impact by locating another physical location for the READY Center.	09-30-2023
Management Control (2 Strategic Initiative records)		
Achieve Reaccreditation by the American Correctional Association (ACA)	In FY 2023 DOC will work to achieve re-accreditation by the American Correctional Association (ACA). The Central Detention Facility and Correctional Treatment Facility will apply for ACA accreditation jointly for the first time. DOC will achieve ACA accreditation by May 31, 2023.	05-31-2023
Successfully Demonstrate Prison Rape Elimination Act (PREA) Compliance at the Correctional Treatment Facility (CTF)	DOC will demonstrate full compliance with the Prison Rape Elimination Act (PREA) by successfully completing the PREA Audit at the Correctional Treatment Facility by April 30, 2023.	04-30-2023

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Personnel Services (1 Strategic Initiative)		
Fill Mission Critical Vacancies	DOC is working with the DC Department of Human Resources (DCHR) and through professional associations, university programs, etc. to recruit for and fill mission critical vacancies in Operations, Education and Programs and other areas. DOC Human Resources Management will work diligently with agency supervisors to ensure at least 65% of mission critical vacancies are filled by September 30, 2023.	09-30-2023
Technology Support (1 Strategic Initiative)		
Upgrade JACCS with New OMS	DOC will continue work on its mission critical project to replace the Jail and Community Corrections System (JACCS) with an upgraded Offender Management System (OMS). Key tasks for FY 2023 include completing the build and functionality and user acceptance testing of Inmate Records Office functionality which includes over 240 different types of transactions. The next step will be to perform functionality and User Acceptance Testing of system functions with Inmate Records Functions fully operational. Staff Training of over 1000 staff and contractors agency-wide will be the penultimate step prior to going live. This multi-year project will result in the new OMS going live by September 30, 2024.	09-30-2024